IS&T Employee Engagement 2012 Survey
Focus Group Summary
August 6, 2012

FOCUS GROUP DATA
• Two focus groups held on July 12th and 18th with 25 staff members participating
• The goals of the focus groups were to identify what’s working well and to brainstorm action ideas to enhance employee engagement related to three lower rated dimensions: Recognition, Prospects for Personal Growth, and Collaboration Across Groups

WHAT’S WORKING WELL

1. Recognition
   a. There is a lot of day-to-day recognition happening – staff to staff and customers to staff
   b. Gift cards are very popular and easy to request
   c. Electronic signage of R&R recipients is nice

2. Prospects for Professional Growth
   a. Many MIT training opportunities
      i. Lynda.com
      ii. Internal IS&T training sessions
      iii. Ability to pay for courses through Tuition Assistance
   b. There is shared learning happening across peer groups and communities of practice
   c. Staff are starting to ask for support through coaching/mentoring and people are seeing this as a positive

3. Collaboration Across Groups
   a. Pipeline/change management
   b. Multiple groups residing on same floor
   c. Marilyn’s biweekly email
   d. Department and team meetings
1. **Recognition**
   
   **Training/Communication**
   - A great manager taps the passions of their staff to bring out the best. Provide managers with a toolkit of options to help employees bring passion to their work. Things that Marilyn/IS&T are passionate about are: technology, helping others, problem solving, working with existing folks at MIT like faculty, social good, teaching.
   - Promote IS&T R&R program to managers, staff, new employees.

   **Process Improvement**
   - Create a simple web form for spotlight awards and then promote it.

   **Award Communication**
   - Give awards jointly to staff/customer/team members from another IS&T group.
   - Deliver and/or announce award recipients at department level meetings.
   - List award recipients in Marilyn’s biweekly email.
   - Post award recipients pictures on the digital screens.

   **Events**
   - Host more small activities to improve morale (ice cream socials, bake-offs, etc.)

2. **Prospects for Professional Growth**

   **Projects**
   - Communicate new projects to wider team and let people “bid” on the work by suggesting how they would go about doing it. The best “bid” wins the task. The team would have input in choosing the winner.

   **Development Plans**
   - Develop and share career roadmaps so employees can see the path to promotion or how to cross over to a different ladder (e.g., Developer to Sr. Developer to Business Analyst).
   - Create individual professional development plans for each staff member that are reviewed and revised throughout the year.
   - Allow staff to rotate to different roles on other team across IS&T (e.g., 3 month rotations).
   - Provide equality across IS&T with professional development requests.

   **Mentoring**
   - Mentor a junior staff member to assume the role of a potential retiree.
g. Provide active mentorship programs for staff. Managers should have one non-group member mentee.

**Staffing**

h. When a position is open, give team members the opportunity to reshape it to add growth opportunities for current staff.

i. When an open position exists hire from within IS&T/MIT.

3. **Collaboration Across Groups**

   **Meetings**
   
   a. Associate Directors should have more regular meetings within their areas to share plans, strategy, and process.
   
   b. Supply small funding for snacks/lunch for recurring open/public gatherings of cross directorate folks with a topic (birds of a feather, new application demos, etc.).
   
   c. If a team has counterparts across EVP area, ask for a lunch meeting to get together to talk about how they do things (idea sharing = better processes and solutions).

   **Communication**
   
   d. Associate Directors should walk around and check in with employees and find out what they are working on.
   
   e. Create an IS&T idea bank.
   
   f. Encourage the inclusion of a customer or staff from another IS&T group on a project.
   
   g. Ensure that the staff responsible for implementing projects/decisions are involved from the conception of the project.

   **Roadmaps**
   
   h. Provide an overall plan of work for each area/group that’s connected to IS&T and other departments so collaboration becomes clear in the planning phase.

   **Tools**
   
   i. Provide searchable detailed documents for programmers that explain application logic and who to go to for more information and help.
   
   j. Provide a common place for staff to see projects that could use more resources so they can determine if they’d like an opportunity to work with another group.
   
   k. Capture outstanding resource needs in a weekly email linked to a wiki.

   **Facilities**
   
   l. Create temporary project team space to have team members from cross departmental teams to work in.
   
   m. Pie in the sky: Everyone in the same building.