UNIVERSITY OF NAIROBI

COLLEGE OF EDUCATION AND EXTERNAL STUDIES

WORK ENVIRONMENT BASELINE SURVEY REPORT

MAY 2013

COLLEGE OF EDUCATION AND EXTERNAL STUDIES
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                                              Date ……………………………………

1.0 CHAPTER ONE: INTRODUCTION

1.1 Background

The College of Education and External Studies has adopted Positive Working Environment, an agenda adopted with the aim of 'making working life productive, rewarding, enjoyable and healthy for all employees.

During the month of May 2013, The College of education and External Studies conducted a wide-ranging survey to find out the employees views and experiences of the college as a place to work. The survey was also used as a diagnostic tool to assess the effectiveness of the College work environment and its ability to engage and motivate employees and support a client-focused culture. Specifically, this was accomplished by measuring employee opinions, perceptions, and beliefs in the areas of teamwork, recognition, communications, personal growth employee involvement, diversity, quality of work life safety and security, leadership, recruitment and retention.

The report is highly significant because it revealed the College current strengths and weaknesses as a workplace; it suggested areas for future action. From the overall survey, the working environment here is held in high regard by most members of staff; and that there has been a striking improvement on virtually all measures over the past years. For instance, communicating more successfully, sharing a stronger sense of commitment to the college and empowering people to a greater extent. Some of the improvements are certainly due to the Positive Working Environment (PWE) process that was initiated. The survey results are evidence that the college is moving in the right direction.

Positive Working Environment will never be complete because there will always be more that we can do to support colleagues, consult one another, promote fairness and tackle shortcomings.

1.2 Executive summary

The College of Education and External Studies has been working hard on developing a positive working environment for its employees. A survey was carried out to highlight areas where they wanted improvement and also state areas where they were satisfied with. The survey was administered to the employees to find out if the working environment is held in high regard by most members of staff. The employees were provided with opportunity to share candid input in the survey and were involved in responding to the survey results.

1.3 Objectives of the study

The objective of the survey is to:-

➢ Address levels of stress, workload and work-life balance among some staff groups

➢ Aligning training and development with team and University goals

➢ Highlight career development opportunities

➢ Develop the leadership skills of managers and the consistent application

➢ Of good management practice

➢ Develop and raising awareness of University-wide services available

➢ to support staff, together with policies around diversity.

➢ Develop further job evaluation and promotions systems

➢ Encourage a different view about flexible working opportunities.

1.4 Study limitation and weakness

1.4.1 Unanswered questions

• Some questions were not answered by the participants.

➢ **The overall index is 82%.**

2.0 RESEARCH METHODOLOGY

2.1 Sampling methodology

The survey was fielded by administering a questionnaire established specifically for that purpose. Fielding was conducted in the month of May 2013. The results of this survey emphasized on the employees' perception towards the College of Education and External Studies that will be tracked annually. The survey provides the most reliable and comprehensive analysis ever conducted in the college. The survey included three types of indicators: work environment factors affecting the quality of work life, individual quality of work-life outcomes, and organizational outcomes.

3.0 CHAPTER THREE: RESEARCH FINDINGS

3.0.1 INTRODUCTION

The action areas for CEES were in the improvement on giving feedback to employees on their performance, employees understanding the mission of the college and how their work helps to serve that mission and the supervisor asking for feed back on his or her performance whether positive or negative.

57 employees took part in the survey and the satisfaction rate for the overall work environment is 75%

3.0.2 ISSUES ARISING FROM THE SURVEY

- Staff Support and Development

- Leadership and Management

- Communication

- Physical Work Environment

- Monitoring and Evaluation

3.0.3 JOB RESOURCES AND CONDITIONS

•The majority of respondents have the necessary tools, equipment, and other resources

they require to do their jobs well. However, 1 in 5 reported that they lacked these essential resources.

• A large majority of respondents lack the feedback they need to help them do a better job.

• The main causes of workload problems are inadequate staffing levels, increased job performance

expectations, and increased complexity of work.

• 90% agreed that their job allows them freedom to decide how to do their work and allows them to develop

their skills and abilities.

3.4 Strengths and opportunities for improvement noted in the survey   results

3.4.1 Strengths

The results suggested that there are many areas of strength that the college should continue to build on. Specifically, employees responded favorably to questions regarding teamwork, employee involvement, and communications. In addition, employees report that they know how their work contributes to their department's overall priorities/purpose and that they feel safe working in their jobs. Employees also responded favorably to questions regarding work-life balance, feel they have access to training opportunities, and feel that they can apply their training to their jobs. Respondents also feel they have access to job postings and they have a good understanding of their benefits program.

3.4.2 Opportunities for improvement

The Staff wanted to see changes in many areas to make the college not only a more pleasant place to work but also a more inclusive and efficient one. The Employees expressed concerns about reporting workplace ethical concerns or dilemmas without fear of reprisal and concerns about the fairness of their supervisors. Leadership was also a concern for employees, specifically with regards to having confidence in their department leadership, feeling that leaders set a good example for employees, and feeling that supervisors manage workgroup conflict. Employees do not perceive that they have full opportunities for career advancement in the college.

3.4.3 Immediate steps that will impact on work environment positively

 Comparatively high numbers of staff feel that their views do not count and close to one-third are fearful of saying what they think. Thus while communication has seen much improvement over the past years, these areas need to be addressed in further PWE work.

• Improvements could be made to the quality of University induction processes and this merits a more detailed review.

• Staff appear to lack training or development that is relevant to their job, and a high number do not see long-term career opportunities at the college.

3.4.4 How should the results of the Employee survey be used in CEES

Results from the survey should be integrated into the strategic planning process and into the design of new or redesign of existing, human resources management strategies, policies, programs and services. With regards to strategic planning, results from an employee survey support an internal assessment, as well as establishment, monitoring, and tracking of performance measures. As the first survey of employee opinion, belief and perceptions, the results serve as a baseline to be used to measure progress over time. Strengths should be celebrated and a commitment to action in response to areas that require improvements be demonstrated. Additionally, regular reporting of progress and a reassessment of employee opinions, perceptions, and beliefs are essential to continued responses to the findings.

Results from the survey carried indicate that the college is generally operating in the "favorable" zone of staff ratings in regard to needs, resources, professional attributes, and climate. This conclusion is based on the fact that all of the average scores for the college functioning scales were above 90.

3.4.5 Satisfaction evaluation

3.4.5.1 Role autonomy

Autonomy is a clear strength in the organization. Over 91% of survey respondents feel treated with courtesy, listened to and can express their thoughts, Equally high numbers (96%) of staff say they are able to use their own initiative at work, with 89% feeling challenged and having assignments that inspire, taste and stretch their abilities.
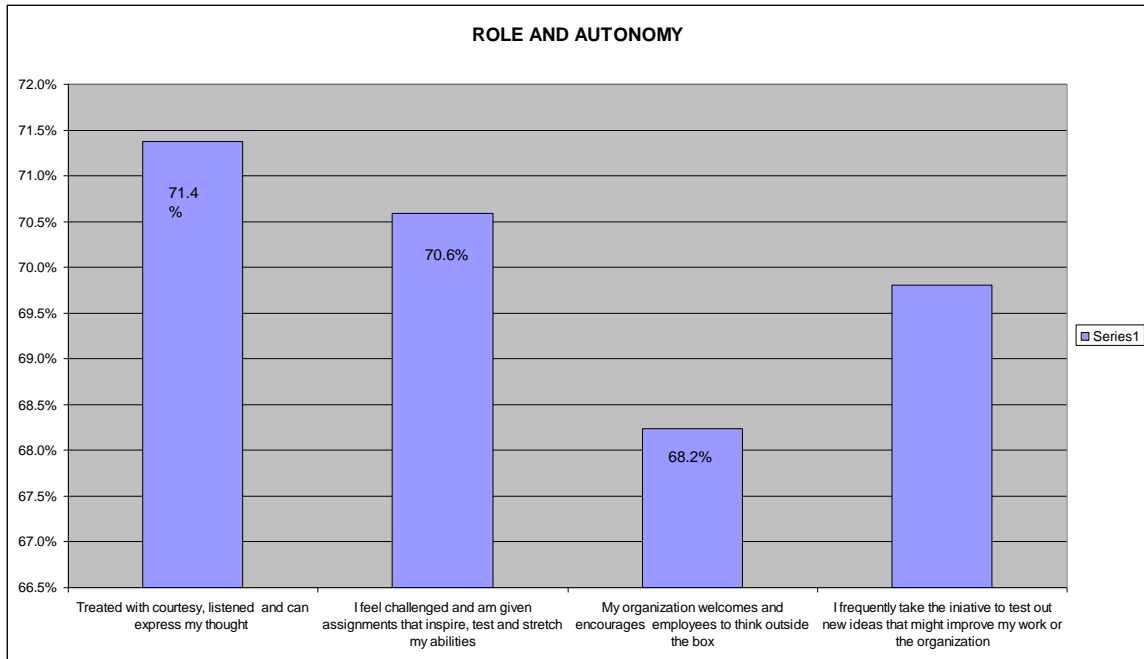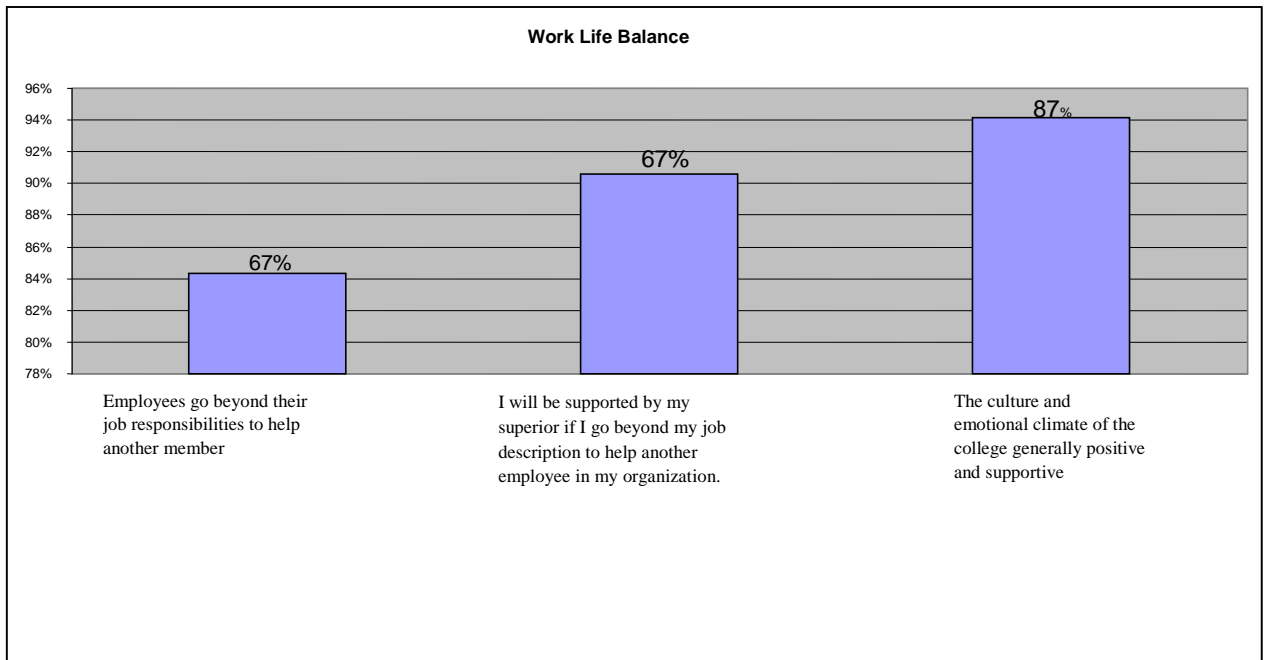
Figure 1: Role and autonomy

ROLE AND AUTONOMY

- Treated with courtesy, listened and can express my thought: 71.4%
- I feel challenged and am given assignments that inspire, test and stretch my abilities: 70.6%
- My organization welcomes and encourages employees to think outside the box: 68.2%
- I frequently take the iniative to test out new ideas that might improve my work or the organization

Figure 2: Work Life Balance

Work Life Balance

- Employees go beyond their job responsibilities to help another member: 67%
- I will be supported by my superior if I go beyond my job description to help another employee in my organization.: 67%
- The culture and emotional climate of the college generally positive and supportive: 87%

The emphasis that positive work environment places on work-life balance is rooted in the mission statement

Of the college that is making working life rewarding, enjoyable and healthy'. Supporting

Work-life balance recognizes different styles of working.

3.4.5.3 View of the Organization

The high level of overall pride in the organization is reflected in very positive ratings of

the University by its staff. Seventy five percent of respondents rates the University as either above average

or one of the best places to work75% of respondents feel a strong level of departmental loyalty and 79.2%

feel a strong sense of loyalty to the University. Interestingly, loyalty to the University is higher than loyalty to

the faculty. Also, two-thirds of respondents believe the University cares about its employees and

values the diversity of its workforce.

Figure 3: Communication
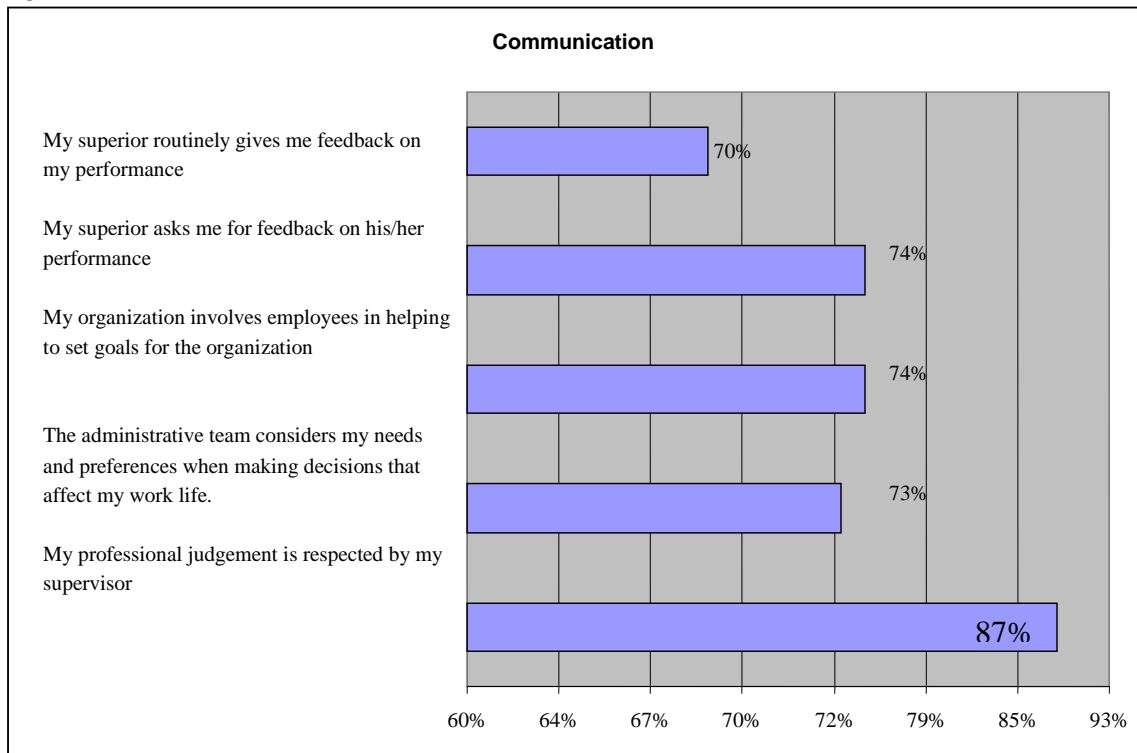
While there is room for improvement in how the University communicates with its staff

and in general communication across the University, the overall results are encouraging

76%respondents believe the University is open in communicating with its employees, although others do not 73%per cent believe the University consults employees on decisions that will impact on them. Over half of survey respondents (87%) believe that their views are considered by

University leaders and believe that their views are taken on board. However, 11% of staff believe that their views do not matter. Close to two-thirds do not fear negative consequences when expressing critical views and opinions, which is fundamental to good communication.

Figure 4: Teamwork
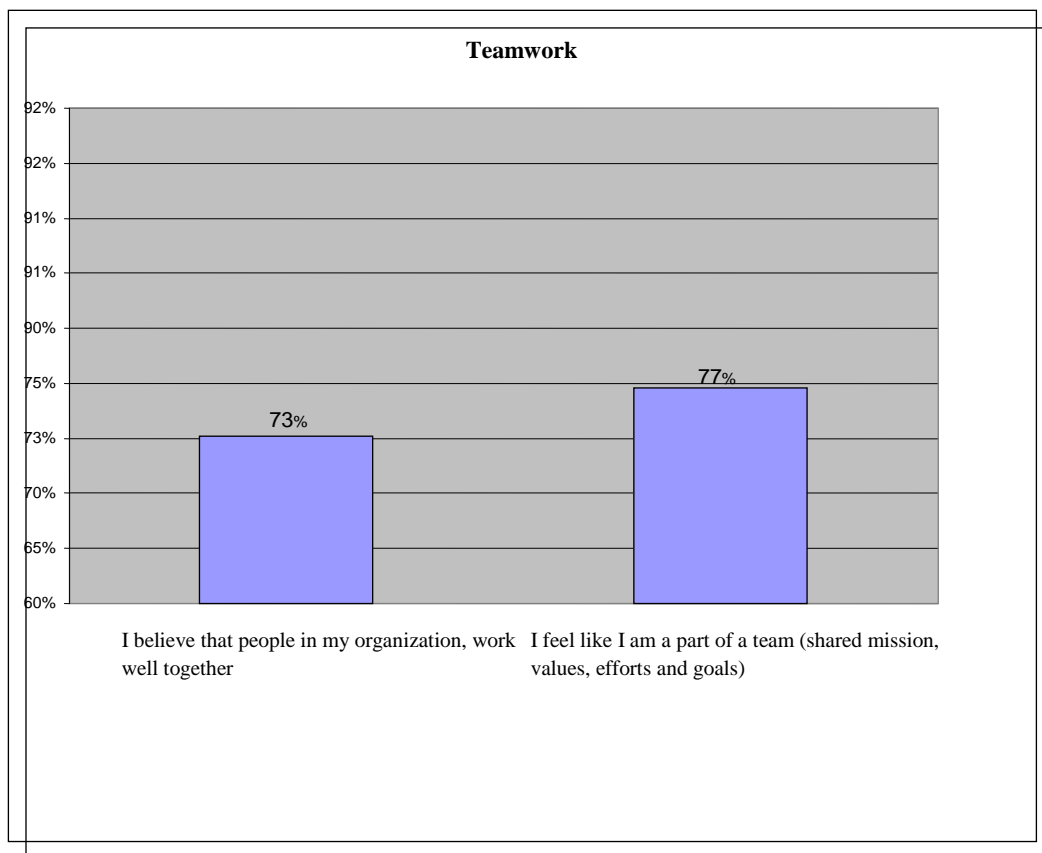
There is a strong level of departmental affiliation, with over 75% of respondents recognizing that they are working towards a common goal within departments.

However, not all staff feel this way (25%). Over two-thirds of staff believe there is a strong level of inter-departmental co-operation, which is a good sign of wider teamwork across the college.

4.0 CHAPTER FOUR: CONCLUSION AND RECOMENDATIONS

The primary objectives of the survey were to assess levels of satisfaction from all employees at CEES.

An inspection of the means of the ratings for employee satisfaction, perceived organizational support, and

organizational commitment showed that the respondents were generally satisfied with many aspects of the

work environment.

4.1 RECOMMENDATIONS

i. The college should have regular meetings

ii. Superiors should ask their subordinates for feedback of their performance whether positive or negative.

iii. The College should involve its employees in setting goals for the institution.

iv. Superiors should respect the professional judgement made by the subordinate staff.

4.2 CONCLUSION

The purpose of this study is to provide new evidence that can be used in a positive and constructive way to

improve the work environments of CEES, and through this, contribute to good working environment. The

report can be a basis for discussion about priority areas for change, specific actions needed and how to

successfully implement these Changes.

The CEES management can take a leadership role in bringing stakeholders together to discuss follow up to

this report, though measurable improvements will require the commitment of employers to act on the

report's findings. Moving forward, it clearly is important to acknowledge and build upon the strengths

identified in this report. Among the many positive features of CEES members' work environments are

respectful work relations with co-workers and supervisors, effective teamwork, and a strong commitment to

the kind of work they perform. Furthermore, all members who participated in the survey are committed to

developing their skills and abilities. Professional development is a major need identified in the study, and to address this it is essential that employers enable employees to act on this commitment.

Staffing levels and workload are major areas of concern, and most readers would be surprised if

This was not a key finding in the study. But the study has gone beyond simply documenting, there are many opportunities identified in the study for management and employees to find more effective ways to schedule work, allocate existing staff resources, and generally make better use of available human capital. Even if these initiatives result in a 10% workload reduction and 10% improvement in service delivery, the savings and benefits would be substantial. Based on survey results, employees want to participate in finding solutions to workload and service delivery challenges. And they are realistic that while hiring more staff is essential, this is not always easy to do.

Another major contribution of this study is to provide strong evidence of the relationship between the quality of the work environment.

THE COLLEGE OF EDUCATION AND EXTERNAL STUDIES (CEES)
BASELINE SURVEY ON WORKENVIRONMENT

1. Your name_____(optional)

2. Your gender

   Male (   )   Female (   )

3. Your age bracket

   Below 25 (   )   25-35 (   )   36-45 (   )   46-55 (   )   above55 ( )

4. Kindly indicate the department/section in which you work_____

   _____

5. Duration of employment

   Below 1 year (   )   1-5 years (   )   5-10 years (   )   above 10 years ( )

6. Please read each of the following statements and indicate your level of agreement or disagreement with each statement.
   The scale is 1 to 5 where 1 = strongly agree; 2=Agree; 3=Neutral; 4=Disagree; 5=strongly disagree

	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
ROLE AND AUTONOMY					
6.1 Treated with courtesy, listened to and can express my thoughts					
6.2 I feel challenged and am given assignments that inspire, test and stretch my abilities					
6.3 My organization welcomes and encourages employees to think outside the box					
6.4 I frequently take the initiative to test out new ideas that might improve my work or the organization					
WORK LIFE BALANCE					
6.5 Employees go beyond their job responsibilities to help another member					

6.6 I will be supported by my superior if I go beyond my job description to help another employee in my organization					
6.7 The culture and emotional climate of the college is generally positive and supportive					
COMMUNICATION					
6.8 My superior routinely gives me feedback on					
6.9 My superior asks me for feedback on his/her					
7.0 My organization involves employees in helping					
7.1 The administrative team considers my needs and preferences when making decisions that affect my work life.					
7.2 My professional judgment is respected by my					
TEAMWORK					
7.3 I believe that people in my organization, work well together					
7.4 I feel like I am a part of a team (shared mission values, efforts and goals)					