



## Q12 CDI Sub-Committee Report August 2018

### Sub-Committee Members

Heyke Kirkendall-Baker, Chair  
Janet Steverson (CDI)  
Yung-Pin Chen (CAS)  
Gena Perrine (Grad School)  
Vanessa Holgren (CARE)  
Caroline Mead (CARE)  
Amanda Wilson (Facilities)

### Meetings and Outside Work

The sub-committee met members on two (2) separate occasions, July 2, 2018 and July 27, 2018. The sub-committee members also performed significant preparation work outside of the meeting (e.g., reviewed Q12 data, analyzed Q12 data, evaluated strengths and development areas, assessed demographic Q12 results, reviewed Q12 best practices, reviewed proposed action plans, etc.).

### Narrative

The Division Managers and Deans are analyzing the Q12 results for their respective areas and creating actions plans to improve the results. The CDI Sub-Committee was tasked with evaluating and analyzing all of Lewis & Clark College's (i.e., college level) Q12 data and identifying recommended focus areas.

### Recommendations

Based upon the sub-committee's analysis and in-depth conversations—and based upon Q12 best practice recommendations—the sub-committee recommends that the Lewis and Clark College focus on (and create action plans for) Question 1, Question 4, and Question 11.

**Question 1 – I know what is expected of me at work:** Lewis and Clark College's current mean for Q1 is 4.27, which is ranked in the 47<sup>th</sup> percentile for the postsecondary/higher education industry. Clarity of expectation – perhaps the most basic of employee needs in the workplace – is critical to performance. Gallup identifies this question as the most predictive of performance. Groups that have high scores on this item are more productive, more engaged, more efficient, and more creative.

- **Note:** Knowing what is expected is more than a job description. It's a detailed understanding of how what one person is supposed to do fits in with what everyone else is supposed to do, and how those expectations change when circumstances change.

**Question 4 – In the last seven days, I have received recognition or praise for doing good work:** Lewis and Clark College's current mean for Q4 is 3.27, which is ranked in the 46<sup>th</sup> percentile for the postsecondary/higher education industry. In the perception of employees generally, praise is painfully absent from most companies and the workgroups within them. Additionally, employees who do not feel adequately recognized are twice as likely to say they will leave their company in the next year. Individuals who receive recognition and praise increase their individual productivity, boost engagement among their colleagues, are more likely to stay with their organization, and receive higher loyalty and satisfaction scores from customers (in our case, the students).

- **Note:** Gallup's data reveals that the key to effective recognition is that it is honest and based on outcomes that are measurable.

**Question 11 – In the last six months, someone at work has talked to me about my progress:** Lewis and Clark College's current mean for Q11 is 3.37, which is ranked in the 31<sup>st</sup> percentile for the postsecondary/higher education industry. There are few things more important to an employee than knowing that he/she is progressing at work. Feedback is vital to both an employer and an employee. The best managers recognize that honest, positive, and constructive performance feedback provides time to discuss an employee's progress and growth. Feedback can help employees understand themselves better and give them a clear perspective on how their contributions make a difference to the College.

- **Note:** A performance evaluation is important. Just as important, however, is where a manager regularly checks in with an employee. With a regular check in, that individual is more likely to feel properly compensated for work, more likely to plan on staying with the organization, and more than twice as likely to recommend the organization to others as a great place to work.

## **Next Steps**

Once the focus areas are finalized by the executive council, the Q12 sub-committee will reconvene and identify recommendations for an action plan to improve upon each focus area.