



**MOVING  
OUR CULTURE  
FORWARD TOGETHER**

# WHAT WE WILL DO TODAY

- / The Power of Purpose
- / Reminder: Culture Still Matters
- / Where We Were: 2016 WVU Culture Survey Results
- / How We Responded
- / Where We Are: 2017 WVU Culture Survey Results
- / What's Next?
- / WVU Values Coin Program



# HOW TODAY WILL WORK

/ Hear from Cris and Sharon

/ Open question and answer session

# THE POWER OF PURPOSE

## **Our Mission:**

As a land-grant institution, the faculty, staff and students at West Virginia University commit to creating a diverse and inclusive culture that advances education, healthcare and prosperity for all by providing access and opportunity; by advancing high-impact research; and by leading transformation in West Virginia and the world through local, state and global engagement.

# REMINDER: CULTURE STILL MATTERS

- / Our culture will either accelerate or slow down the University in achieving our mission.
- / A strong culture helps us attract talent and keep people here. It also leads to greater employee engagement and student success.
- / Culture happens:
  - / There are two approaches you can take: either let culture develop organically or actively take steps to shape it.
- / Culture change is a long game:
  - / However, the first step is to measure strengths, identify opportunities for improvement and assess the effectiveness of initiatives put in place.
- / Culture depends on all of us:
  - / There are systemic things we can do to influence culture; however, roughly 80% of our culture begins with our leaders.

# WHERE WE WERE: 2016 WVU CULTURE SURVEY RESULTS

## HIGHEST-SCORING ESSENTIAL BEHAVIORS



Sense of Pride



Student Focused



Our People Are Fun  
to Be Around

## LOWEST-SCORING ESSENTIAL BEHAVIORS



Empowerment



Coaching and Feedback



Appreciation and  
Recognition

# HOW WE RESPONDED: APPRECIATION AND RECOGNITION

- / Launched Go Beyond employee recognition program.
- / Implemented WVU Values Coin recognition program.

# HOW WE RESPONDED: EMPOWERMENT

- / Held Campus Conversations with faculty and staff about critical topics.
- / Expanded WVU's Culture Survey systemwide and provided departmental and functional leaders with individualized results.
- / Involved faculty and staff in HR policy development process.

# HOW WE RESPONDED: COACHING AND FEEDBACK

- / Enhanced the Performance Management process and made it mandatory across the University.
- / Implemented Crucial Conversations and other supervisor training programs.

# WHERE WE ARE: 2017 WVU CULTURE SURVEY SUMMARY

- / The 2017 survey was sent to all benefits-eligible employees across the entire WVU System.
- / All responses are confidential.
- / The survey had a 54% overall response rate.



# WHERE WE ARE: UNIVERSITY CULTURE PROFILE

 Below 65 points

 65-84 points

 85+ points

POINTS OUT OF 100	WVU TOTAL 2016	WVU TOTAL 2017	FACULTY 2017	STAFF 2017
We have high levels of feedback and coaching.	54	54	53	55
We have two-way, frequent and open communications	58	59	57	60
There is a high level of openness and trust among people.	57	57	57	57
High performance is recognized and rewarded.	56	54	58	51
People feel appreciated and valued.	54	53	54	52
People are fun to be around.	72	71	70	71
People are flexible.	64	65	64	66
People are willing to put in effort beyond what is normally expected.	69	68	70	67
Teamwork, mutual support /cooperation of the Leadership Team.	64	64	62	64
There is an environment which is optimistic and forgiving.	62	62	61	62
There is a sense of pride.	74	73	72	74
There is a healthy environment.	62	62	60	63
People are encouraged to innovate, creativity is welcomed.	66	65	65	65
There is great openness to change.	56	56	54	56
There is a bias for action / urgency to move forward.	64	64	62	64
People are empowered.	56	57	57	57
There is a positive fast-paced environment.	62	62	60	63
People are continually improving/growing in positive ways.	63	63	64	62
There a high level of student service consciousness.	76	76	74	78
There is a high level of quality awareness, focus on students.	65	64	62	65
Core values/ethics are very important.	70	71	69	71
There is a sense of honesty.	64	63	64	63
There is a high level of integrity when dealing with employees.	63	63	62	63
We respect diversity – healthy differences are a strength.	72	72	70	74
Decisions are made for the greater good of the overall university.	62	62	61	62
There are high expectations for performance.	73	73	72	74
Our people are highly accountable for their actions and results.	60	60	59	61
We have an environment where people are self-starters with high initiative.	64	63	66	62

# WHERE WE ARE: 2017 WVU CULTURE SURVEY RESULTS

## HIGHEST-SCORING ESSENTIAL BEHAVIORS



Sense of Pride



Student Focused



High Expectations  
for Performance

## LOWEST-SCORING ESSENTIAL BEHAVIORS



High Performance is  
Recognized and Rewarded



Coaching and Feedback



Appreciation and  
Recognition

# WHAT'S NEXT?

## **Investing in Our Talent:**

- / Aligning faculty and staff compensation pay closer to market-competitive levels.
- / Enhancing New Employee Orientation (NEO) program.

## **Investing in Our Leaders:**

- / Providing leaders individualized Culture Survey results.
- / Piloting “upward feedback” process to promote supervisors’ personal and professional development.
- / Rolling out Supervisors’ Essentials and Solutions training campus wide.

## **Promoting a Positive Workplace:**

- / Expanding Go Beyond across the WVU System and upgrading the platform later this year.
- / Developing WVU Employee Code of Conduct.

# WVU VALUES COIN PROGRAM

- / Hosting “A Celebration of Mountaineer Values” event later this month to recognize 150th commemorative coin recipients.
- / Strengthening the WVU Values Coin Recognition program this year.
- / Moving forward, faculty and staff will be involved in the coin design process.



Love West Virginia. Live West Virginia.



**QUESTIONS?**

[www.bureaucracybusters.wvu.edu](http://www.bureaucracybusters.wvu.edu)

- / You may continue to submit questions to [campusconversations@mail.wvu.edu](mailto:campusconversations@mail.wvu.edu)
- / Next campus conversations:
  - / Dependent Education Scholarship
  - / Monday, March 26, 10 to 11 a.m., Shenandoah Room (Mountainlair)
  - / Tuesday, March 27, noon to 1 p.m., Health Sciences Center 1905
  - / Wednesday, March 28, 1 to 2 p.m., WVU College of Law Event Center  
(Live streamed at [webcast.wvu.edu](http://webcast.wvu.edu))



# MOUNTAINEERS

As a land-grant institution, the faculty, staff and students at West Virginia University commit to creating a diverse and inclusive culture that advances education, healthcare and prosperity for all by providing access and opportunity; by advancing high-impact research; and by leading transformation in West Virginia and the world through local, state and global engagement.

**SERVICE / CURIOSITY / RESPECT / ACCOUNTABILITY / APPRECIATION**



West Virginia University.