DSL Strategic Plan: Strengthen Employee Engagement in DSL
Employee Engagement

- What is Employee Engagement?
- DSL Employee Engagement Survey Process
- Survey Results and Outcomes
- Call to Action: Your role
- Questions?
What is Engagement?

- Engaged Employee: You on Fire
- Disengaged Employee: You on Ice
Employee Engagement Defined

- Engagement is the extent to which employees willingly put extra effort into their work...in the form of additional time, brainpower and energy.

  *Towers Perrin*

- Engaged employees are consistently more productive, profitable, safer, healthier, and less likely to leave their employer.

  *Fleming & Asplund, 2007; Wagner & Harter, 2006*
MIT’s Definition of Employee Engagement

Employee Engagement is a result of an explicit effort that proactively and intentionally enables and sustains our employee’s ability to grow, thrive, and be fully engaged in their work on behalf of MIT.
What Is Employee Engagement?

http://video.mit.edu/watch/employee-engagement-7790/
## Dimensions of Engagement

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DSL Employee Engagement Survey

- Part of MIT-wide employee engagement initiative
- DSL Initiative out of Employee Engagement Implementation team
- Provide baseline for future measures of engagement
- Based on results, target specific areas of engagement
How is this different than the Staff Quality of Life Survey

- Sponsored by MIT’s Council on Family & Work
- 52% response rate for DSL employees

  - Overall Satisfaction
  - Workload
  - Work Climate
  - Sources of Stress
  - Mentoring
DSL Quality of Life Survey 2012

- **Overall satisfaction**
  - 85% of DSL respondents are somewhat or very satisfied working at MIT
  - 90% of respondents are somewhat or very satisfied with their life outside of MIT.

- **Workload**
  - 60% of respondents rate their overall workload as “about right”
  - About a quarter (28%) of DSL employees are often or very often overwhelmed by all they have to do

- **Work Climate**
  - 83% somewhat or strongly agree their primary department/unit is a good fit for them
  - 3 out of 4 feel the mission or purpose of their department makes them feel their job is important
Sources of stress

- When asked about stressors in their work environment, “departmental or campus politics” is the top rated stressor with 28% rating it as “extensive”
- When asked about their life outside of work, “Cost of Living” is the top stressor, with 29% of respondents rating it “extensive”

Mentoring

- 58% of respondents indicate they have not had one or more informal mentors at MIT
- Of the 30% who did have an informal mentor at MIT, 96% found their mentors “very helpful” (57%) or “somewhat helpful” (39%)
- 40% of DSL employees feel as they have not received adequate mentoring
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DSL Employee Engagement Survey Process
2013-2014

Planning & Communication
May - Sept

Survey Administration & Analysis
Oct - Dec

Survey Results Shared
Jan - Mar

Follow up Focus Groups
April - June

Implementation of Engagement Initiatives
June - ongoing

Survey Opens: October 8th, 2013
Survey Closes: October 29th, 2013
DSL Survey Results: What will Happen?

DSL-wide survey summary will be shared with:
- Dean & Sr. Leadership
- Deans & Directors
- All DSL staff

All-staff focus groups:
- What should we keep doing?
- What more should we be doing?

Engagement Initiatives:
- 3-5 will be developed based on Implementation Team’s recommendations
Getting to Action Oriented Survey Outcomes

- Chose dimensions with opportunity for improvement
- Invited staff to participate in focus groups
- Shared themes with HR leadership team; then met with all HR
- Implemented some ideas immediately; more later
Actions from 2012 HR Survey Results

- Increased level of staff involvement in Performance Development opportunities
- Increased communication related to Department priorities and MIT initiatives
- Increased hiring rate of internal candidates
- New tier of SPOT Awards
- New collaborative learning model
- New inclusive leadership plus managers meetings
MIT’s Lessons Learned

- Senior leadership’s visible support is key
- Manager engagement in process is critical
- The effort is connected to your strategic initiatives
- Thoughtful sharing of the results
- Commitment to action on 3 to 4 specific issues
- Communicate often and move quickly
Call to Action: Your Role

- Welcome input on how staff can feel more engaged in the work
- Meet with staff before October 8th
- Actively encourage staff to complete survey and join focus group(s)
- Anticipate actionable outcomes
Questions and Next Steps

Any Questions? Please contact Sonja Dagbjartsdottir, sonjad@mit.edu or Aideen Doneski, adoneski@mit.edu.

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