



GSE Staff & Faculty Pulse Survey November 2020

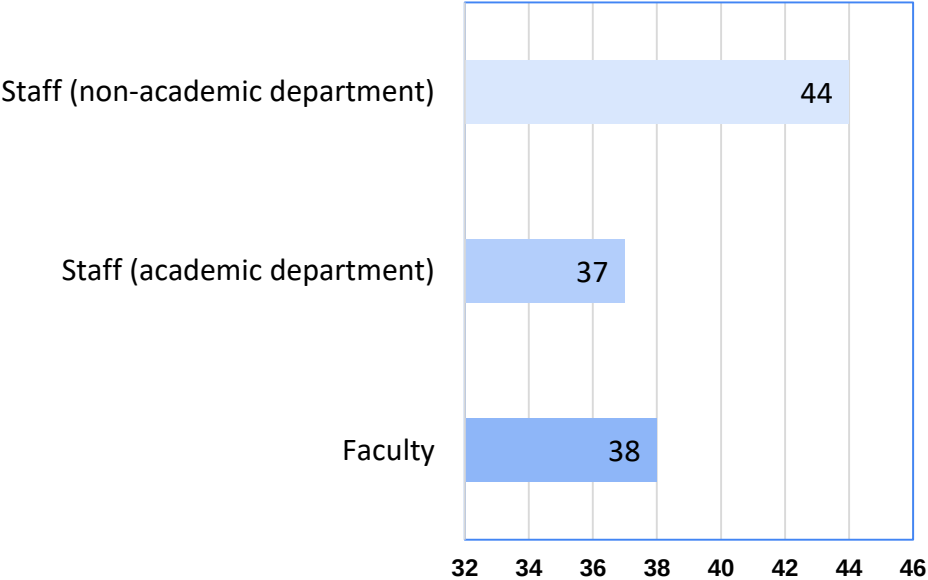
Notes

- Comments have been summarized
- Presentations on data have been provided:
 - Staff meeting
 - Faculty meeting
 - Senior Leadership Team
 - Staff Advisory Committee
 - Executive Committee

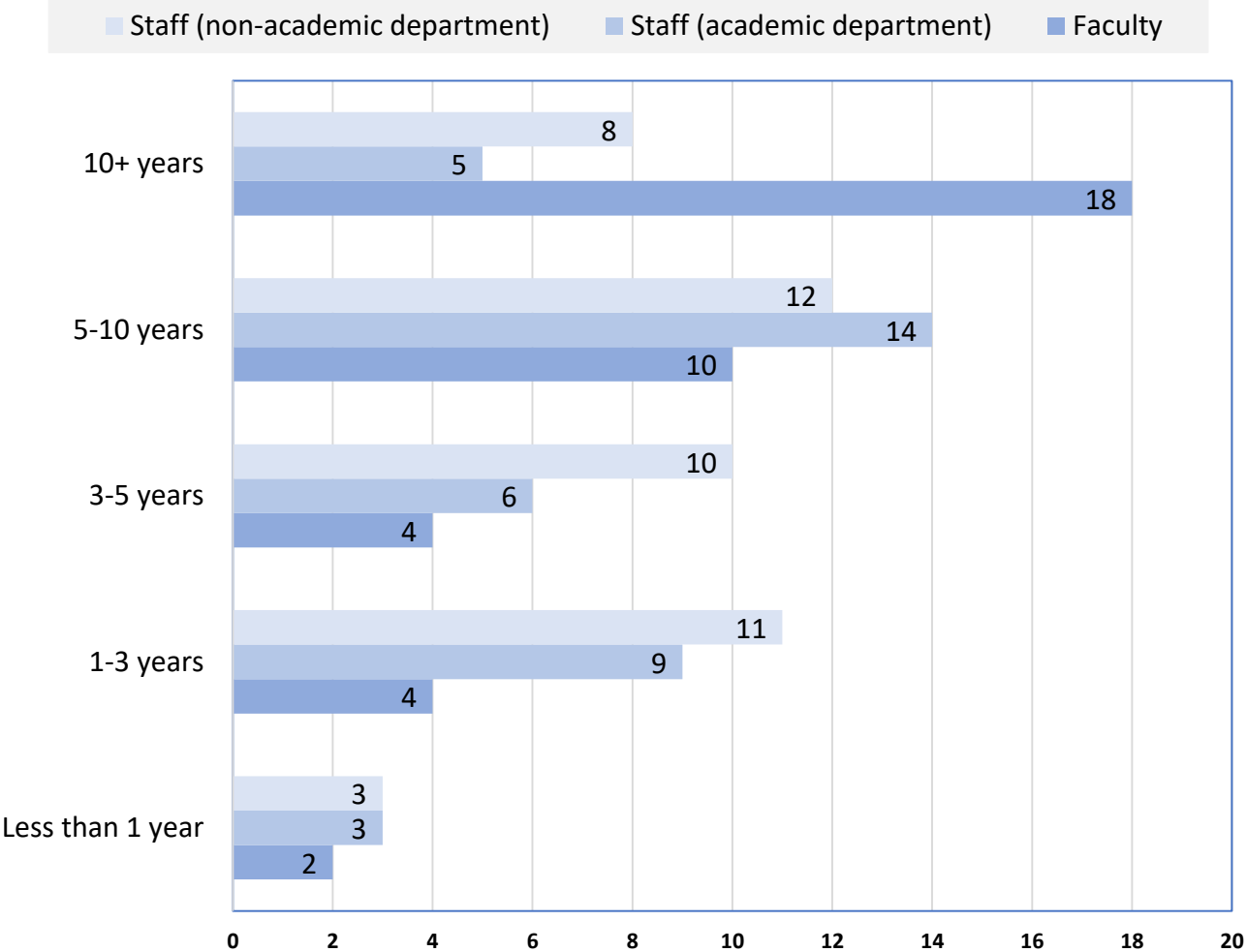
Category	# of Questions	Notes
Introduction	2	
Technical Resources & IT Support	3	
Communication	5	
GSE Leadership	5	
Manager & Workload	8	section skipped for faculty
Team Dynamic	4	
Additional Support Systems	7	
Personal Well-Being	5	
	39	

Demographic

GSE Affiliation

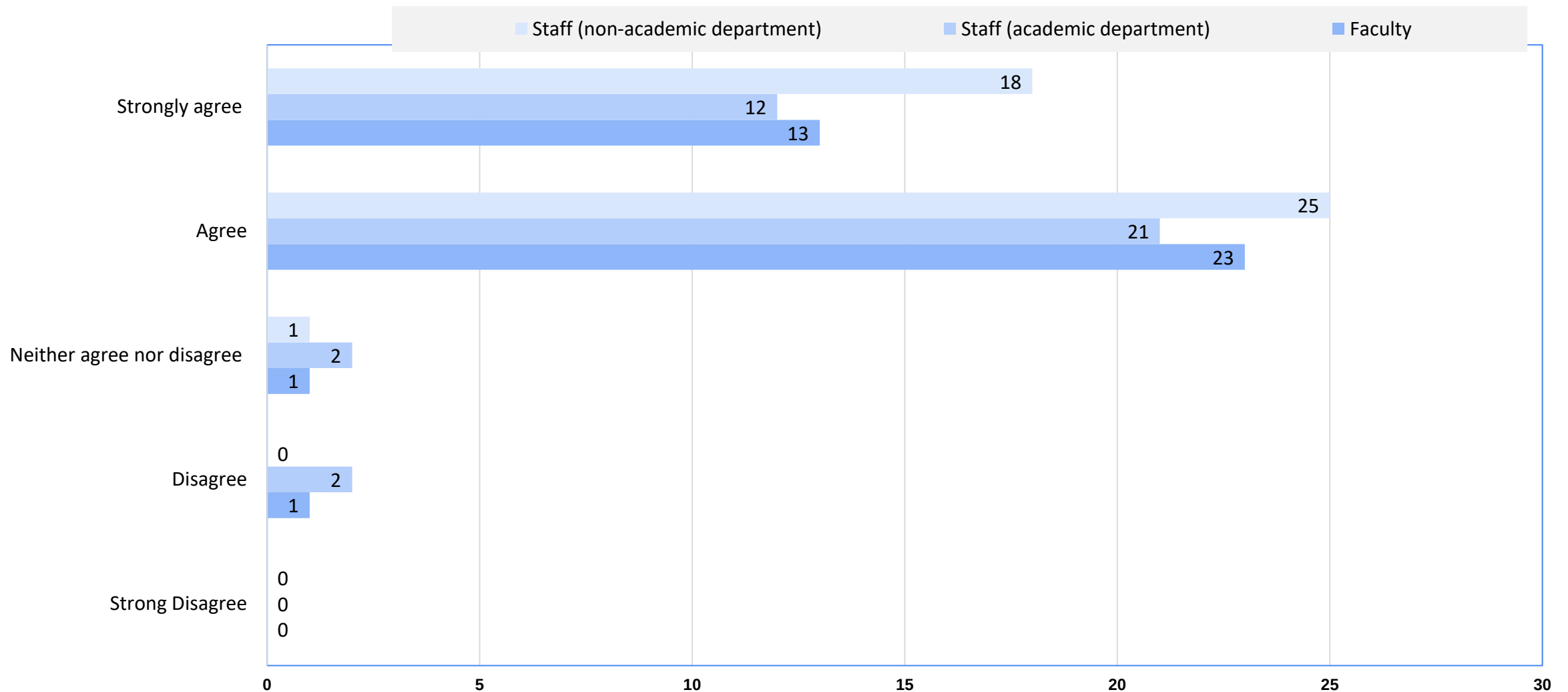


GSE Affiliation & Employment Length



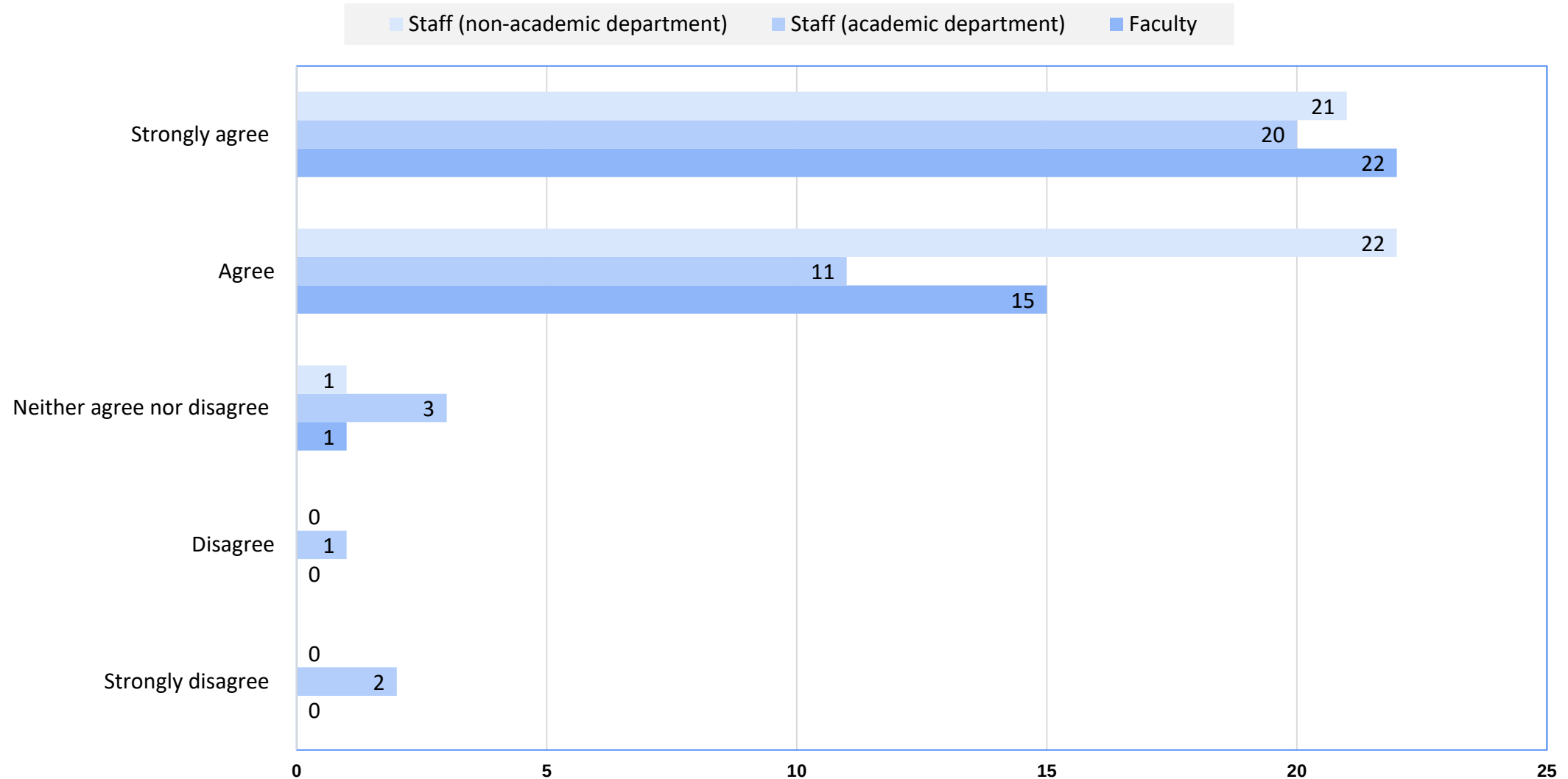
Technical Resources & IT Support

I have access to the technology and resources needed for me to do my job effectively (equipment, software, support services, etc.).



Technical Resources & IT Support

Overall, I am satisfied with our IT support in the last few months.



Technical Resources & IT Support- *comments summary*

Any other feedback on technical resources and IT support?

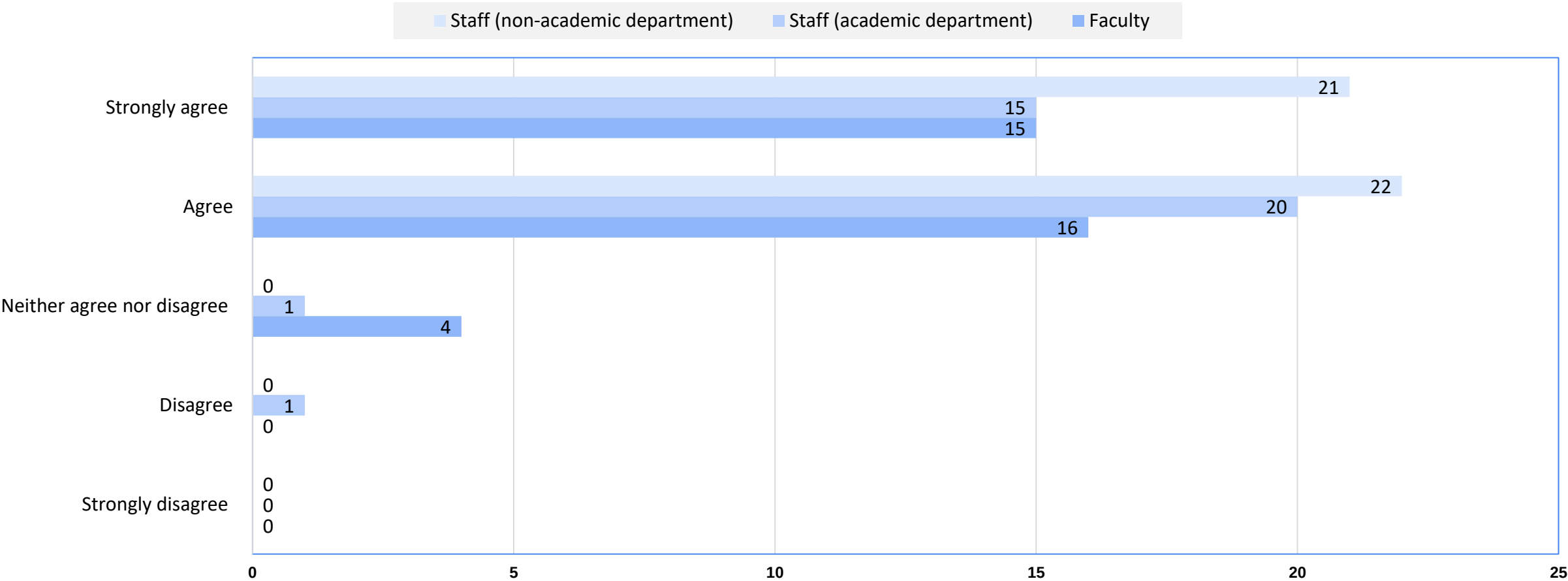
Positive feedback, e.g., “IT support has been amazing. Always quick response and turnaround.” (19)

In need of streamlined processes, scheduling help, regular maintenance, and workshops for GSE (10)

Varied experiences (based on the issue, individual, workloads), e.g. “Can vary significantly by whom you are working with but most GSE IT people consult each other for assistance which is great if they are not sure. Makes all the difference” (5)

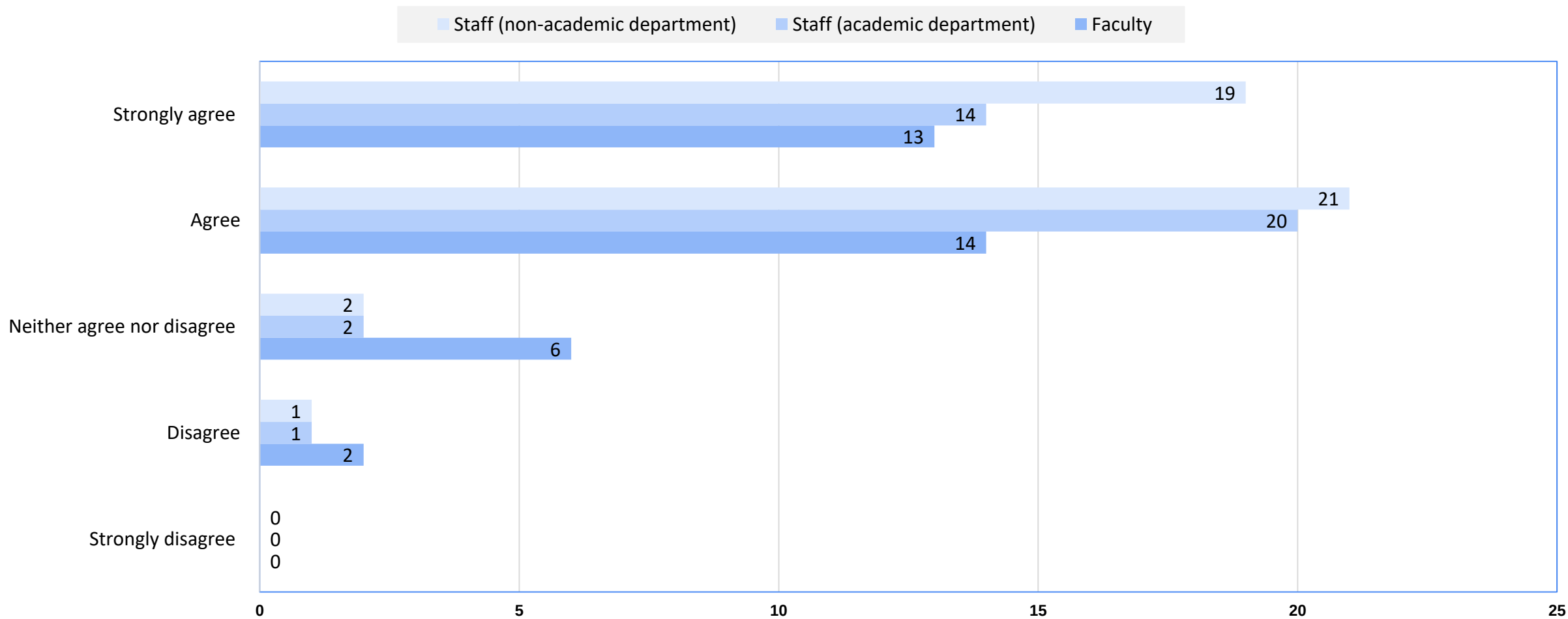
Communication

Communication from GSE has been helpful to me in understanding what I need to do in response to COVID-19 (e.g., safety & wellness guidance, access to benefits, essential in office/work location shifts, when to stay home, work-from-home practices).



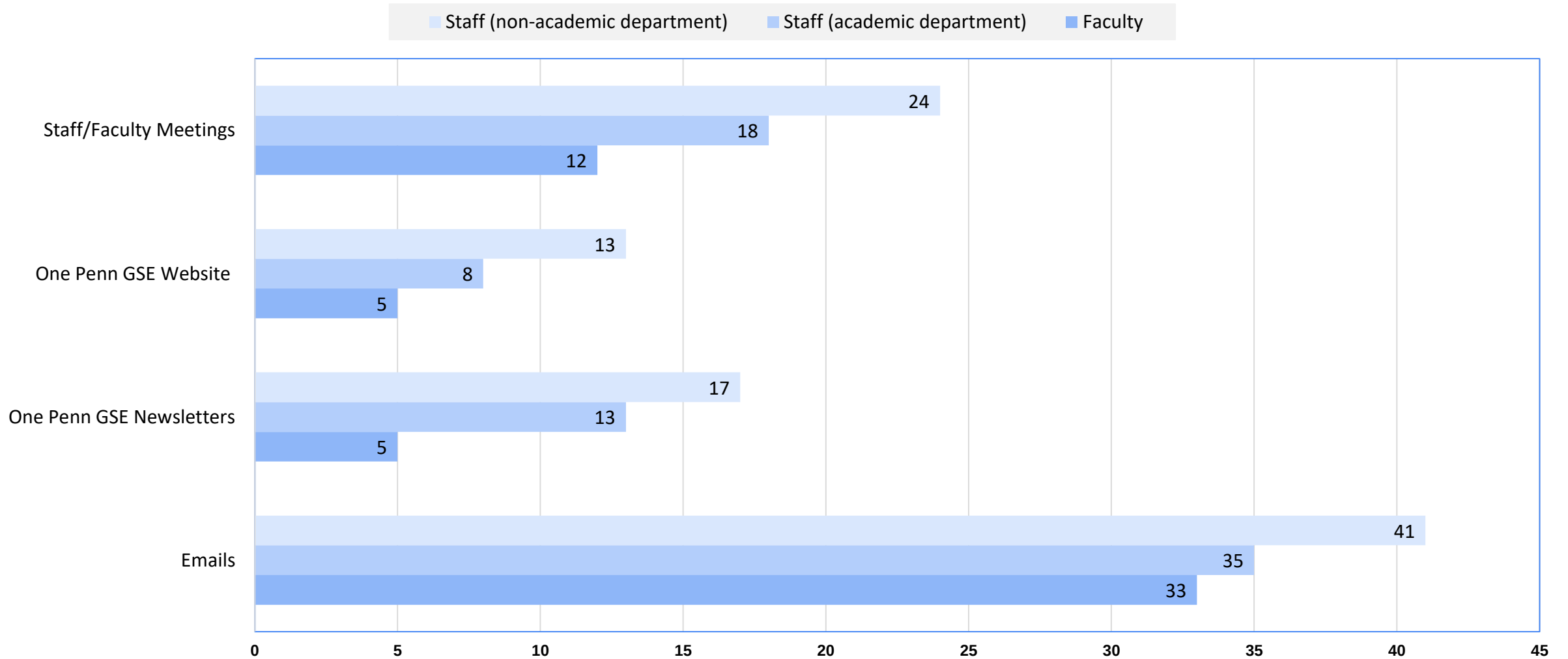
Communication

I have access to the information I need for relevant health and wellness benefits at this time (e.g., employee assistance resources, healthcare access/benefits, updated company processes and procedures).



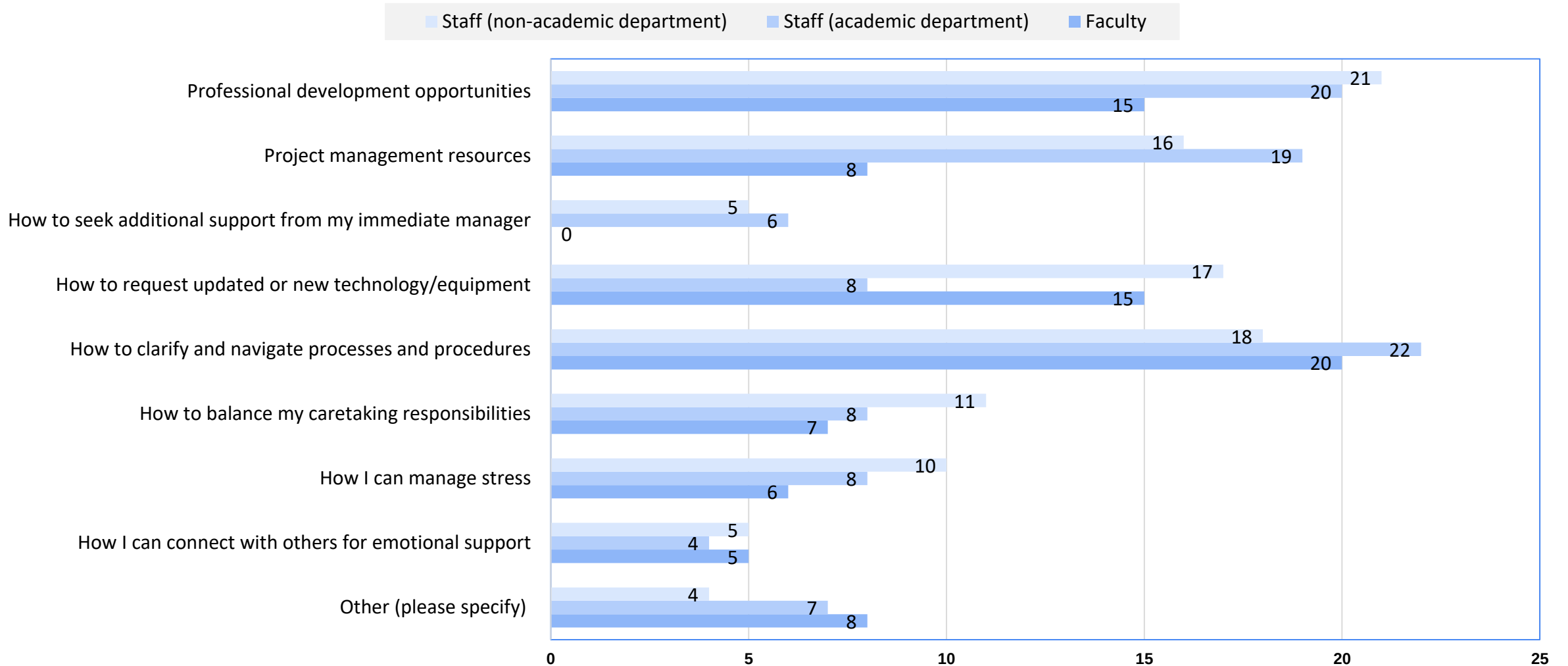
Communication

What is your preferred way to receive communications from GSE in response to COVID-19 (check all that apply)?



Communication

It's important to us that the information we provide gives the details you need for work. What additional information can we provide? Select your top 3 choices from below, if any.



Communication

It's important to us that the information we provide gives the details you need for work. What additional information can we provide? "Other" responses:

access to library resources

Clarity on coming to campus to get things or work ALONE for a few hours

Deadline extensions for students to hold defenses have been very helpful

Health and wellness resources

How I can **prepare for a transition back to the office** (i.e., when the time comes to go back to the office, what will be expected of employees who have been working from home for the past 9 months)

In my experience, **faculty supervisors do not see their role as *supporting* their direct reports**. All the support is one-directional (staff supporting faculty).

Support for adjunct faculty and lecturers, or even acknowledgement of our role

Information about **applying for sabbatical** (don't see anything on GSE website about this)

PD on **how to support more colleagues support diversity, inclusion and equity**

Some way to **curate and organize the resources** that are available for easier access

Social events virtually!

Communication- *Comments Summary*

Any other feedback on the communication you've been receiving?

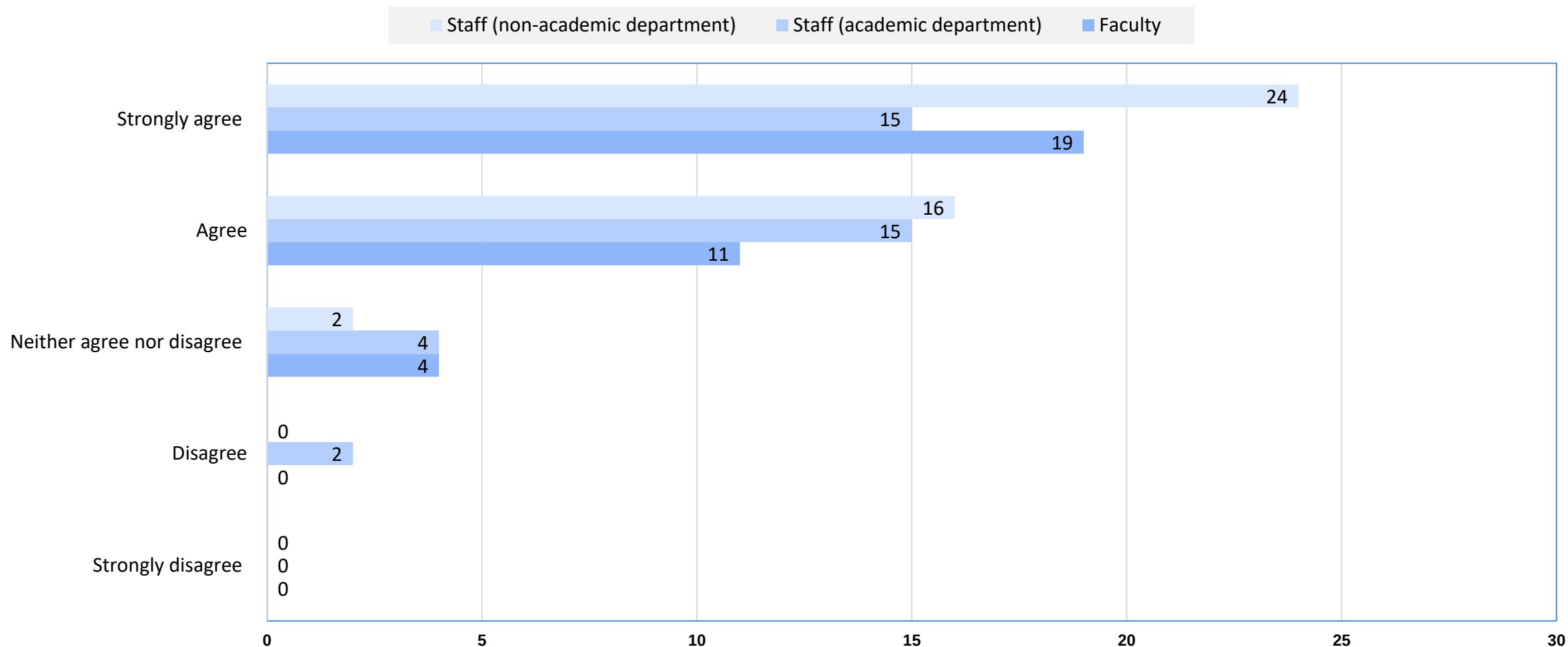
Very positive, e.g. “I appreciate being updated and kept in the loop, for myself and to be able to assist others.” (12)

Areas of improvement: websites should be reviewed/updated regularly, condense faculty lecturers into 1 email, shorter staff meetings, fewer emails , more faculty/staff buy-in on Teams(6)

Other comments: “It would be nice to see acknowledgment that some staff live alone and are instead dealing with high levels of isolation.”

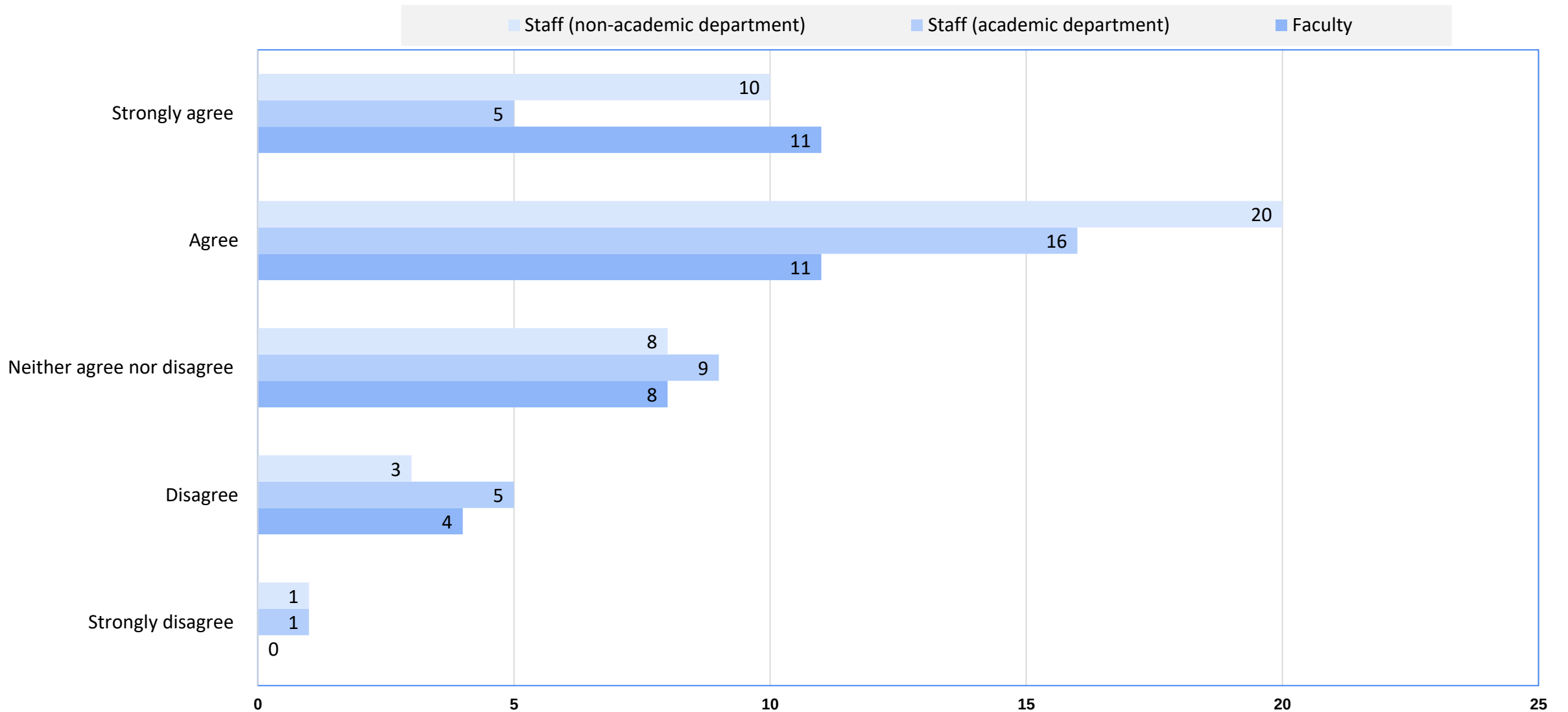
GSE Leadership

GSE's leadership team has been considerate of employee well-being and safety when making key decisions that affect the workforce.



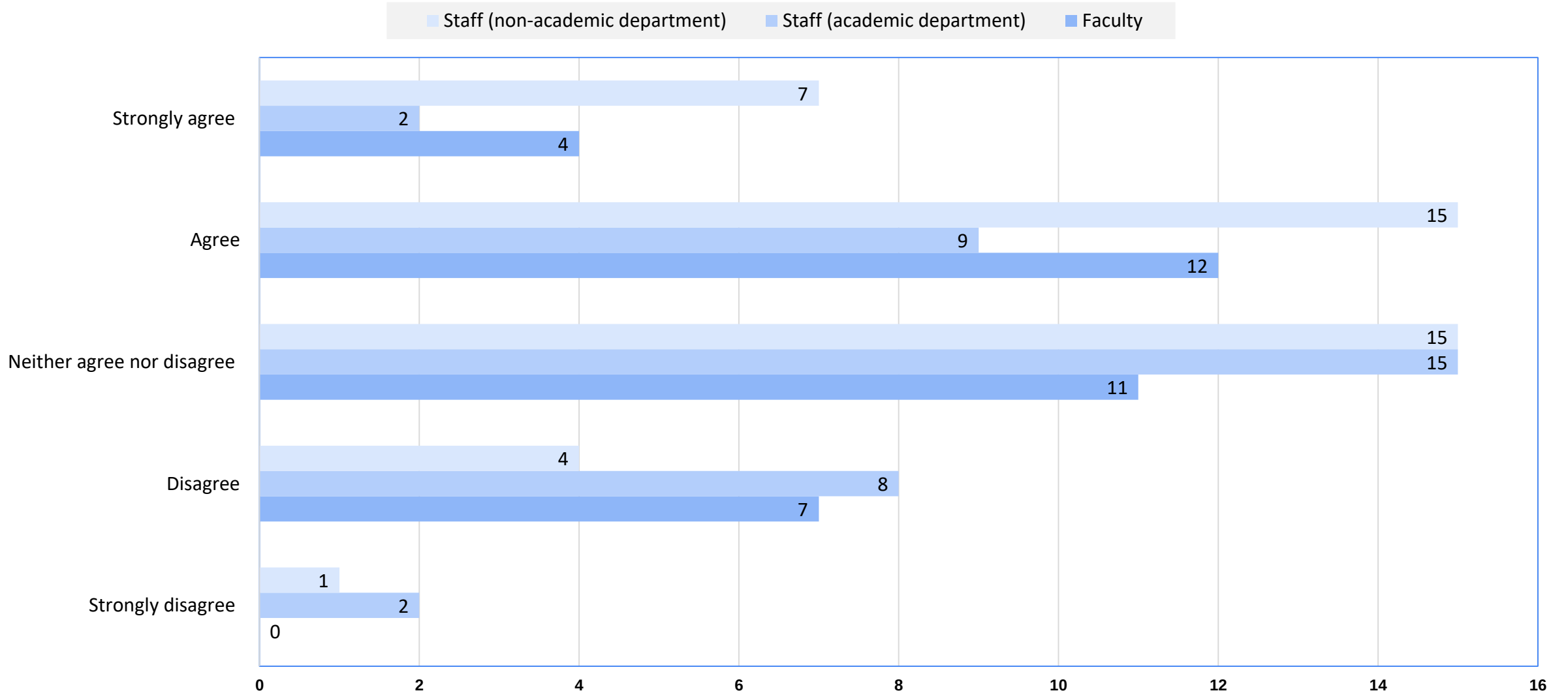
GSE Leadership*

I feel encouraged to offer thoughts and ideas to improve GSE.



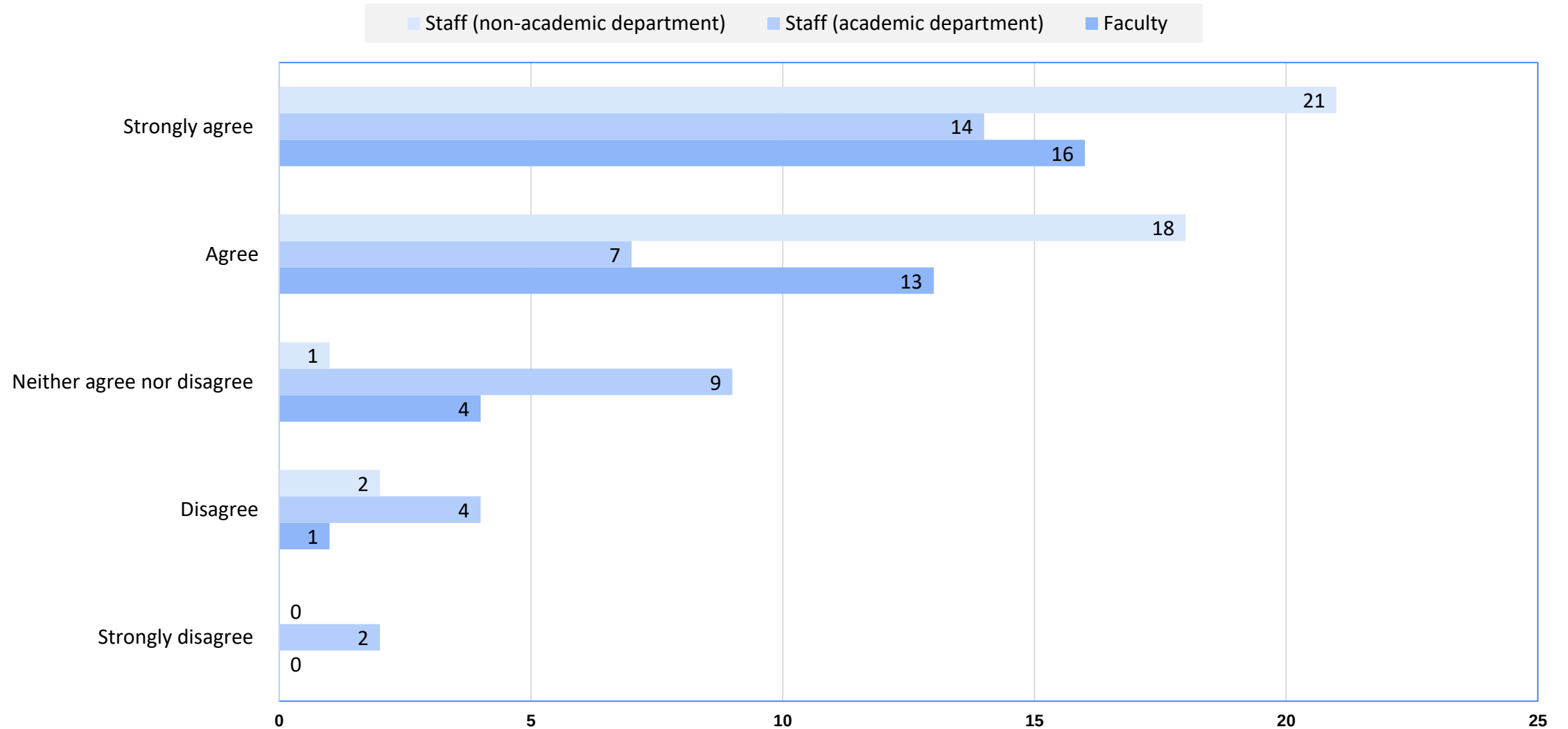
GSE Leadership*

If I offered feedback, I think it would influence decisions at GSE.



GSE Leadership

I feel supported at my Division/Program level.



Other feedback on sense of support from GSE Leadership-

comments summary

Appreciation of leadership (9)

Need for clearer policies/practices (instead of dispersing to programs)
(2)

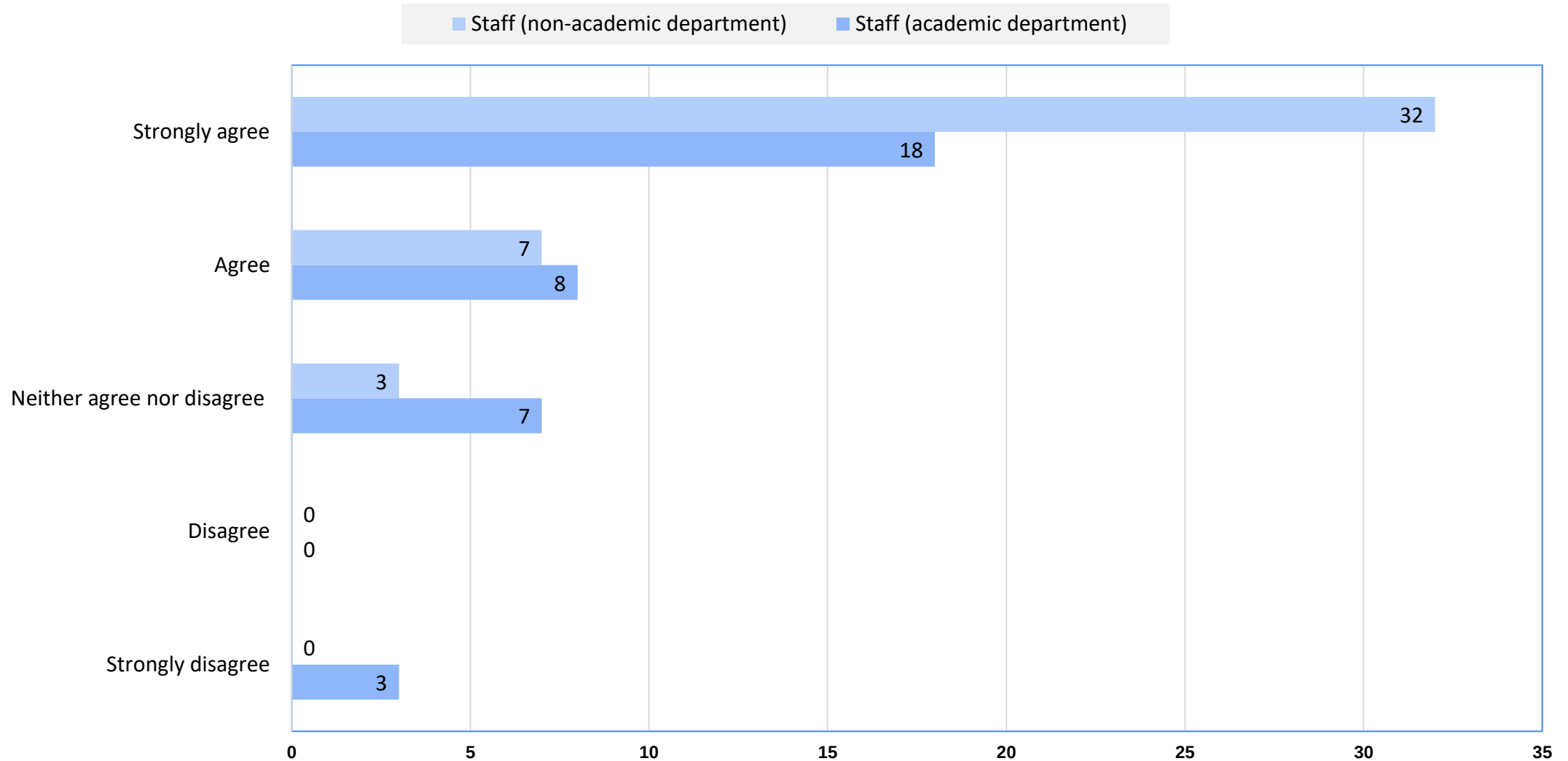
Other comments:

- Encourage faculty to participate in more team-building events with staff
- Feel support from manager but not faculty chair
- Lecturers/adjuncts not included in decision making, input, etc.
- Feeling disconnected other than occasional Zoom meetings
- Set expectations for our climate and culture

Manager & Workload

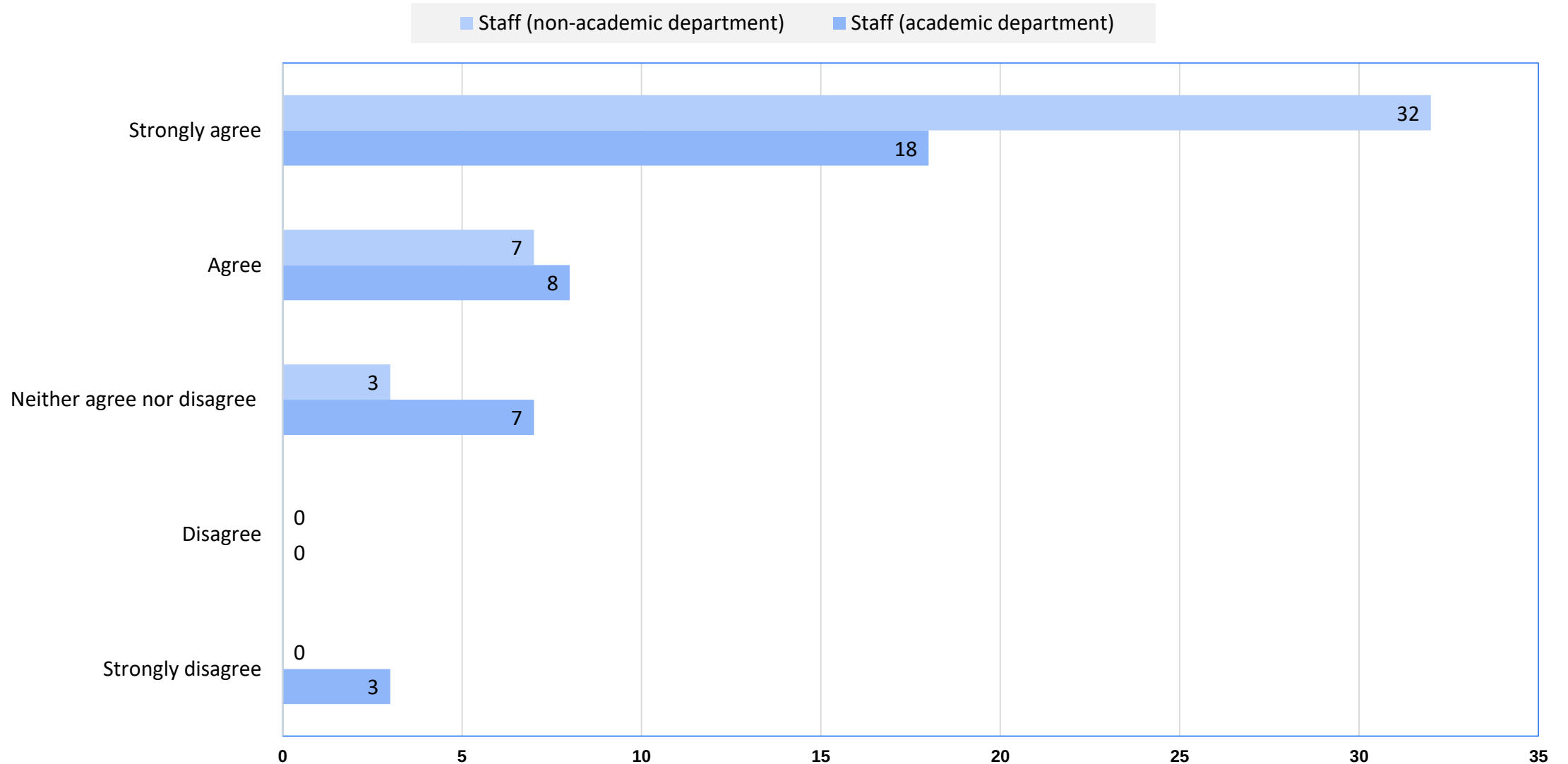
78 total (faculty were not asked questions in this section)

My immediate manager treats me with dignity and respect.



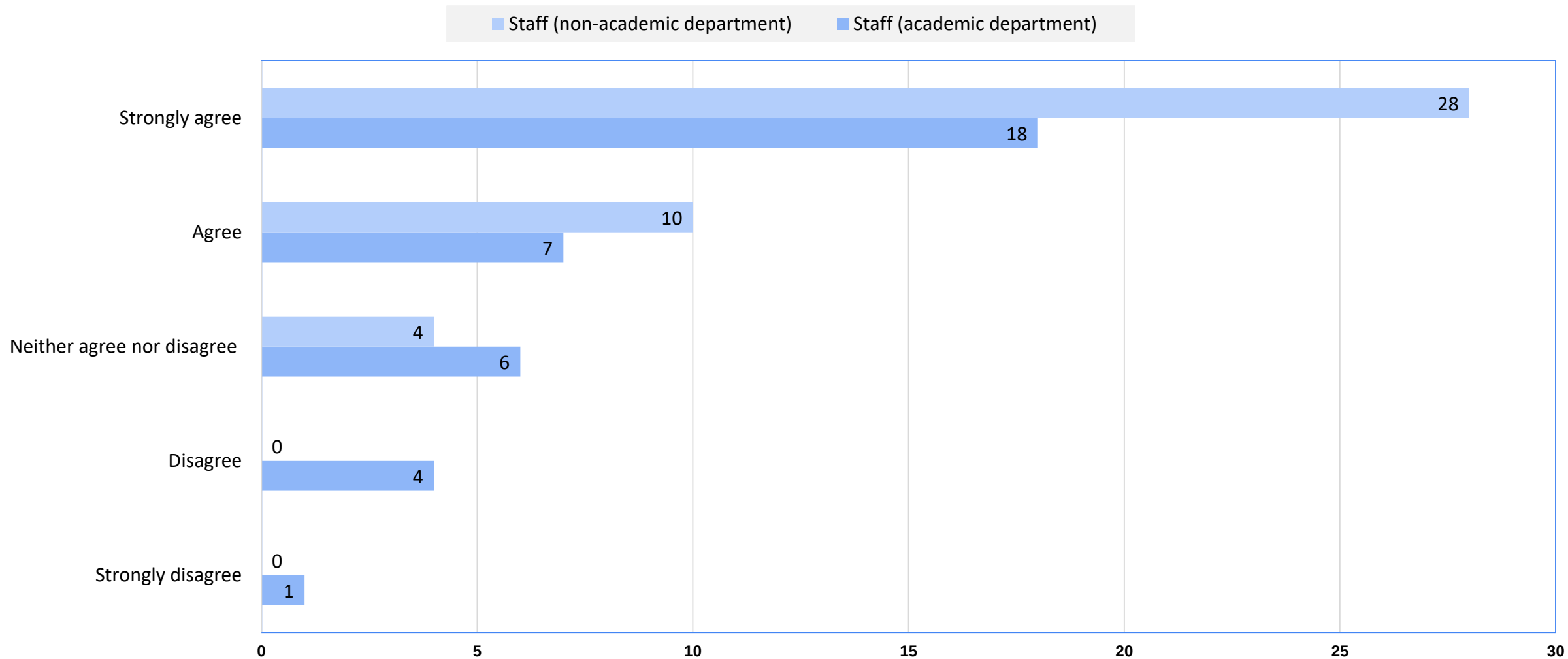
Manager & Workload*

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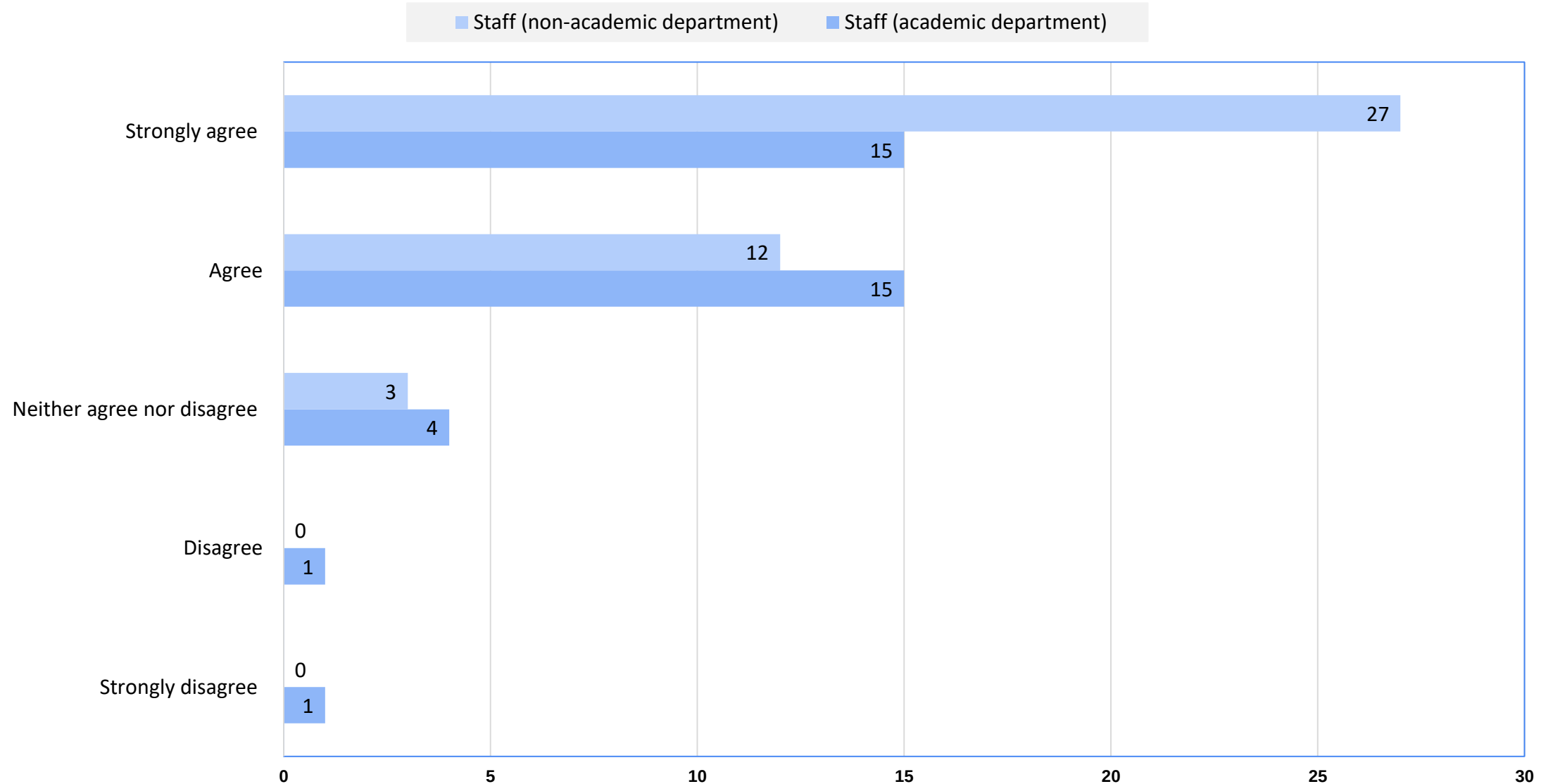
Manager & Workload

My immediate manager has been helpful at getting me the support I need to do my job during this pandemic (e.g., understanding my personal challenges, setting flexible arrangements, providing resources).



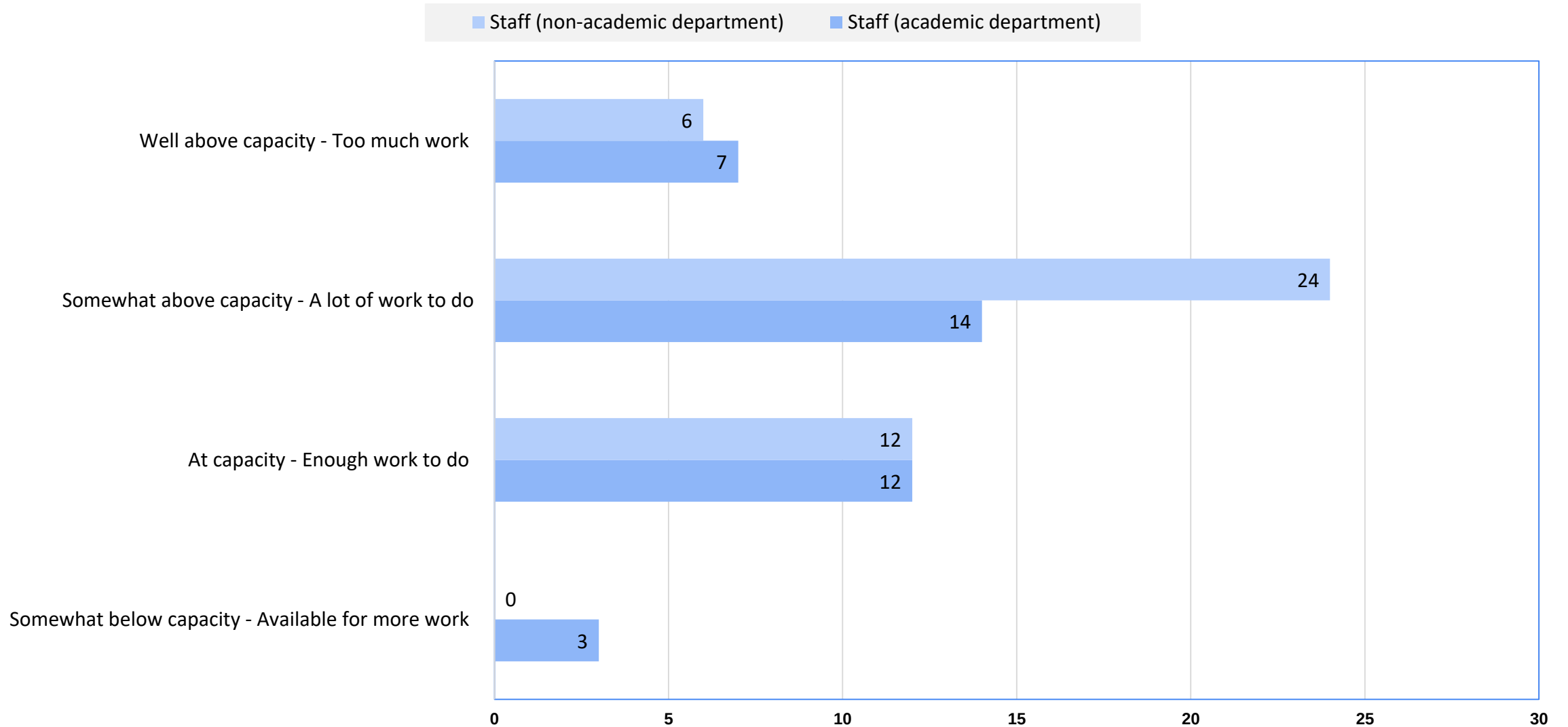
Manager & Workload

I clearly understand what is expected of me when working remotely.



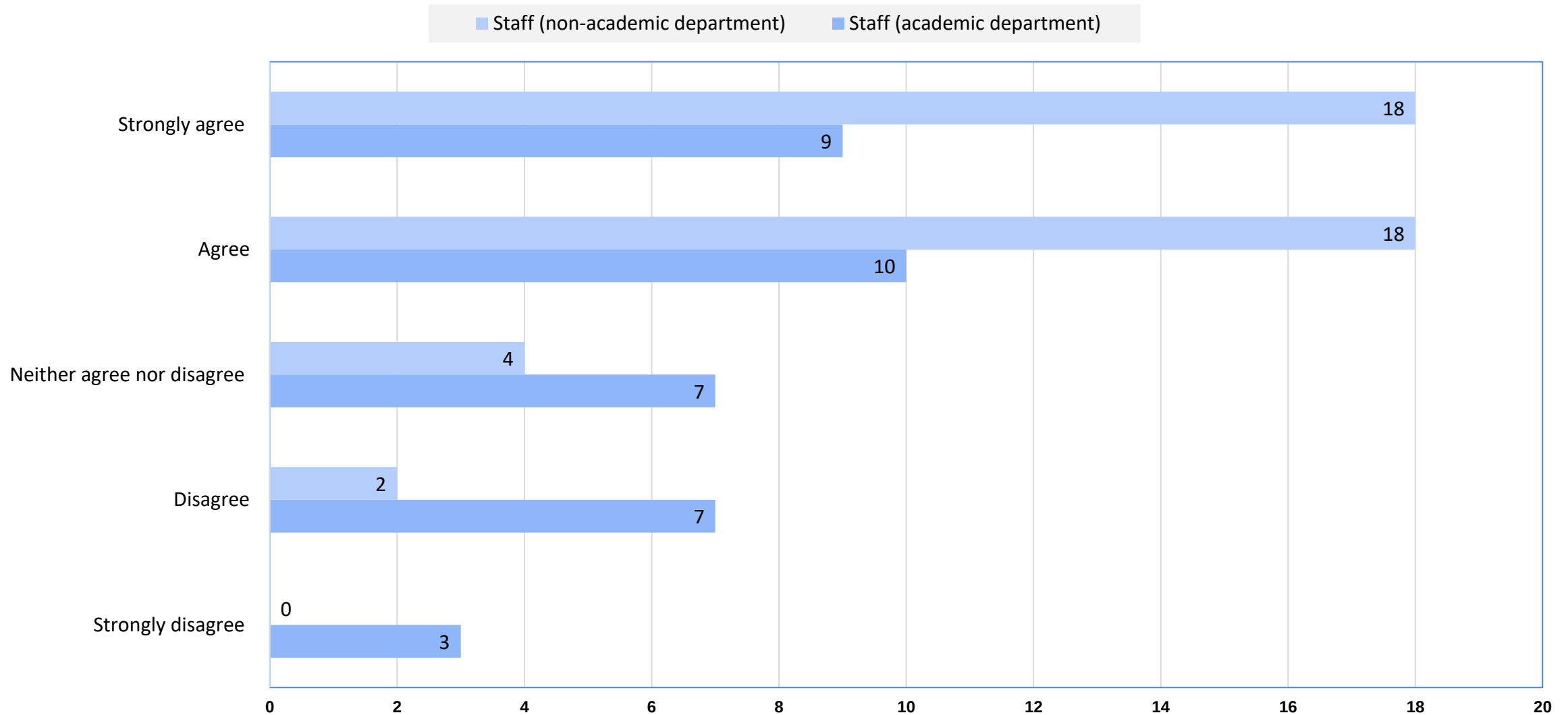
Manager & Workload

My workload at the moment is:



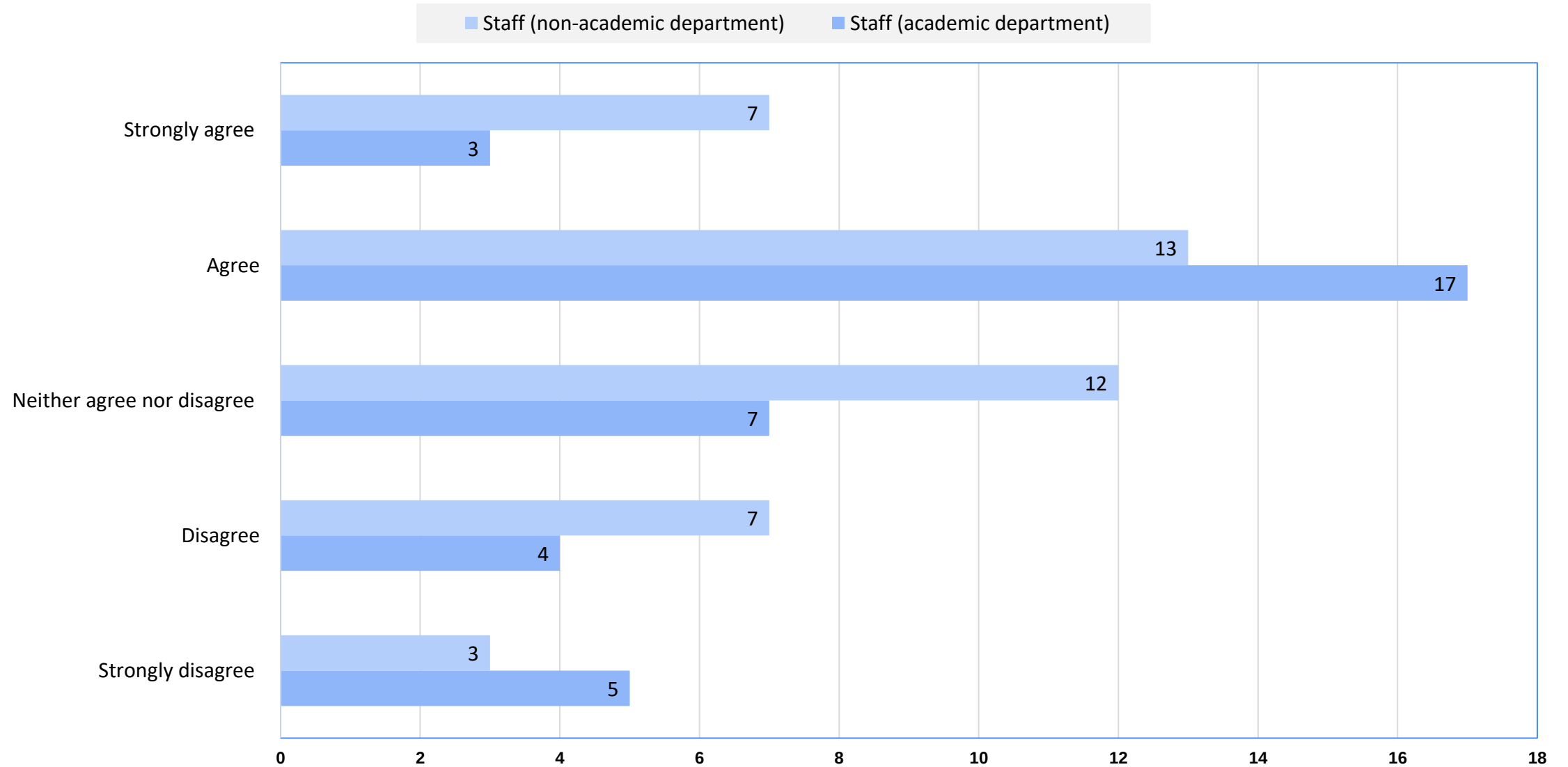
Manager & Workload*

I am comfortable bringing up issues that concern me without negatively affecting my performance evaluation or opportunities for promotion.



Manager & Workload

My workload allows time for me to participate in professional development opportunities.



Any other feedback on your sense of support from your immediate manager? *Comments summary*

Supportive, flexible management (5)

Increased workload (5)

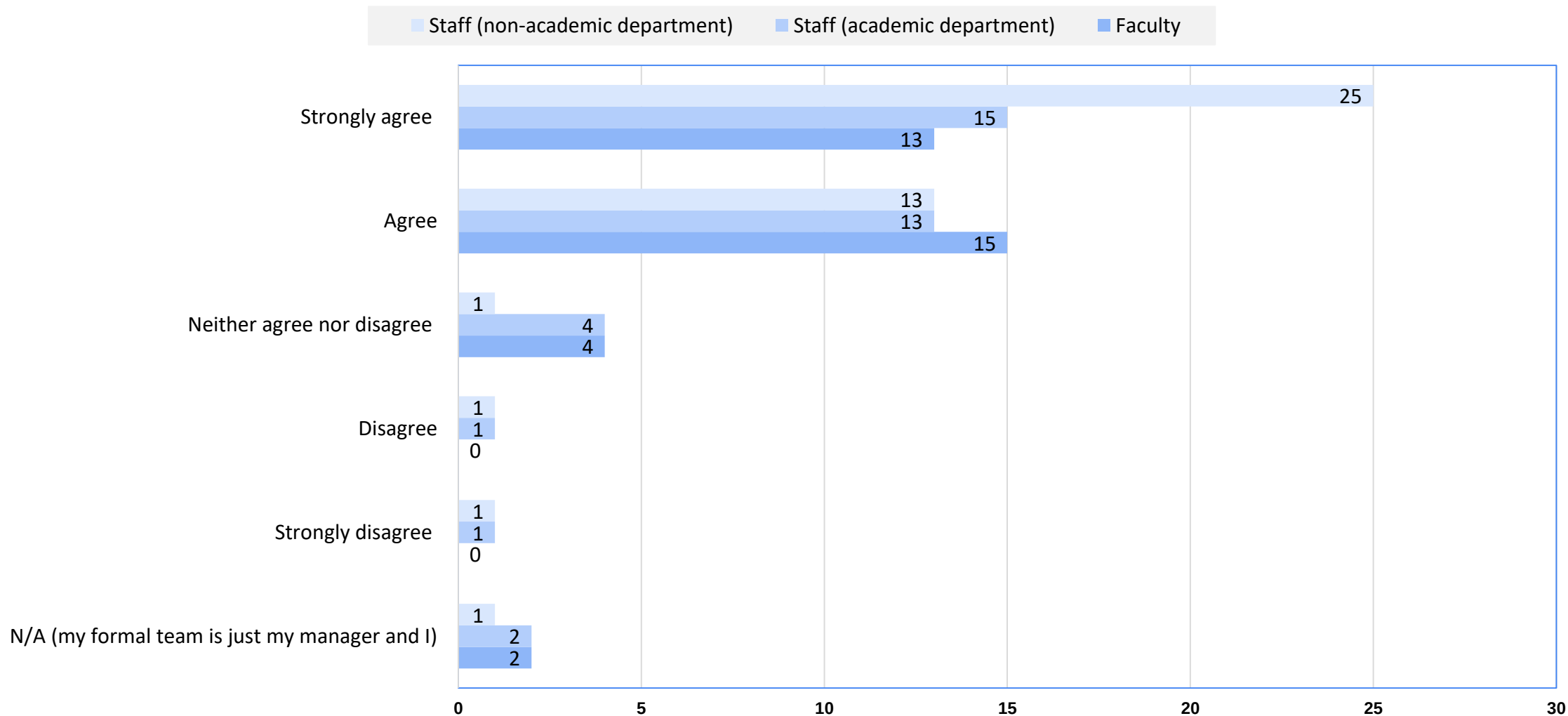
Challenges with manager (4)

Other comments:

- Professional development is only supported for current role (not future role)
- Not kept informed about changes to workload or expectations
- Civil unrest and emotional labor added to stress (2)

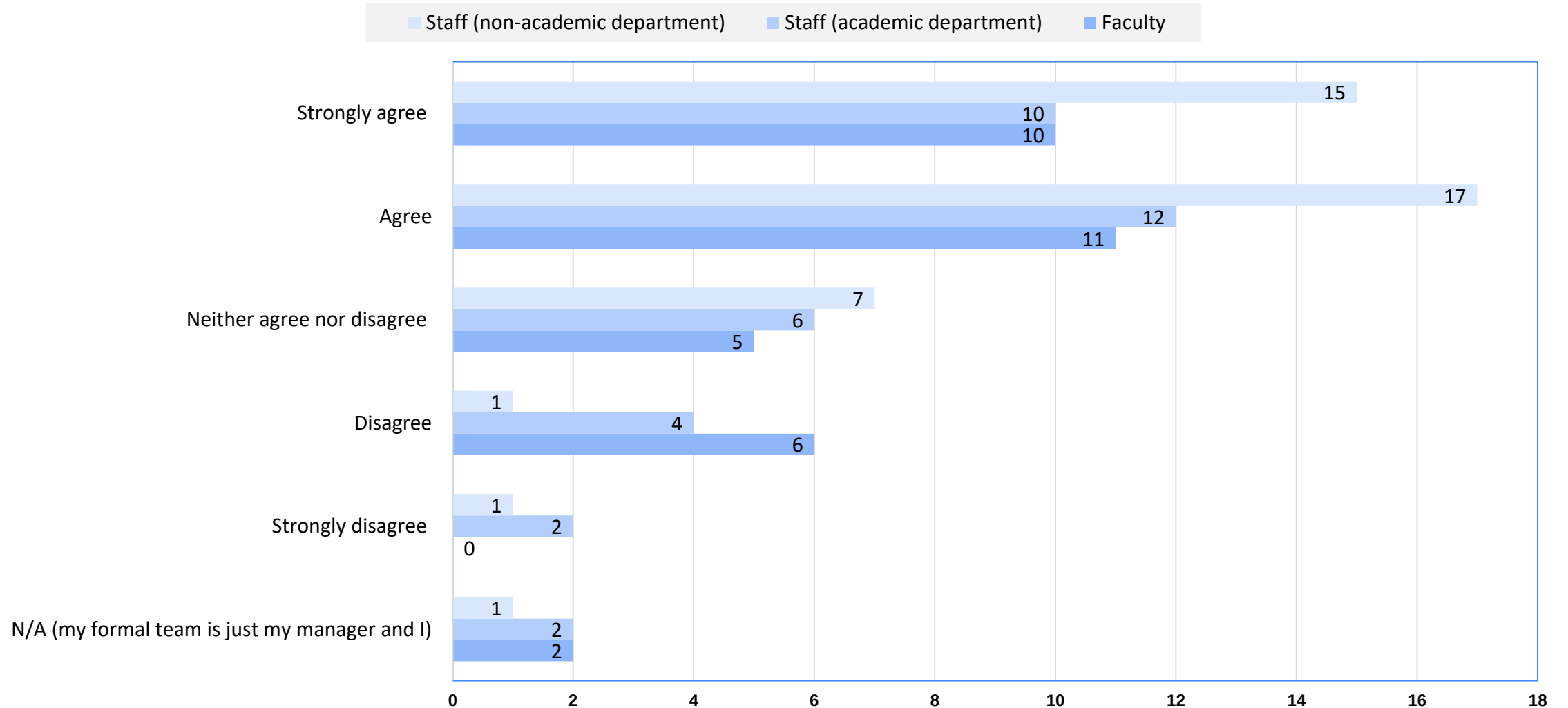
Team Dynamic

My team is working well together to support each other during this pandemic.



Team Dynamic

My team is good at keeping up with informal connections (e.g., making time to talk about non-work-related topics, chatting via instant messaging, or scheduling virtual touchpoints).



Do you have any suggestions on how we can maintain our sense of community while working remotely? *Comment summary*

Social activities (game nights, concerts, lounge/water cooler)
(10)

Microsoft Teams (5)

Focus on smaller communities (division/program/team level)
(7)

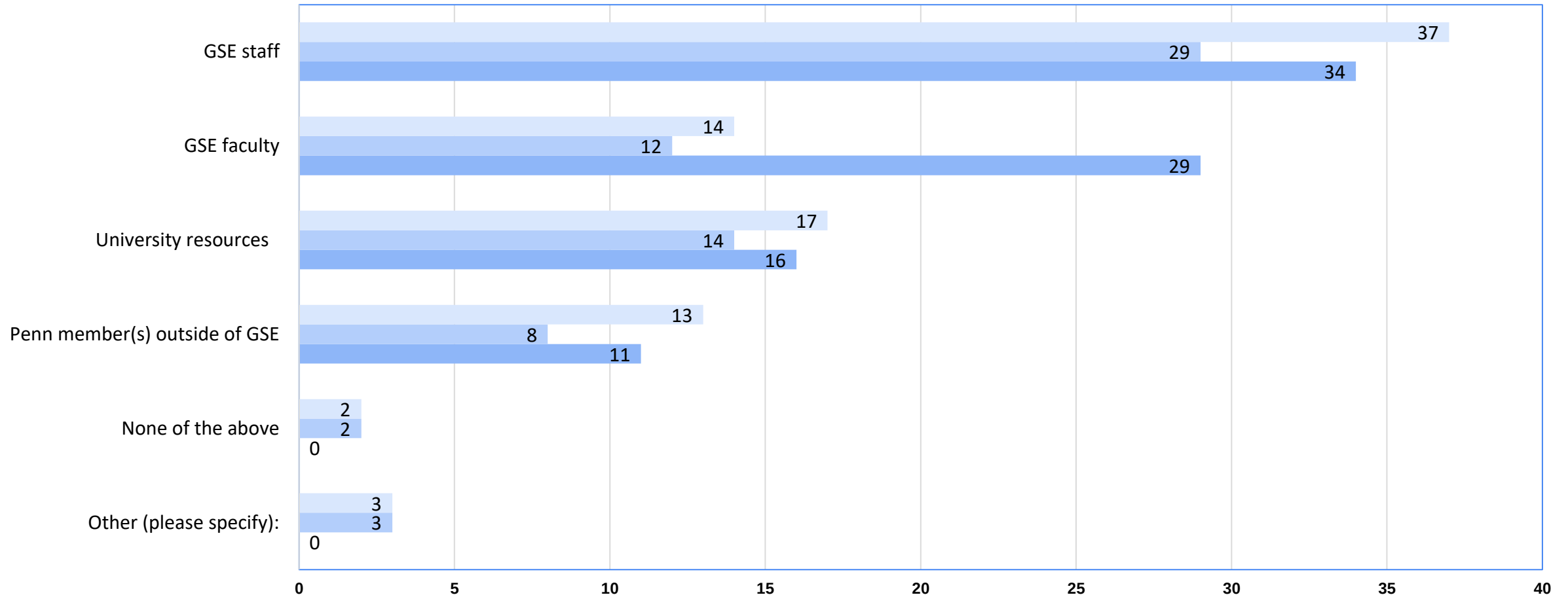
Appreciation for reminders to be support one another (2)

Michael_Golden
Ann_Tiao
Sharon_Wolf
Communications_Team
Patrick_Sexton
Yasmin_Kafai
Jacey_Hallock
Sarah_Peyton-Kaufman
Sherriann_King
Arlene_Adair
Sara_Goldstein
Joyce_Cook
Emma_Grigore
Leonor_Tendido
Ameena_GK
Charles_Washington
Shubha_Sarode
Matt_Hartley
Jeff_Frantz
ELX_Team
Leland_McGee
Chris_Pupik_Deane
Taryn_Ortlip
Helen_Mitchell-Sears
Susan_Yoon
Betty_Chandy
Elizabeth_Paige
Elisabeth_Reinkordt
Business_Office
Judy_Morales-Diaz
Zachary_Nachsin
Lizzie_Petela
Ed_Brockenbrough
Pam_Grossman
Mike_Kelly
Janeen_Chavis
Charlotte_Jacobs
Admissions_Team
Caroline_G_Ciccione
Caroline_Ebby
Kamal_Dreher
Coral_Haas
Jackie_Lopez
HEARD
Veronica_Aplenc
Maureen_Cotterill
Greg_Tausz
Rakeem_Jeter
Kim_Eke
Imani_Harvin
Katherine_OMorehoe
OSS_Team

Additional Support Systems

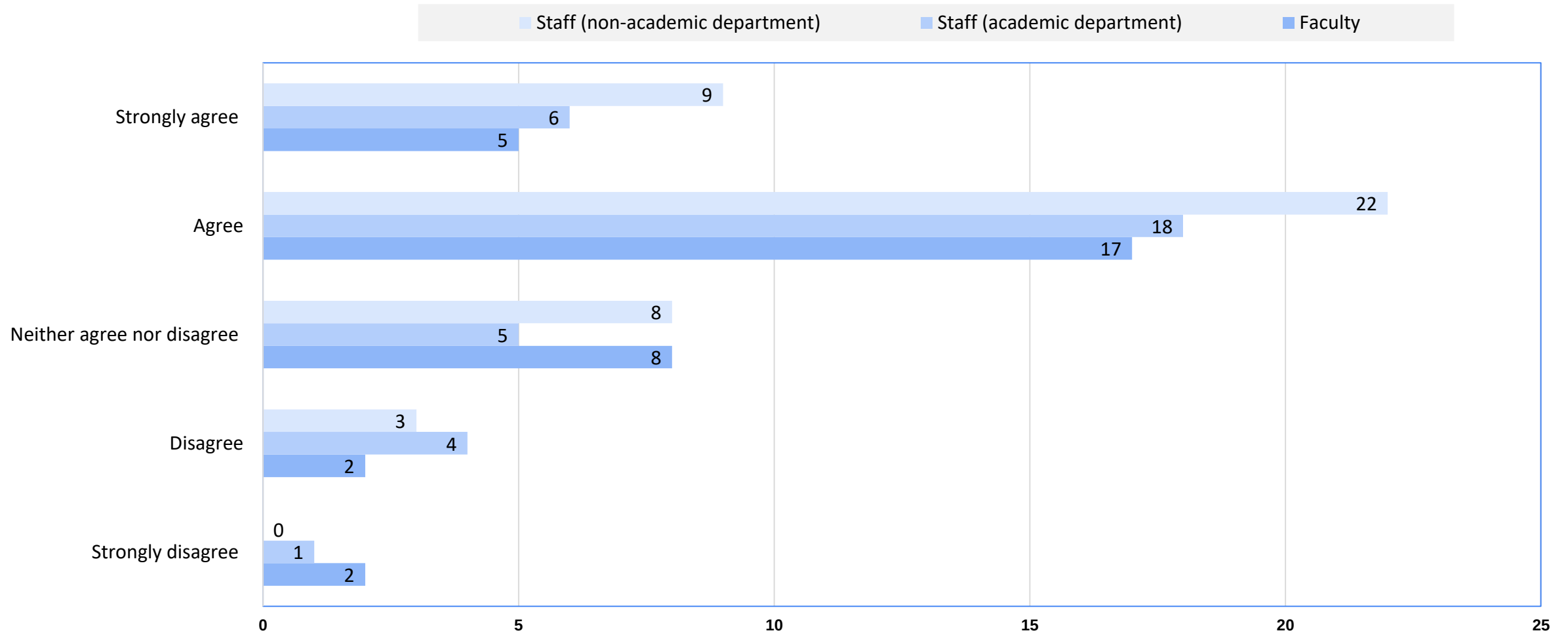
I feel support from (check all that apply)*:

Staff (non-academic department) Staff (academic department) Faculty



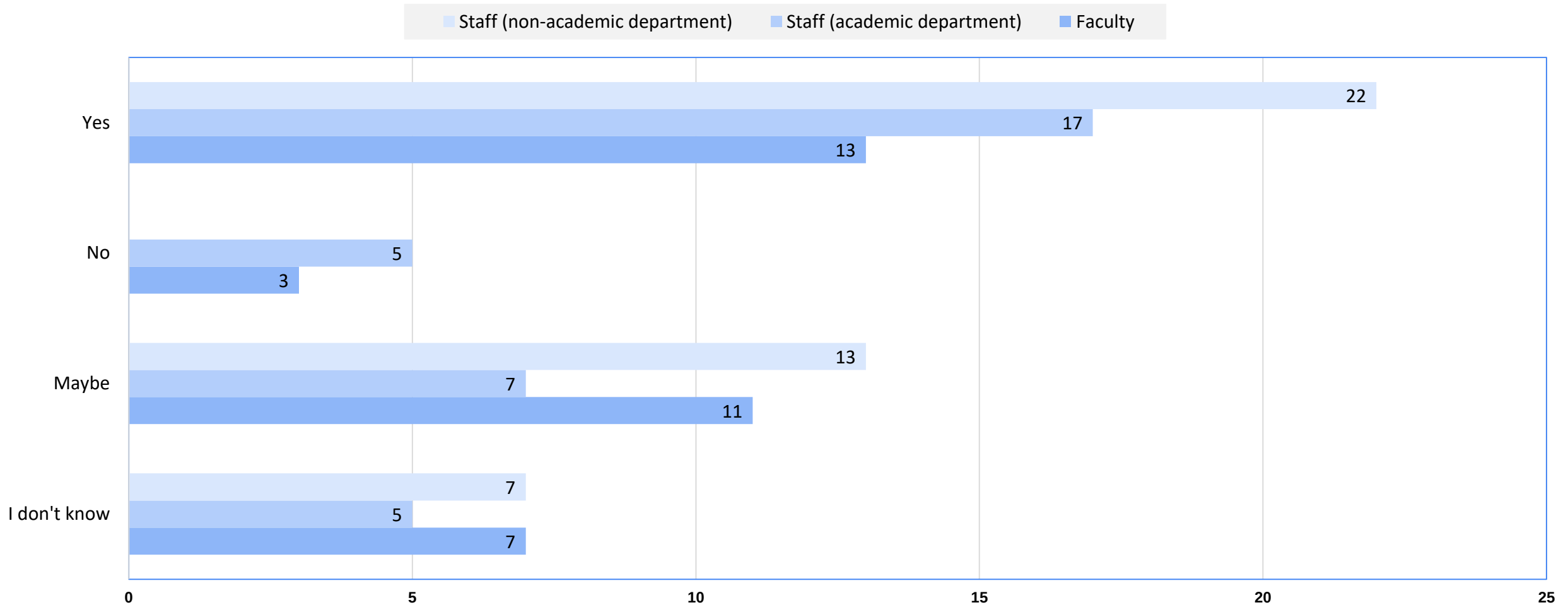
Support Systems

I have a strong support network at GSE*.

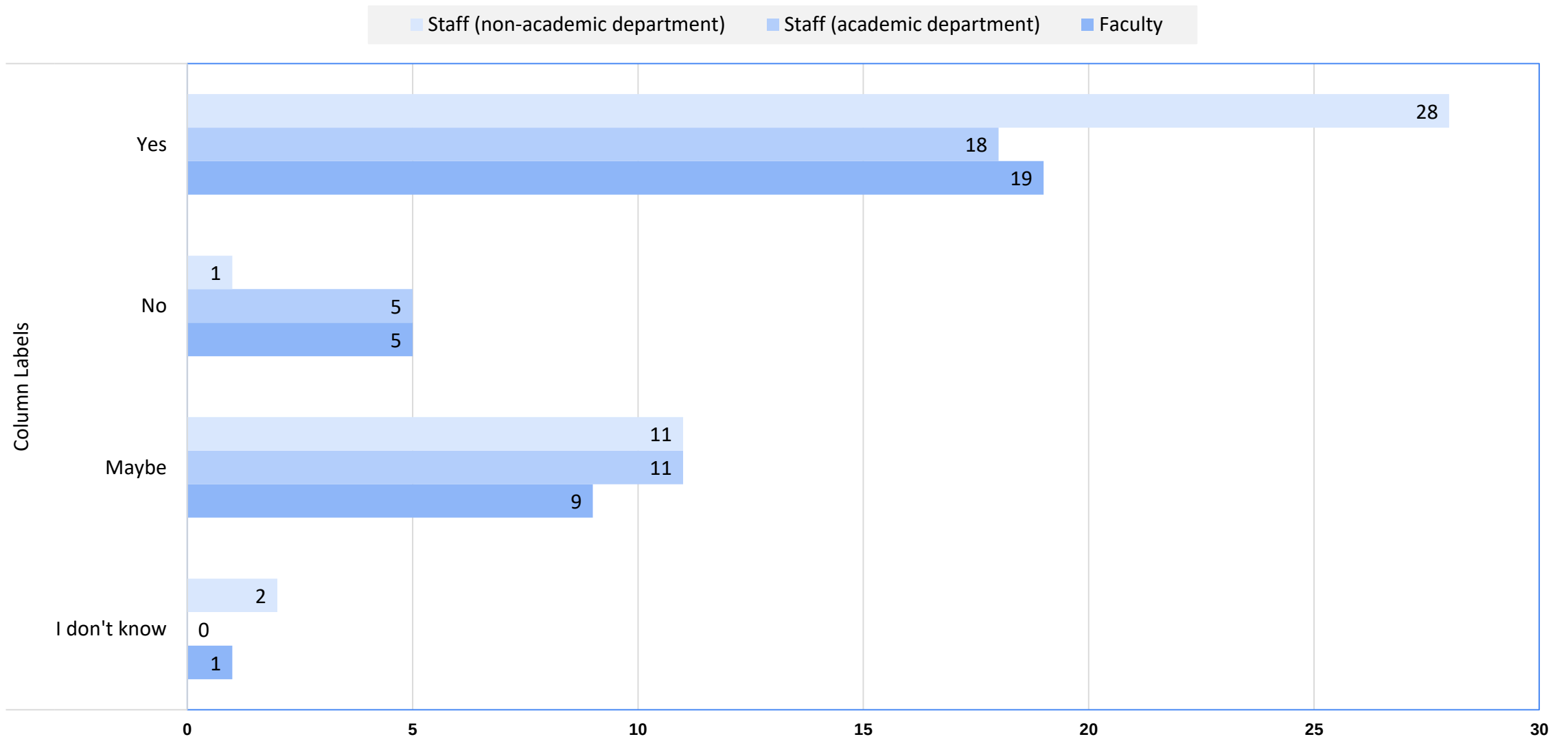


Support Systems

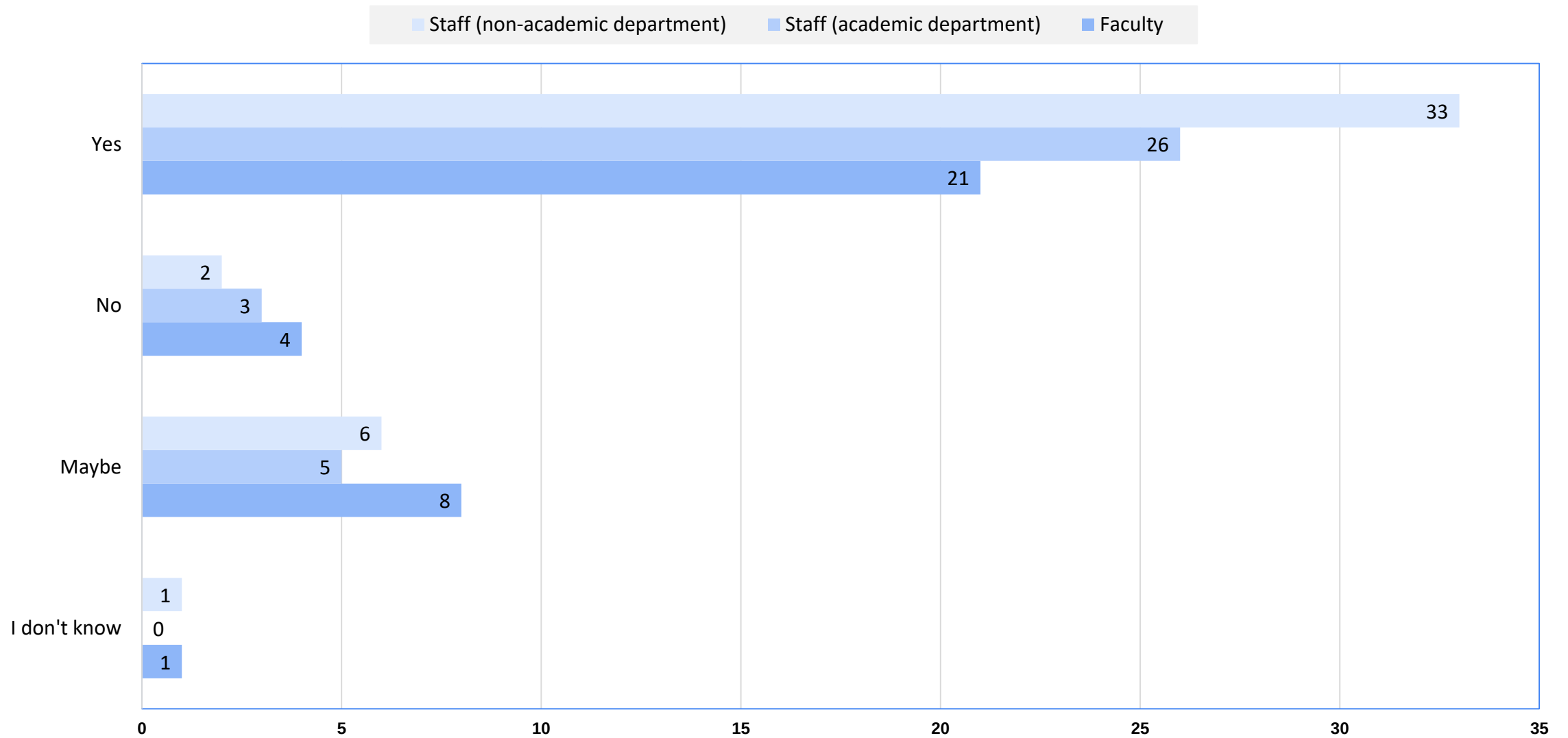
Are there systems at Penn to help you if you are treated unfairly?*



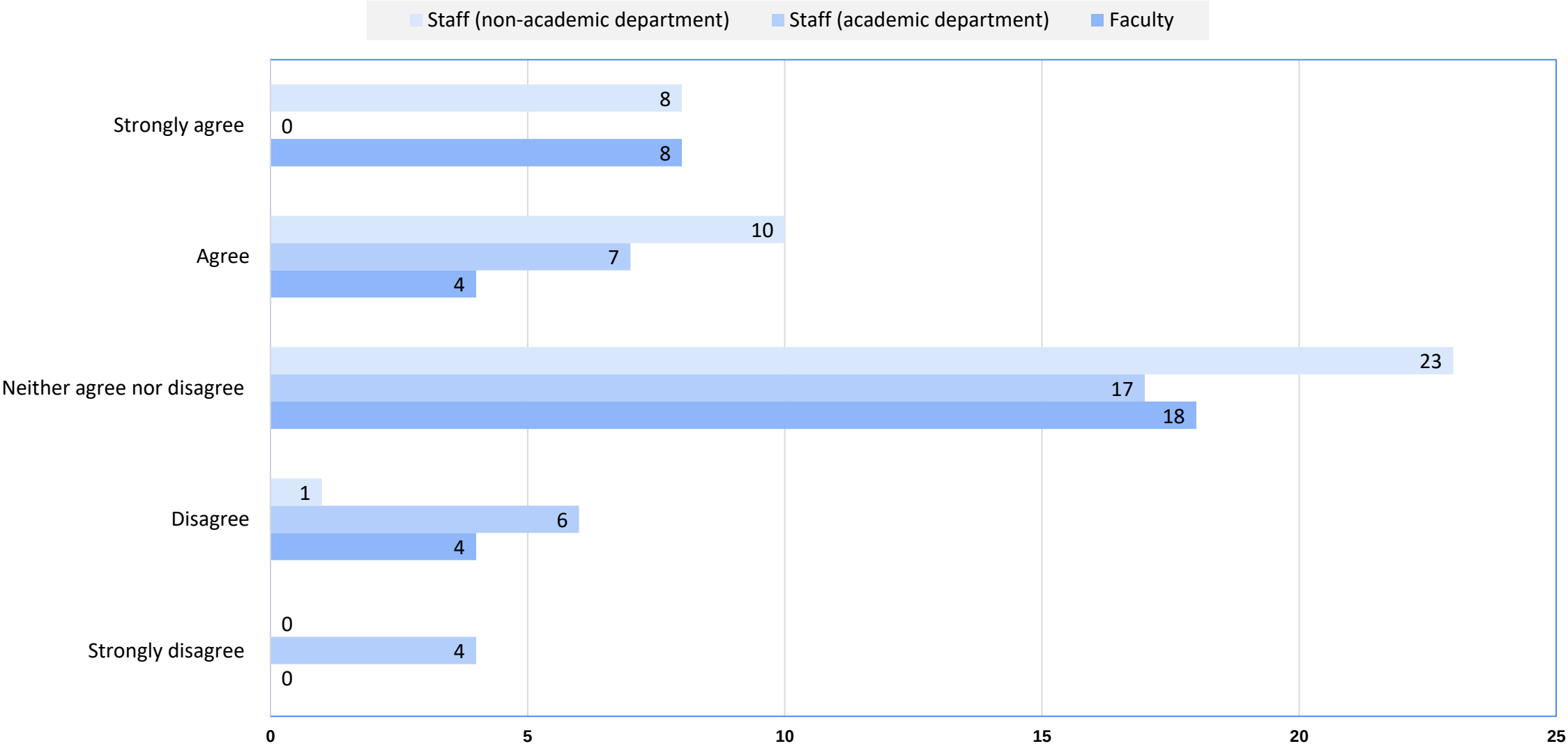
I know how to report insensitive or offensive behaviors.



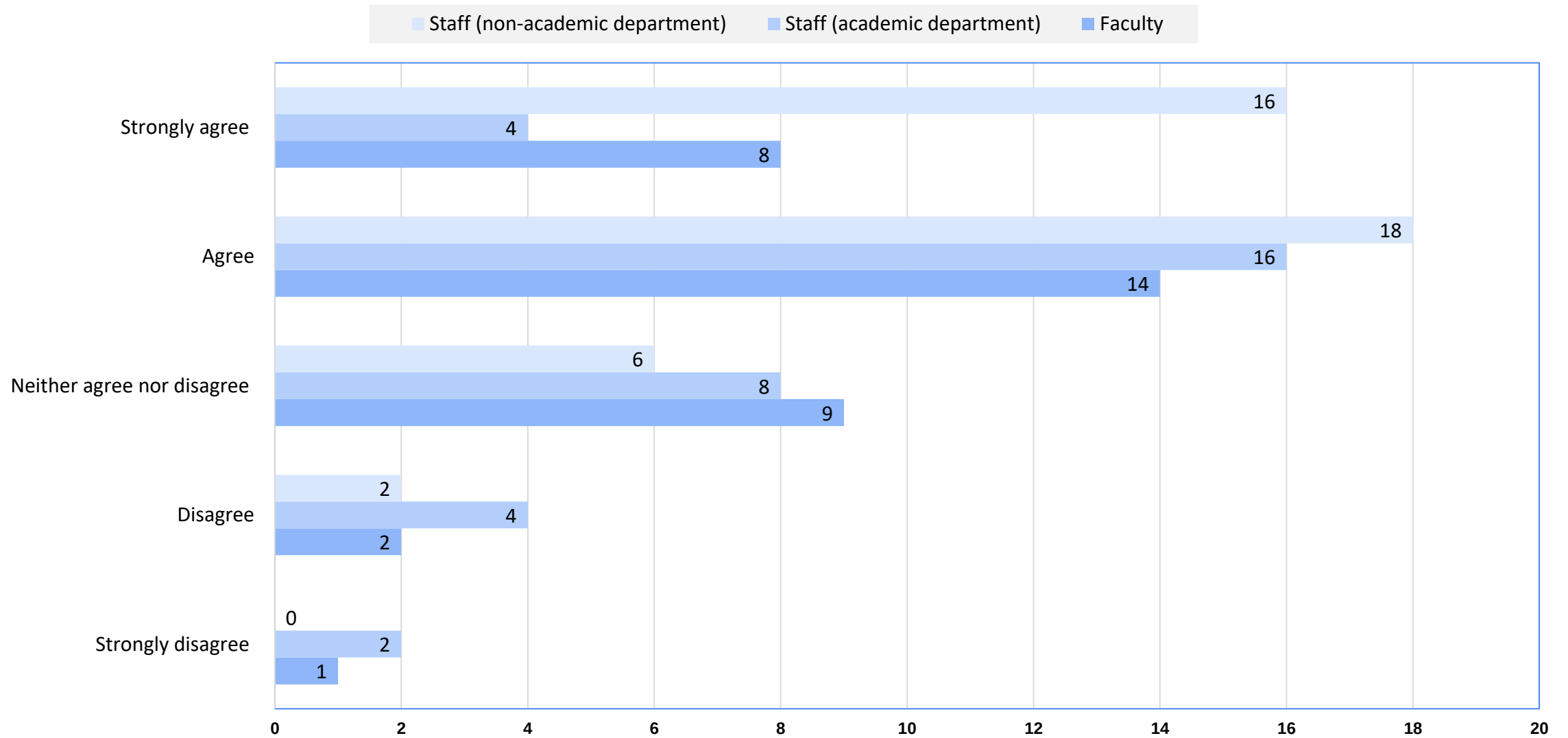
I know how to report any sexual assault or harassment.



Penn GSE offices are effective in addressing unfair treatment.



I feel valued at GSE.



Q34 - Any additional feedback on additional support systems?

Haven't had much experience in directly using these services, so can't say how effective it is.

Experienced problematic behavior but nervous about reporting. Wants focus on resolution/mediation but has seen otherwise (outside of GSE).

GSE have included in our monthly **staff meeting experts presenting information on various subjects to keep us well advised** and of the proper resources to report offenses.

During this era of **social isolation**, I feel completely alone and disconnected.

Not clear.

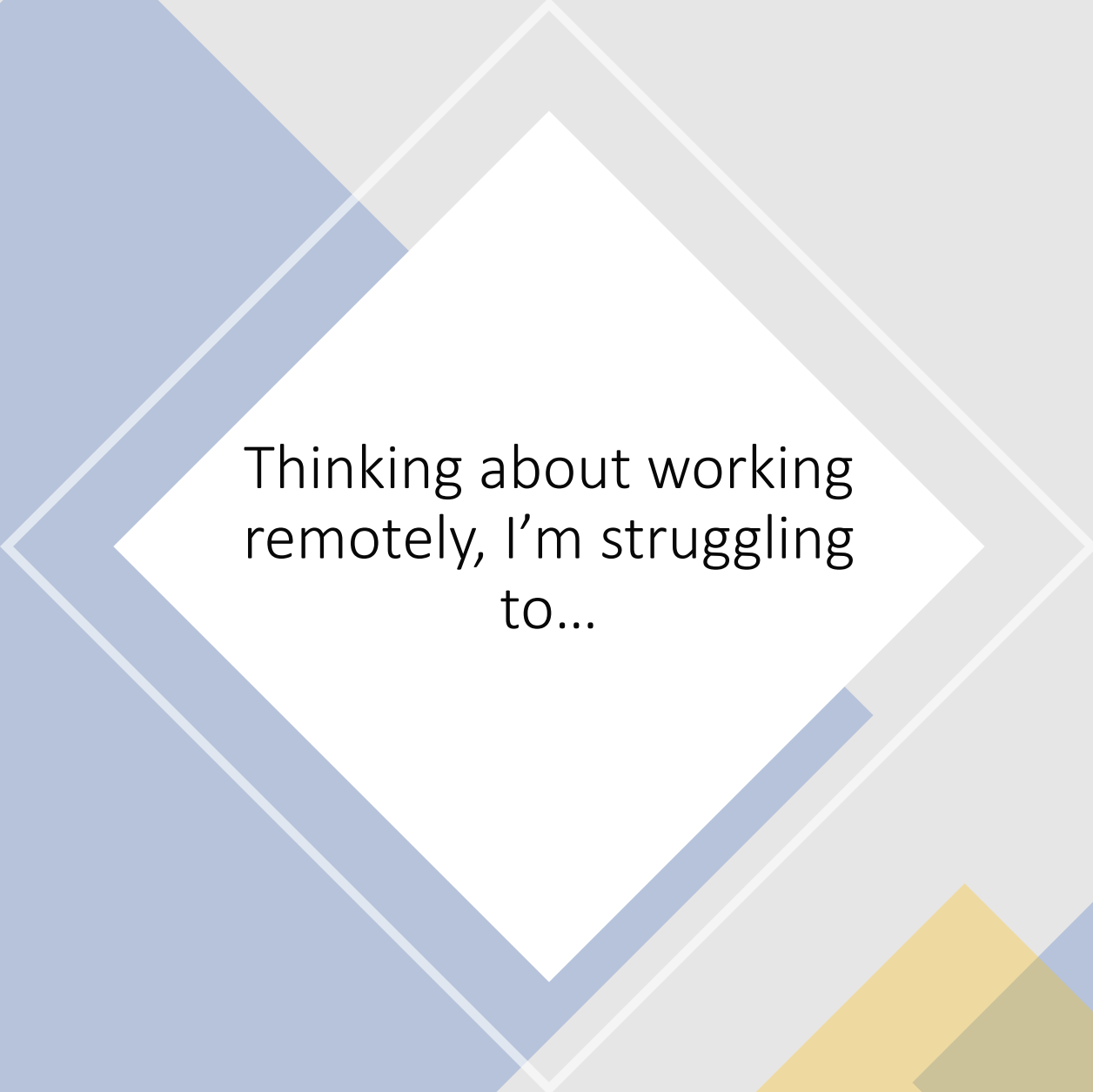
Any issues with faculty are addressed as "**that is who they are**".

Penn's HEARD reading group was a valuable support system that is much missed during remote work.

There are **some kinds of unfair treatment that these support systems handle well**. There are **other kinds that I don't really trust will be dealt with**, which makes me hold back on expressing certain aspects of my political beliefs.

Unsure about faculty and staff but know **some students have felt they were not heard/feelings not addressed** after sharing with administration.

We have talked about these issues many times but it's **still not clear to me**: 1) what system we have in place; 2) how to find out about the system without asking several people first; and 3) where such information is stored/available.



Thinking about working
remotely, I'm struggling
to...

Find work-life balance (42)

Maintain/build community; feel
connected (19)

Nothing! Overall positive (14)

Ergonomics/space restrictions/preference
to be in office (7)

Engaging students (2)



Thinking about
working
remotely, I'm
loving that...
(summary)

No commute (48)

Flexibility (16)

Time with family (8)

Appearance (self, office) & comfort (6)

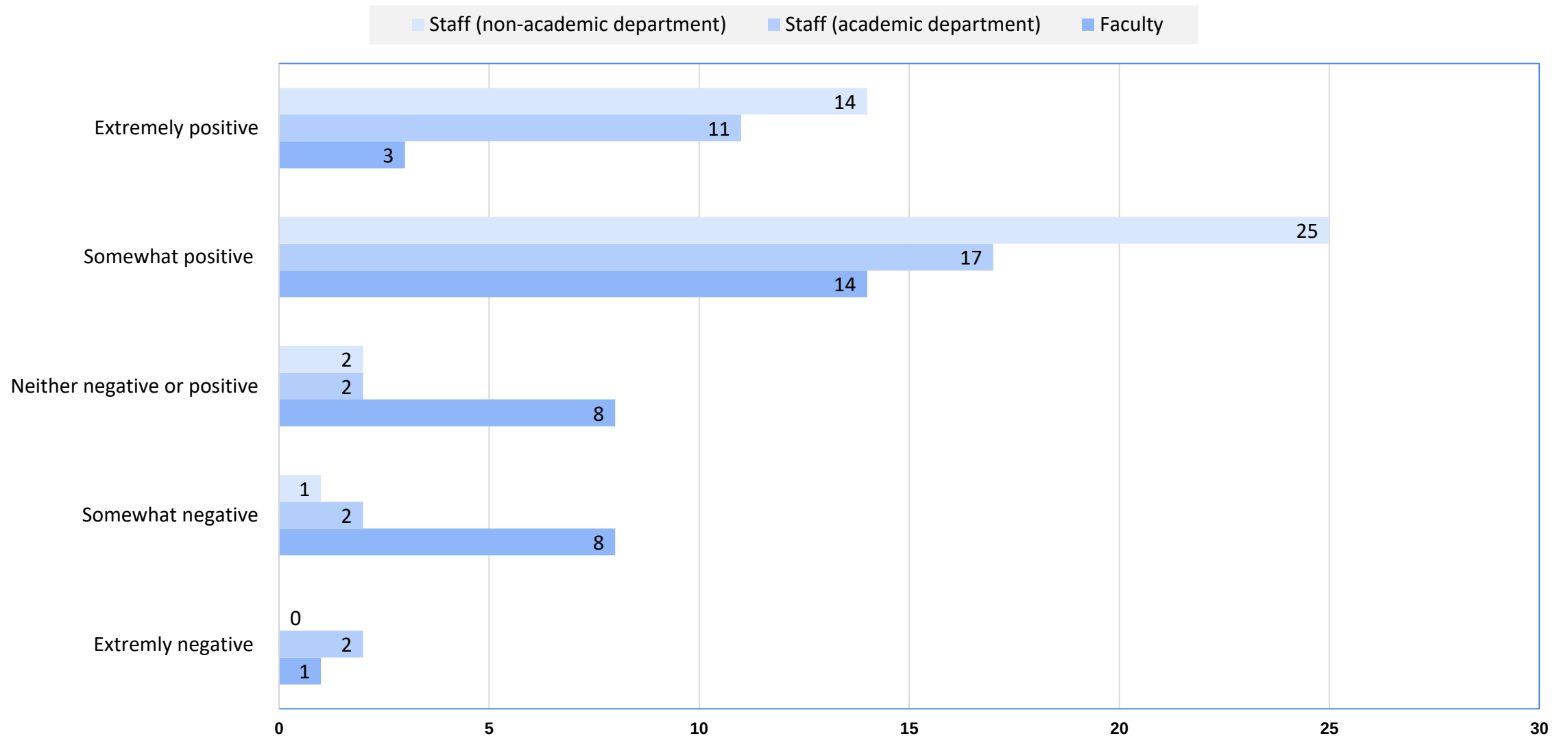
Safety (3)

Self-care (3)

Negative remarks (10)

Enjoying remote work generally (10)

Overall, working remotely has been:



Q39 - Anything else you'd like to share on how you're doing at this time?

Exhausted in all aspects, but **thankful for the efforts GSE's doing to try to get us through this pandemic**. Understand there's only so much work can do for us, and we have many different needs. One thing to think about post-pandemic is a work setup with remote and in-person options. **Don't think I can go back to fully in-person** like many people.

I want an option that just says positive regarding my feelings about working remotely. That is what I would choose.

Not great. I'll make it through, but this isn't working well for me. I **appreciate your hard work and thoughtful efforts**. Thanks for your interest in our views. Just a survey makes people feel more valued, I think.

I am able to manage work related projects but **struggle with feelings of isolation and lack of physical activities**.

Everyone has been most **flexible and understanding** of the impact COVID has had on everyone. I feel trusted to do my work!!!

All is well, but I'm **living alone, so I'm isolated from my family and friends**. This is difficult sometimes.

Tired.

There is nothing to be done about this situation -- another 6 months until a vaccine.

I **appreciate GSE leadership's sincere efforts to support us and be responsive** to our needs. I really **appreciated getting the little surprise gift** (cup, pen, notebook,) in the mail.

All things considered, I'm **well**. Thank you for asking!

I'm doing fine. Overall, I'm **enjoying working from home**. I do miss going into the office and seeing faces but the zoom helps with that.

I **miss seeing my work colleagues** and the students in person.

I go through periods of very positive emotions and relief that I do not have to make 'small talk' but at the same time, it feels like it's taking longer to get to know people on staff.

Outside of intermittent childcare issues, **I do not see any reason at all to return to the status quo**. One or two days in person is more than sufficient.

Q39 - Anything else you'd like to share on how you're doing at this time?

Thank you for all that you are doing. **GSE is an excellent place to work and everyone (really) has been wonderful and supportive.**

I do hope that the new climate survey will both **explore and publicize the question of political express and freedom at GSE**. The last survey showed that a majority of respondents felt they were *not* fully free to express themselves politically, but even that finding has been "buried"; I can't find it in any public place. And that speaks volumes, about the lack of real effort to address it.

Please send on a regular basis info about **proper ergonomics** as we all adjust to our home office space

Thank you for all the support you've been giving to the staff. I am really impressed by how everyone adjusted to this pandemic and are doing their best to work together and support each other and our students.

The experience of working remotely has been great (few hiccups). The workload needs to change but overall, **I feel more able to balance the different aspects of my life.**

Like many people, I **feel emotionally and physically exhausted**. I'm looking forward to an extended winter break and some time away from my Zoom room.

Working remotely is isolating. When you are having a "bad" day you do not have the option to go visit a co-worker whom you know will cheer you up.

I am not doing well overall - I feel **stressed and overwhelmed** all the time - but I see an end to this with the vaccines coming soon, and this hopefulness is helping me manage my stress.

There are times when this feels absolutely impossible. I know everyone is doing their best to offer support and resources. It is possible that nothing GSE could do or offer would fix that this is an incredibly difficult time to function as a productive human.

I **feel much more productive and engaged** while working at home. Working in the office was very distracting for me.

I **appreciate Dean Grossman.**

This has really been **tough**, and I find myself feeling exhausted.



Positive Takeaways

- IT (support, resources)
- Communications (updates, resources, messaging)
- GSE Leadership's consideration for safety and well-being of employees
- Sense of support at Program/Division level
- Managers treat staff with dignity, respect; provide support and resources
- Clear understanding of work expectations
- Overall comfortable with bringing up issues that are concerning without fear of retaliation (70.5%)
- Team dynamics are healthy; connection and strong morale
- Generally people feel valued at GSE
- People appreciate that remote work: reduces commute, increases time with family, and offers flexibility in work

Areas to Explore

- Feedback and influence- overall positive but could be improved
- Workload is somewhat above capacity (49%)
- Workload does not always allow for participation in professional development opportunities
- Only 21.8% of employees said they felt support from faculty (but in general there's a strong support network at GSE!)
- Information/trust on Penn systems to help if you're treated unfairly
- Only 59% said they knew how to report insensitive/offensive behaviors
- Penn GSE effectiveness in addressing unfair treatment 53% (majority) said they neither agree, nor disagree
- Faculty-staff relationships: need for more connection and ability to address issues
- Harder to connect socially while remote
- Work life balance is more challenging (caregiver responsibilities, work boundaries)

