2019 Employee Engagement Survey

Institutional Summary

Purpose, Methods, & Participation

As part of RMUoHP’s comprehensive institutional assessment and continuous improvement process, the purpose of the annual Employee Engagement Survey is to collect institutional data to assess factors related to University employees and their RMUoHP experience. The survey was conducted via an online tool in August 2019. All of RMUoHP’s 156 full- and part-time employees were provided the survey invitation, instructions, and follow-up reminders. While 123 employees started the survey, 118 employees (75.64%) completed it in its entirety. In addition to demographics, the data collected included the following topics: Mission, Vision, and Core Themes; employee/supervisor relationship; job quality; engagement and recognition; benefits and professional development; and overall satisfaction. Additional questions were included to solicit employee feedback on proposed Core Values modifications. The survey included additional open-ended items to clarify and supplement quantitative data. When a similar idea appeared in at least 10% of the item comments and had at least three occurrences, the idea was considered a theme. Many comments included multiple ideas and each of these ideas was counted individually.

Reporting & Usage

This report contains means for all scaled survey items, additional quantitative data, and a summary of themes related to open-ended items. When appropriate, institutional means for the 2018 Employee Engagement Survey were included for comparison. Variations in response counts were attributed to a “no basis for judgment” choice that was excluded from calculations. For appropriate five-point Likert scaled items, the University defines score values as follows: scores ≤ 3.99 are improvement opportunities (bolded red); scores between 4.0-4.49 are acceptable; scores ≥ 4.5 are exceptional (bolded blue). In addition to means, statistical analysis explore a variety of variable relationships and, as appropriate, these relationships are described in this report. Data regarding proposed Core Values modifications were provided to the appropriate task force and is not presented in this report.

The summary report is provided for the consumption of the entire University community. Data from this report are used as a tool within the University’s assessment and continuous improvement cycles.

Highlights

**Institutional Strengths**

- Fulfillment of Mission, Vision, & Core Themes
- Strong Supervisor/Employee Relationships
- Clarity of Roles & Overall Mission Contribution
- Adequacy of Training & Resources
- Quality, Safe Workplace
- Employees Empowered to Explore & Improve
- University Commitment to Continuous Improvement
- Satisfaction of Employee Benefits
- Employee Participation in Professional Development
- Overall Employee Satisfaction

**Improvement Opportunities & Implementation Suggestions**

- **Newer Workforce** - With 46% of the respondents at RMUoHP two years or less, now is a timely opportunity to shape the University’s culture and direction.
- **Cross-Training** - Respondents noted limited progress regarding employee cross-training. A structured, strategic effort to cross-train key employees will benefit the University.
- **Recent Technology Changes** - Respondents disagree changes are essential to Mission, Vision, and Strategic Plan achievement. Additional conversation and transparency regarding technology-related decision-making may improve employee perception.
- **Transparency** - As the highest predictor of the NPS for employment, the University may choose to continue focusing on transparent and open communication of University Leadership.
Demographics
Employee Engagement Survey participants included four times as many Academic Affairs personnel as Administrative Affairs personnel (Table 1), the majority of whom were located on-campus and in full-time, positions (Tables 2-3). Faculty appointments were held by 43.09% of the participants (Table 4). Of the responding employees, 59.35% were female (Table 5) and 46.35% had been employed by the University for two or fewer years (Table 6).

<table>
<thead>
<tr>
<th>Table 1. Organizational Category (n = 123)</th>
<th>#</th>
<th>Answer</th>
<th>n</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Academic Affairs</td>
<td>99  (80.49%)</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Administrative Affairs</td>
<td>24  (19.51%)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Table 2. Primary Employment Location (n = 123)</th>
<th>#</th>
<th>Answer</th>
<th>n</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>On-Campus</td>
<td>110 (89.43%)</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Off-Campus</td>
<td>13  (10.57%)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Table 3. Employee Status (n = 123)</th>
<th>#</th>
<th>Answer</th>
<th>n</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Regular Full-Time</td>
<td>112 (91.06%)</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Regular Part-Time</td>
<td>11  (8.94%)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Table 4. Job Function (n = 123)</th>
<th>#</th>
<th>Answer</th>
<th>n</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Administration</td>
<td>70  (56.91%)</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Faculty</td>
<td>53  (43.09%)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Table 5. Sex (n = 123)</th>
<th>#</th>
<th>Answer</th>
<th>n</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Female</td>
<td>73  (59.35%)</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Male</td>
<td>50  (40.65%)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Table 6. Years of Employment at RMUoHP (n = 123)</th>
<th>#</th>
<th>Answer</th>
<th>n</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Less Than One Year</td>
<td>35  (28.46%)</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>1-2 Years</td>
<td>22  (17.89%)</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>2-3 Years</td>
<td>21  (17.07%)</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>3-4 Years</td>
<td>16  (13.01%)</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>4-5 Years</td>
<td>3   (2.44%)</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>5-6 Years</td>
<td>5   (4.07%)</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>6-7 Years</td>
<td>5   (4.07%)</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Greater than 7 Years</td>
<td>16  (13.01%)</td>
<td></td>
</tr>
</tbody>
</table>
Mission, Vision, & Core Themes

Employees were asked to rate the University’s fulfillment of its Mission, Vision, and Core Themes (Table 7). All six item-means were in the exceptional range (≥ 4.50).

Table 7. Mission, Vision, Core Values, & Core Themes

<table>
<thead>
<tr>
<th>#</th>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Somewhat Disagree</th>
<th>Neutral</th>
<th>Somewhat Agree</th>
<th>Strongly Agree</th>
<th>n</th>
<th>Mean 2018</th>
<th>Mean 2019</th>
<th>2018 Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The University fulfills its mission to educate current and future healthcare professionals for outcomes-oriented, evidence-based practice. The University demonstrates mission fulfillment through the quality of its education and success of its students in academic programs that develop leaders skilled in clinical inquiry and prepared to effect healthcare change. (Mission)</td>
<td>2 (1.77%)</td>
<td>0 (0.00%)</td>
<td>1 (0.88%)</td>
<td>14 (12.39%)</td>
<td>96 (84.96%)</td>
<td>113</td>
<td>4.79</td>
<td>4.88</td>
<td>(n = 116)</td>
</tr>
<tr>
<td>2</td>
<td>The University is progressing towards fulfilling its vision to advance the quality, delivery, and efficacy of healthcare. (Vision)</td>
<td>1 (0.88%)</td>
<td>1 (0.88%)</td>
<td>0 (0.00%)</td>
<td>17 (14.91%)</td>
<td>95 (83.33%)</td>
<td>114</td>
<td>4.79</td>
<td>4.82</td>
<td>(n = 115)</td>
</tr>
<tr>
<td>3</td>
<td>RMUoHP develops evidence-based practitioners by educating current and future healthcare professionals to synthesize evidence-based principles into practice. (Core Theme 1: Developing Evidence-Based Practitioners)</td>
<td>2 (1.90%)</td>
<td>0 (0.00%)</td>
<td>1 (0.95%)</td>
<td>15 (14.29%)</td>
<td>87 (82.86%)</td>
<td>105</td>
<td>4.76</td>
<td>4.89</td>
<td>(n = 104)</td>
</tr>
<tr>
<td>4</td>
<td>RMUoHP elevates clinical inquiry proficiency through learning experiences that challenge practice standards, expand evidence-based practice, increase clinical research, develop healthcare change agents, and encourage experiential learning. (Core Theme 2: Elevating Clinical Inquiry Proficiency)</td>
<td>2 (1.94%)</td>
<td>0 (0.00%)</td>
<td>1 (0.97%)</td>
<td>19 (18.45%)</td>
<td>81 (78.64%)</td>
<td>103</td>
<td>4.72</td>
<td>4.79</td>
<td>(n = 105)</td>
</tr>
<tr>
<td>5</td>
<td>RMUoHP ensures educational quality through student-centered academic programs, services, and continuous improvement. (Core Theme 3: Ensuring Educational Quality)</td>
<td>2 (1.82%)</td>
<td>0 (0.00%)</td>
<td>3 (2.73%)</td>
<td>11 (10.00%)</td>
<td>94 (85.45%)</td>
<td>110</td>
<td>4.77</td>
<td>4.80</td>
<td>(n = 110)</td>
</tr>
<tr>
<td>6</td>
<td>RMUoHP nurtures student success by engaging students in professional and personal growth opportunities. (Core Theme 4: Nurturing Student Success)</td>
<td>1 (0.93%)</td>
<td>1 (0.93%)</td>
<td>1 (0.93%)</td>
<td>21 (19.44%)</td>
<td>84 (77.78%)</td>
<td>108</td>
<td>4.72</td>
<td>4.74</td>
<td>(n = 109)</td>
</tr>
</tbody>
</table>

Institutional Factors Mean 4.76

97.35% Agree RMUoHP is Fulfilling its Mission
Employee/Supervisor Relationship

Employees were asked to respond to items regarding their relationship with their supervisor. Nine item means fell into the exceptional range (≥ 4.50) and one item (communication with supervisor), while still in the acceptable range, decreased notably from 2018 (Table 8). Employees who strongly disagreed or somewhat disagreed with the statements were given an opportunity to provide additional detail through an open-ended item. Relevant themes are included in Table 9.

Table 8. Employee/Supervisor Relationship

<table>
<thead>
<tr>
<th></th>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Somewhat Disagree</th>
<th>Neutral</th>
<th>Somewhat Agree</th>
<th>Strongly Agree</th>
<th>n</th>
<th>Mean</th>
<th>2018 Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>My supervisor provides adequate training for me to perform my duties.</td>
<td>0 (0.00%)</td>
<td>6 (5.08%)</td>
<td>6 (5.08%)</td>
<td>20 (16.95%)</td>
<td>86 (72.88%)</td>
<td>118</td>
<td>4.56</td>
<td>4.78</td>
</tr>
<tr>
<td>2</td>
<td>I have adequate supervisor direction to fulfill my responsibilities.</td>
<td>0 (0.00%)</td>
<td>7 (5.93%)</td>
<td>8 (6.78%)</td>
<td>18 (15.25%)</td>
<td>85 (72.03%)</td>
<td>118</td>
<td>4.62</td>
<td>4.77</td>
</tr>
<tr>
<td>3</td>
<td>My supervisor provides me professional growth opportunities beyond formal training (e.g., challenging tasks, leadership opportunities, scholarly activity).</td>
<td>1 (0.85%)</td>
<td>5 (4.27%)</td>
<td>4 (3.42%)</td>
<td>19 (16.24%)</td>
<td>88 (75.21%)</td>
<td>117</td>
<td>4.53</td>
<td>4.73</td>
</tr>
<tr>
<td>4</td>
<td>My supervisor is actively engaged in my goals and development at RMUoHP.</td>
<td>3 (2.54%)</td>
<td>6 (5.08%)</td>
<td>5 (4.24%)</td>
<td>21 (17.80%)</td>
<td>83 (70.34%)</td>
<td>118</td>
<td>4.52</td>
<td>4.62</td>
</tr>
<tr>
<td>5</td>
<td>My supervisor understands my workload.</td>
<td>2 (1.69%)</td>
<td>8 (6.78%)</td>
<td>7 (5.93%)</td>
<td>28 (23.73%)</td>
<td>73 (61.86%)</td>
<td>118</td>
<td>4.63</td>
<td>4.56</td>
</tr>
<tr>
<td>6</td>
<td>My supervisor has realistic expectations of my job duties.</td>
<td>2 (1.69%)</td>
<td>2 (1.69%)</td>
<td>8 (6.78%)</td>
<td>19 (16.10%)</td>
<td>87 (73.73%)</td>
<td>118</td>
<td>4.58</td>
<td>4.71</td>
</tr>
<tr>
<td>7</td>
<td>I receive regular feedback from my supervisor regarding the work I perform.</td>
<td>1 (0.85%)</td>
<td>4 (3.39%)</td>
<td>11 (9.32%)</td>
<td>19 (16.10%)</td>
<td>83 (70.34%)</td>
<td>118</td>
<td>4.48</td>
<td>4.57</td>
</tr>
<tr>
<td>8</td>
<td>I am confident my feedback is thoughtfully considered by my supervisor.</td>
<td>3 (2.54%)</td>
<td>1 (0.85%)</td>
<td>8 (6.78%)</td>
<td>14 (11.86%)</td>
<td>92 (77.97%)</td>
<td>118</td>
<td>4.58</td>
<td>4.75</td>
</tr>
<tr>
<td>9</td>
<td>I am comfortable addressing concerns or issues with my supervisor.</td>
<td>4 (3.39%)</td>
<td>5 (4.24%)</td>
<td>5 (4.24%)</td>
<td>11 (9.32%)</td>
<td>93 (78.81%)</td>
<td>118</td>
<td>4.61</td>
<td>4.68</td>
</tr>
<tr>
<td>10</td>
<td>The overall communication with my supervisor is satisfactory.</td>
<td>3 (2.54%)</td>
<td>4 (3.39%)</td>
<td>3 (2.54%)</td>
<td>18 (15.25%)</td>
<td>90 (76.27%)</td>
<td>118</td>
<td>4.37</td>
<td>4.71</td>
</tr>
<tr>
<td>11</td>
<td>My input on my annual performance evaluation is carefully considered by my supervisor.</td>
<td>1 (1.01%)</td>
<td>3 (3.03%)</td>
<td>7 (7.07%)</td>
<td>10 (10.10%)</td>
<td>78 (75.79%)</td>
<td>99</td>
<td>4.59</td>
<td>4.74</td>
</tr>
</tbody>
</table>

Table 9. Themes for Supervisor/Employee Relationship Disagreement (n = 17)

<table>
<thead>
<tr>
<th></th>
<th>Theme</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>Challenges with Supervisor</td>
</tr>
<tr>
<td>5</td>
<td>Lack of Development/Training</td>
</tr>
<tr>
<td>4</td>
<td>Unclear Expectations</td>
</tr>
</tbody>
</table>

Employee/Supervisor Relationship Factors Mean 4.55

91.45% Are Provided Professional Growth Opportunities Beyond Formal Training
Job Quality

For the eight items on job quality, seven means were within the acceptable or exceptional ranges (Table 10). Improvement opportunities related to the adequacy of cross-trained employees have persisted for several years. Employees who strongly disagreed or somewhat disagreed with the statements were given an opportunity to provide additional detail through an open-ended item. Relevant themes are included in Table 11, the most frequently mentioned comment of which noted the need for additional cross-training as well.

Table 10. Job Quality

<table>
<thead>
<tr>
<th>#</th>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Somewhat Disagree</th>
<th>Neutral</th>
<th>Somewhat Agree</th>
<th>Strongly Agree</th>
<th>n</th>
<th>Mean</th>
<th>2018 Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>My job description is clearly defined.</td>
<td>2 (1.69%)</td>
<td>4 (3.39%)</td>
<td>5 (4.24%)</td>
<td>37 (31.36%)</td>
<td>70 (59.32%)</td>
<td>118</td>
<td>4.43</td>
<td>(n = 116)</td>
</tr>
<tr>
<td>2</td>
<td>I understand my job duties and responsibilities.</td>
<td>0 (0.00%)</td>
<td>2 (1.69%)</td>
<td>6 (5.08%)</td>
<td>21 (17.80%)</td>
<td>89 (75.42%)</td>
<td>118</td>
<td>4.67</td>
<td>(n = 118)</td>
</tr>
<tr>
<td>3</td>
<td>My skills contribute to the achievement of successful outcomes.</td>
<td>0 (0.00%)</td>
<td>0 (0.00%)</td>
<td>0 (0.00%)</td>
<td>10 (8.47%)</td>
<td>108 (91.53%)</td>
<td>118</td>
<td>4.92</td>
<td>(n = 118)</td>
</tr>
<tr>
<td>4</td>
<td>I have adequate resources to do my job and achieve performance goals (e.g., supplies, technology, equipment, space).</td>
<td>0 (0.00%)</td>
<td>4 (3.39%)</td>
<td>4 (3.39%)</td>
<td>37 (31.36%)</td>
<td>73 (61.86%)</td>
<td>118</td>
<td>4.52</td>
<td>(n = 117)</td>
</tr>
<tr>
<td>5</td>
<td>There is another employee adequately cross-trained to cover my job duties.</td>
<td>8 (6.90%)</td>
<td>13 (11.21%)</td>
<td>20 (17.24%)</td>
<td>31 (26.72%)</td>
<td>44 (37.93%)</td>
<td>116</td>
<td>3.78</td>
<td>(n = 117)</td>
</tr>
<tr>
<td>6</td>
<td>I am provided adequate training to stay current with changing aspects of my job.</td>
<td>0 (0.00%)</td>
<td>1 (0.86%)</td>
<td>7 (6.03%)</td>
<td>29 (25.00%)</td>
<td>79 (68.10%)</td>
<td>116</td>
<td>4.60</td>
<td>(n = 118)</td>
</tr>
<tr>
<td>7</td>
<td>I feel safe when I am on campus.</td>
<td>0 (0.00%)</td>
<td>0 (0.00%)</td>
<td>2 (1.71%)</td>
<td>5 (4.27%)</td>
<td>110 (94.02%)</td>
<td>117</td>
<td>4.92</td>
<td>(n = 118)</td>
</tr>
<tr>
<td>8</td>
<td>RMUoHP provides quality facilities.</td>
<td>0 (0.00%)</td>
<td>4 (3.42%)</td>
<td>5 (4.27%)</td>
<td>24 (20.51%)</td>
<td>84 (71.79%)</td>
<td>117</td>
<td>4.61</td>
<td>(n = 117)</td>
</tr>
</tbody>
</table>

Table 11. Themes for Job Quality Disagreement (n = 26)

<table>
<thead>
<tr>
<th>n</th>
<th>Theme</th>
</tr>
</thead>
<tbody>
<tr>
<td>15</td>
<td>No One Cross-Trained for Responsibilities</td>
</tr>
<tr>
<td>5</td>
<td>Inadequate Resources</td>
</tr>
<tr>
<td>5</td>
<td>Inconsistent/Unclear Job Description</td>
</tr>
<tr>
<td>3</td>
<td>Facilities Concern</td>
</tr>
</tbody>
</table>
Employment & Recognition

Employees responded to 13 items on employment and recognition; two new questions addressed the shared governance model and technology changes implemented since 2018. All but one mean were within the acceptable range, including seven means in the exceptional range (Table 12). The perception of technology system changes fell into the improvement opportunity range and was supported by the open-ended comments, which themes are included in Table 13.

### Table 12. Employment & Recognition

<table>
<thead>
<tr>
<th>#</th>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Somewhat Disagree</th>
<th>Neutral</th>
<th>Somewhat Agree</th>
<th>Strongly Agree</th>
<th>n</th>
<th>Mean</th>
<th>2018 Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The teams or committees on which I serve are collaborative in achieving their objectives.</td>
<td>0 (0.00%)</td>
<td>7 (6.31%)</td>
<td>8 (7.21%)</td>
<td>21 (18.92%)</td>
<td>75 (67.57%)</td>
<td>111</td>
<td>4.48</td>
<td>4.64</td>
</tr>
<tr>
<td>2</td>
<td>I have freedom to explore and improve processes within my job responsibilities.</td>
<td>3 (2.56%)</td>
<td>3 (2.56%)</td>
<td>3 (2.56%)</td>
<td>26 (22.22%)</td>
<td>82 (70.09%)</td>
<td>117</td>
<td>4.55</td>
<td>4.66</td>
</tr>
<tr>
<td>3</td>
<td>My feedback to others is thoughtfully considered.</td>
<td>1 (0.85%)</td>
<td>3 (2.54%)</td>
<td>8 (6.78%)</td>
<td>28 (23.73%)</td>
<td>78 (66.10%)</td>
<td>118</td>
<td>4.52</td>
<td>4.56</td>
</tr>
<tr>
<td>4</td>
<td>The shared governance model provides an effective method for feedback and communication.</td>
<td>1 (1.06%)</td>
<td>7 (7.45%)</td>
<td>16 (17.02%)</td>
<td>18 (19.15%)</td>
<td>52 (55.32%)</td>
<td>94</td>
<td>4.20</td>
<td>n/a</td>
</tr>
<tr>
<td>5</td>
<td>Though challenging, recent technology system changes at the University are essential to Mission, Vision, and Strategic Plan achievement.</td>
<td>7 (5.93%)</td>
<td>14 (11.86%)</td>
<td>12 (10.17%)</td>
<td>28 (23.73%)</td>
<td>57 (48.31%)</td>
<td>118</td>
<td>3.97</td>
<td>4.57</td>
</tr>
<tr>
<td>6</td>
<td>Conflicts are resolved in a positive, appropriate manner.</td>
<td>0 (0.00%)</td>
<td>7 (6.42%)</td>
<td>13 (11.93%)</td>
<td>31 (28.44%)</td>
<td>58 (53.21%)</td>
<td>109</td>
<td>4.28</td>
<td>4.49</td>
</tr>
<tr>
<td>7</td>
<td>University leadership utilizes transparent and open communication.</td>
<td>2 (1.75%)</td>
<td>7 (6.14%)</td>
<td>11 (9.65%)</td>
<td>32 (28.07%)</td>
<td>62 (54.39%)</td>
<td>114</td>
<td>4.27</td>
<td>4.19</td>
</tr>
<tr>
<td>8</td>
<td>RMUoHP is proactive and timely in recognizing exemplary employee performance.</td>
<td>1 (0.87%)</td>
<td>1 (0.87%)</td>
<td>10 (8.70%)</td>
<td>23 (20.00%)</td>
<td>80 (69.57%)</td>
<td>115</td>
<td>4.57</td>
<td>4.57</td>
</tr>
<tr>
<td>9</td>
<td>The University demonstrates a commitment to continuous improvement.</td>
<td>0 (0.00%)</td>
<td>0 (0.00%)</td>
<td>4 (3.39%)</td>
<td>27 (22.88%)</td>
<td>87 (73.73%)</td>
<td>118</td>
<td>4.70</td>
<td>4.77</td>
</tr>
<tr>
<td>10</td>
<td>Through interactions with University employees and students, I feel a sense of belonging to the RMUoHP community.</td>
<td>0 (0.00%)</td>
<td>1 (0.85%)</td>
<td>8 (6.78%)</td>
<td>25 (21.19%)</td>
<td>84 (71.19%)</td>
<td>118</td>
<td>4.63</td>
<td>4.67</td>
</tr>
<tr>
<td>11</td>
<td>I feel appreciated at RMUoHP.</td>
<td>0 (0.00%)</td>
<td>3 (2.56%)</td>
<td>7 (5.98%)</td>
<td>27 (23.08%)</td>
<td>80 (68.38%)</td>
<td>117</td>
<td>4.57</td>
<td>4.58</td>
</tr>
<tr>
<td>12</td>
<td>At the end of the workday, I feel good knowing I contributed to RMUoHP’s mission fulfillment.</td>
<td>0 (0.00%)</td>
<td>1 (0.85%)</td>
<td>7 (5.98%)</td>
<td>27 (23.08%)</td>
<td>82 (70.09%)</td>
<td>117</td>
<td>4.62</td>
<td>4.73</td>
</tr>
<tr>
<td>13</td>
<td>My development and career opportunities at RMUoHP support my long-term employment at the University.</td>
<td>2 (1.71%)</td>
<td>4 (3.42%)</td>
<td>8 (6.84%)</td>
<td>26 (22.22%)</td>
<td>77 (65.81%)</td>
<td>117</td>
<td>4.47</td>
<td>4.49</td>
</tr>
</tbody>
</table>

### Table 13. Themes for Employment & Recognition (n = 29)

<table>
<thead>
<tr>
<th>n</th>
<th>Theme</th>
</tr>
</thead>
<tbody>
<tr>
<td>18</td>
<td>Challenges with Recent Technology Changes</td>
</tr>
<tr>
<td>14</td>
<td>Lack of Inclusive Decision-Making</td>
</tr>
<tr>
<td>10</td>
<td>Challenges with Information Sharing and Transparency</td>
</tr>
<tr>
<td>4</td>
<td>Unclear Career Pathway</td>
</tr>
<tr>
<td>3</td>
<td>Challenges with Employee Recognition Program</td>
</tr>
</tbody>
</table>

96.61% Agree RMUoHP Demonstrates Commitment to Continuous Improvement
Benefits

For survey items regarding benefits, employees rated all 12 within acceptable ranges, including five means in the exceptional range (Table 14). Employees who strongly disagreed or somewhat disagreed with the statements were given an opportunity to provide additional detail through an open-ended item. Relevant themes are included in Table 15. In the last year, 77.12% of employees participated in free or RMUoHP-funded professional development activities (Table 16). Table 17 includes the themes for additional suggestions regarding events, benefits, policy, recognition, appreciation, or training.

### Table 14. Benefits

<table>
<thead>
<tr>
<th>#</th>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Somewhat Disagree</th>
<th>Neutral</th>
<th>Somewhat Agree</th>
<th>Strongly Agree</th>
<th>n</th>
<th>Mean 2018</th>
<th>Mean 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I am satisfied with the contributions RMUoHP makes towards my HSA account.</td>
<td>0 (0.00%)</td>
<td>1 (1.12%)</td>
<td>6 (6.74%)</td>
<td>22 (24.72%)</td>
<td>60 (67.42%)</td>
<td>89</td>
<td>4.58</td>
<td>4.52</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(n = 85)</td>
<td>(n = 85)</td>
</tr>
<tr>
<td>2</td>
<td>I am satisfied with the health and/or dental insurance allowance program.</td>
<td>0 (0.00%)</td>
<td>0 (0.00%)</td>
<td>7 (8.33%)</td>
<td>20 (23.81%)</td>
<td>57 (67.86%)</td>
<td>84</td>
<td>4.60</td>
<td>4.42</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(n = 80)</td>
<td>(n = 80)</td>
</tr>
<tr>
<td>3</td>
<td>I am satisfied with University-Provided Medical Insurance.</td>
<td>1 (1.14%)</td>
<td>4 (4.55%)</td>
<td>9 (10.23%)</td>
<td>28 (31.82%)</td>
<td>46 (52.27%)</td>
<td>88</td>
<td>4.30</td>
<td>4.18</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(n = 84)</td>
<td>(n = 84)</td>
</tr>
<tr>
<td>4</td>
<td>I am satisfied with EMI Dental Insurance.</td>
<td>0 (0.00%)</td>
<td>2 (2.17%)</td>
<td>10 (10.87%)</td>
<td>25 (27.17%)</td>
<td>55 (59.78%)</td>
<td>92</td>
<td>4.45</td>
<td>4.47</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(n = 85)</td>
<td>(n = 85)</td>
</tr>
<tr>
<td>5</td>
<td>I am satisfied with EMI (VSP) Vision Insurance.</td>
<td>0 (0.00%)</td>
<td>2 (3.03%)</td>
<td>12 (18.18%)</td>
<td>15 (22.73%)</td>
<td>37 (56.06%)</td>
<td>66</td>
<td>4.32</td>
<td>4.27</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(n = 63)</td>
<td>(n = 63)</td>
</tr>
<tr>
<td>6</td>
<td>I am satisfied with the 401K employer contribution amount of up to 4%.</td>
<td>0 (0.00%)</td>
<td>1 (0.99%)</td>
<td>10 (9.90%)</td>
<td>32 (31.68%)</td>
<td>58 (57.43%)</td>
<td>101</td>
<td>4.46</td>
<td>4.40</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(n = 99)</td>
<td>(n = 99)</td>
</tr>
<tr>
<td>7</td>
<td>I am satisfied with John Hancock and their management of my 401K contributions.</td>
<td>0 (0.00%)</td>
<td>1 (1.01%)</td>
<td>13 (13.13%)</td>
<td>27 (27.27%)</td>
<td>58 (58.59%)</td>
<td>99</td>
<td>4.43</td>
<td>4.44</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(n = 97)</td>
<td>(n = 97)</td>
</tr>
<tr>
<td>8</td>
<td>I am satisfied with my vacation day accrual rate.</td>
<td>1 (1.00%)</td>
<td>8 (8.00%)</td>
<td>10 (10.00%)</td>
<td>19 (19.00%)</td>
<td>62 (62.00%)</td>
<td>100</td>
<td>4.33</td>
<td>4.33</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(n = 95)</td>
<td>(n = 95)</td>
</tr>
<tr>
<td>9</td>
<td>I am satisfied with my sick day accrual rate.</td>
<td>0 (0.00%)</td>
<td>2 (1.82%)</td>
<td>12 (10.91%)</td>
<td>19 (17.27%)</td>
<td>77 (70.00%)</td>
<td>110</td>
<td>4.55</td>
<td>4.57</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(n = 105)</td>
<td>(n = 105)</td>
</tr>
<tr>
<td>10</td>
<td>I am satisfied with the quantity of official holidays.</td>
<td>1 (0.88%)</td>
<td>6 (5.26%)</td>
<td>5 (4.39%)</td>
<td>30 (26.32%)</td>
<td>72 (63.16%)</td>
<td>114</td>
<td>4.46</td>
<td>4.49</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(n = 110)</td>
<td>(n = 110)</td>
</tr>
<tr>
<td>11</td>
<td>I am satisfied with the benefits RMUoHP provides.</td>
<td>0 (0.00%)</td>
<td>0 (0.00%)</td>
<td>5 (4.46%)</td>
<td>33 (29.46%)</td>
<td>74 (60.07%)</td>
<td>112</td>
<td>4.62</td>
<td>4.45</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(n = 110)</td>
<td>(n = 110)</td>
</tr>
<tr>
<td>12</td>
<td>RMUoHP supports a culture of continuous improvement by investing in employee training and development.</td>
<td>0 (0.00%)</td>
<td>2 (1.72%)</td>
<td>6 (5.17%)</td>
<td>21 (18.10%)</td>
<td>87 (75.00%)</td>
<td>116</td>
<td>4.66</td>
<td>4.67</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(n = 118)</td>
<td>(n = 118)</td>
</tr>
</tbody>
</table>

### Table 15. Themes for Benefits (n = 21)

<table>
<thead>
<tr>
<th>n</th>
<th>Theme</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>Healthcare Benefit Suggestion/Complaint</td>
</tr>
<tr>
<td>5</td>
<td>Holidays Request</td>
</tr>
<tr>
<td>4</td>
<td>Vacation/Sick Day Request</td>
</tr>
<tr>
<td>4</td>
<td>Increase in Employee Benefits</td>
</tr>
</tbody>
</table>

**93.10%**

Agree RMUoHP Invests in Employees
**Table 16. Participation in Professional Development Related to Job Duties & Responsibilities (n = 118)**

<table>
<thead>
<tr>
<th>Answer</th>
<th>%</th>
<th>n</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes, and RMUoHP paid part or all of the expenses.</td>
<td>70.34%</td>
<td>83</td>
</tr>
<tr>
<td>Yes, and there were no expenses.</td>
<td>6.78%</td>
<td>8</td>
</tr>
<tr>
<td>Yes, and I paid all expenses.</td>
<td>1.69%</td>
<td>2</td>
</tr>
<tr>
<td>No</td>
<td>21.19%</td>
<td>25</td>
</tr>
</tbody>
</table>

**Table 17. Recommendations on Events, Benefits, Policy, Recognition, Appreciation, or Training (n = 52)**

<table>
<thead>
<tr>
<th>N</th>
<th>Theme</th>
</tr>
</thead>
<tbody>
<tr>
<td>16</td>
<td>Employee Benefits Recommendation</td>
</tr>
<tr>
<td>14</td>
<td>Training Availability Recommendation</td>
</tr>
<tr>
<td>12</td>
<td>Recognition Program Recommendation</td>
</tr>
<tr>
<td>6</td>
<td>Improved Sensitivity to Schedules</td>
</tr>
<tr>
<td>5</td>
<td>Event Recommendation</td>
</tr>
</tbody>
</table>

**Overall Satisfaction**

RMUoHP measured the likelihood of employees in referring the University to a friend, family member, or colleague for his or her education or employment (Table 18) through the Net Promoter Score (NPS), which measures loyalty and may be used to promote growth. The University aspires to a NPS of at least 50%. For 2019, the NPS for Education was 58.12% and the NPS for Employment was 55.74%, an increase from 2018 that puts the Institution above the goal of 50%. The open-ended comment themes for NPS detractors and promoters are found in Tables 19-22. Findings from statistical analysis on the NPS found that the culture of RMUoHP is positively related to NPS for Employment. Specifically, the transparent and open communication of University Leadership was the highest predictor of NPS for employment, followed by sense of belonging in the RMUoHP community, contributing to mission fulfillment, culture of continuous improvement, comfort in addressing concerns, and development opportunities. Considerations for continuous improvement lie with three questions regarding Benefits which negatively predicted NPS for Employment, employer contribution to 401k, health/dental allowance program, and contributions towards HSA. Factors related to positive predictors for NPS Education were transparent and open communication, feeling appreciated, and RMUoHP’s commitment to continuous improvement.

Additional open-ended themes are found in Table 23-24, which includes those related to employees’ most positive, memorable experience and what one thing the employee would change to make RMUoHP the best place to work. Lastly, respondents indicated they are exceptionally satisfied (4.66) with their overall satisfaction at RMUoHP (Table 25).
Table 18. Net Promoter Scores for Education and Employment

<table>
<thead>
<tr>
<th>Answer</th>
<th>Education NPS%</th>
<th>Education n</th>
<th>Employment NPS%</th>
<th>Employment n</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>0.85%</td>
<td>1</td>
<td>0.82%</td>
<td>1</td>
</tr>
<tr>
<td>1</td>
<td>0.00%</td>
<td>0</td>
<td>0.00%</td>
<td>0</td>
</tr>
<tr>
<td>2</td>
<td>0.85%</td>
<td>1</td>
<td>0.82%</td>
<td>1</td>
</tr>
<tr>
<td>3</td>
<td>0.00%</td>
<td>0</td>
<td>2.46%</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>2.56%</td>
<td>3</td>
<td>0.82%</td>
<td>1</td>
</tr>
<tr>
<td>5</td>
<td>2.56%</td>
<td>3</td>
<td>2.46%</td>
<td>3</td>
</tr>
<tr>
<td>6</td>
<td>5.98%</td>
<td>7</td>
<td>9.02%</td>
<td>11</td>
</tr>
<tr>
<td>7</td>
<td>22.22%</td>
<td>26</td>
<td>20.49%</td>
<td>25</td>
</tr>
<tr>
<td>8</td>
<td>30.77%</td>
<td>36</td>
<td>29.51%</td>
<td>36</td>
</tr>
<tr>
<td>9</td>
<td>34.19%</td>
<td>40</td>
<td>33.61%</td>
<td>41</td>
</tr>
<tr>
<td>NPS (Mean)</td>
<td>58.12% NPS (8.68)</td>
<td>117</td>
<td>55.74% NPS (8.59)</td>
<td>122</td>
</tr>
<tr>
<td>2018 NPS (Mean)</td>
<td>45.30% NPS (8.38)</td>
<td>117</td>
<td>45.83% NPS (8.51)</td>
<td>120</td>
</tr>
</tbody>
</table>

Table 19. Themes for NPS Education Detractors (n = 8)

<table>
<thead>
<tr>
<th>n</th>
<th>Theme</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Concern with Cost and Institutional Amenities</td>
</tr>
</tbody>
</table>

Table 20. Themes for NPS Education Promoters (n = 49)

<table>
<thead>
<tr>
<th>n</th>
<th>Theme</th>
</tr>
</thead>
<tbody>
<tr>
<td>24</td>
<td>Culture of Student-Centeredness</td>
</tr>
<tr>
<td>24</td>
<td>Quality Faculty</td>
</tr>
<tr>
<td>21</td>
<td>Quality Education</td>
</tr>
<tr>
<td>7</td>
<td>Collaboration and Mentoring Opportunities</td>
</tr>
<tr>
<td>6</td>
<td>Quality Programs</td>
</tr>
<tr>
<td>6</td>
<td>Friendly Atmosphere</td>
</tr>
</tbody>
</table>

Table 171. Themes for NPS Employment Detractors (n = 9)

<table>
<thead>
<tr>
<th>n</th>
<th>Theme</th>
</tr>
</thead>
<tbody>
<tr>
<td>-</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Table 182. Themes for NPS Employment Promoters (n = 65)

<table>
<thead>
<tr>
<th>n</th>
<th>Theme</th>
</tr>
</thead>
<tbody>
<tr>
<td>47</td>
<td>Positive &amp; Supportive Culture</td>
</tr>
<tr>
<td>19</td>
<td>Commitment to Continuous Improvement &amp; Professional Growth</td>
</tr>
<tr>
<td>17</td>
<td>Quality Colleagues</td>
</tr>
<tr>
<td>14</td>
<td>Quality Leadership</td>
</tr>
<tr>
<td>12</td>
<td>Feels Valued</td>
</tr>
<tr>
<td>9</td>
<td>Collaborative Environment</td>
</tr>
<tr>
<td>8</td>
<td>Quality Employee Benefits</td>
</tr>
<tr>
<td>6</td>
<td>Commitment to Mission &amp; Core Values</td>
</tr>
<tr>
<td>6</td>
<td>Culture of Student-Centeredness</td>
</tr>
</tbody>
</table>

Table 193. Themes for Most Positive, Memorable Experience (n = 60)

<table>
<thead>
<tr>
<th>n</th>
<th>Theme</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
<td>Positive Experience with Colleagues</td>
</tr>
<tr>
<td>19</td>
<td>Positive, Friendly, &amp; Supportive Culture</td>
</tr>
<tr>
<td>15</td>
<td>Feeling Valued</td>
</tr>
<tr>
<td>14</td>
<td>Specific Individual Commendation</td>
</tr>
<tr>
<td>13</td>
<td>Specific University Event or Training</td>
</tr>
<tr>
<td>11</td>
<td>Making a Positive Impact on Student Life</td>
</tr>
<tr>
<td>11</td>
<td>Quality Leadership</td>
</tr>
</tbody>
</table>
### Table 204. Themes for One Thing to Change to Make RMUoHP the Best Place to Work (n = 62)

<table>
<thead>
<tr>
<th>n</th>
<th>Theme</th>
</tr>
</thead>
<tbody>
<tr>
<td>13</td>
<td>Specific Facilities Request</td>
</tr>
<tr>
<td>11</td>
<td>Human Resource Office Request</td>
</tr>
<tr>
<td>5</td>
<td>Additional Opportunities for Challenge and Growth</td>
</tr>
<tr>
<td>5</td>
<td>Improved Communication</td>
</tr>
</tbody>
</table>

### Table 215. Satisfaction with Overall Experience at RMUoHP

<table>
<thead>
<tr>
<th>Answer</th>
<th>2019 (n = 118)</th>
<th>2018 (n = 117)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Dissatisfied</td>
<td>1 (0.85%)</td>
<td>2 (1.71%)</td>
</tr>
<tr>
<td>Somewhat Dissatisfied</td>
<td>2 (1.69%)</td>
<td>1 (0.85%)</td>
</tr>
<tr>
<td>Neither Satisfied nor Dissatisfied</td>
<td>3 (2.54%)</td>
<td>3 (2.56%)</td>
</tr>
<tr>
<td>Somewhat Satisfied</td>
<td>25 (21.19%)</td>
<td>25 (21.37%)</td>
</tr>
<tr>
<td>Very Satisfied</td>
<td>87 (73.73%)</td>
<td>86 (73.50%)</td>
</tr>
<tr>
<td>Mean</td>
<td>4.65</td>
<td>4.64</td>
</tr>
</tbody>
</table>