

Organizational Structure Phase 2 Report: Survey Analysis

Perceptions of Local and Centralized Services,
Shared Services, and Internal Communication



Methods

Survey Instrument and Distribution

Services Assessment

Measured **perceptions** of services received locally, centrally, or both in the following areas:

- Financial Services*
- HR Services*
- IT *
- Research Administration*
- Marketing and Communication
- Facilities Management
- Administrative Support

* Survey items for these constructs were developed by HelioCampus, a third-party vendor contracted by the U's Office of Financial Services

Perceptions Assessment

Measured **perceptions** of the following:

- Shared Services
- Internal Communication

Survey Item Format



This survey asks for feedback on your experience with several major administrative activities at the University of Utah. Please review these definitions before proceeding with the survey. Note that some of these definitions may or may not align with those typically used at the University of Utah because they have been standardized to enable benchmarking with peer institutions.

*From September 2023 to the present, have you had experience with the following services?

► Click here to view definitions.

	Yes	No
Finance	<input type="radio"/>	<input type="radio"/>
Human Resources	<input type="radio"/>	<input type="radio"/>
Information Technology	<input type="radio"/>	<input type="radio"/>
Research Administration	<input type="radio"/>	<input type="radio"/>
Marketing and Communication	<input type="radio"/>	<input type="radio"/>
Facilities Management	<input type="radio"/>	<input type="radio"/>
Administrative Support	<input type="radio"/>	<input type="radio"/>



From September 2023 to the present, how satisfied are you with the following human resources-related activities at the central (UHRM department) level?

Central HR includes both embedded and traditional HR service delivery models.
 ► Click here to view sub-activity definitions.

	Very Poor	Poor	Fair	Good	Excellent
Benefits	<input type="radio"/>				
Classification and Compensation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employee Relations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hiring	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Payroll Processing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training & Development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Survey Item Format

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Now we'd like to turn some attention to your perceptions of shared services.

Please indicate your level of agreement with the following statements about sharing services across the College of Humanities, College of Science, College of Social and Behavioral Science, and School for Cultural and Social Transformation on a scale from 1 to 5, where 1 is strongly disagree and 5 is strongly agree.

	1 Strongly Disagree	2	3	4	5
Shared services will allow more consistent support across all departments.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shared services will reduce the level of specialized support available to my department.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shared services will create more delays or inefficiencies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shared services will offer professional development opportunities for staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shared services will create community by enhancing interaction with peers in similar roles across units.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

THE UNIVERSITY OF UTAH®

Finally, we'd like to ask you about your perceptions of internal communication in your college or school. Internal communication refers to communication to faculty and staff within your college or school regarding important updates, policies, initiatives, events, professional development and operational changes.

Please indicate your level of agreement with the following statements about internal communication in your college or school on a scale from 1 to 5, where 1 is strongly disagree and 5 is strongly agree.

	1 Strongly Disagree	2	3	4	5 Strongly Agree
I feel informed about important decisions within my college/school.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication across departments within my college/school is effective.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information is shared openly between leadership and the rest of my college/school.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I receive timely communication regarding changes or new initiatives that affect my role.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There are enough opportunities to provide feedback to my college/school leadership.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Two Weeks

Survey Distribution Timeline

October 28

Survey
Initiation

November 4

First
Reminder

November 8

Final
Reminder

November 8

Survey
Closed

Survey Response Rate

The category “**faculty**” includes tenured or tenure-line, career-line, adjunct, and post-doctoral appointments.

Human Resources provided the **survey population** to avoid overlapping with the university wide service assessment conducted by the Office of Financial Services.

	Population	Responses	Response Rate
Total	1,314	272	20.7%
Faculty	682	130	19.1%
Staff	682	142	22.5%

Disaggregated Response Rate

Response rates across all areas ranged between **10.8% to 33.3%**.

Science had the **greatest number** of responses for both faculty and staff.

Cultural & Social Transformation had the **highest response rate**.

		Population	Responses	Response Rate
Cultural & Social Transformation	Faculty	18	6	33.3%
	Staff	9	3	33.3%
Humanities	Faculty	201	29	14.4%
	Staff	129	20	15.5%
Science	Faculty	279	31	11.1%
	Staff	399	43	10.8%
Social & Behavioral Science	Faculty	184	26	14.1%
	Staff	95	19	20.0%

Assessment of Reliability

Cronbach's Alpha is a measure of internal consistency, assessing the reliability by comparing the amount of shared variance.

> = **0.9** is considered 'excellent'

> = **0.8** is considered good

> = **0.7** is considered acceptable

Research may have "low" and "questionable" reliability due to confusion regarding whether shared support for three of the units was considered central or local.

	Reliability	Cronbach's Alpha
Admin - Central	Excellent	0.940
Admin - Local	Good	0.846
Facilities - Central	Excellent	0.897
Facilities - Local	Excellent	0.950
Finance - Central	Excellent	0.954
Finance - Local	Excellent	0.917
HR - Central	Excellent	0.913
HR - Local	Excellent	0.958
IT - Central	Excellent	0.965
IT - Local	Excellent	0.965
Marketing - Central	Good	0.898
Marketing - Local	Good	0.877
Research - Central	Low	-0.372
Research - Local	Questionable	0.667
Shared Service Perceptions	Acceptable	0.746
Internal Communication	Excellent	0.937

Local & Central Services

Perceptions of Service Quality

Service Usage By Respondents

Respondents reported using more local rather than central services in all areas, with the **greatest reliance** on local services in Finance, Marketing and Communications, and Administrative Support.

Respondents reported relying **fairly equally** on local and central HR, Research Admin, and Facilities Management.

Services Utilized By Location

	Local	Central	Both
Administrative Support	55%	20%	25%
Marketing & Communications	54%	16%	30%
Finance	51%	24%	25%
IT	45%	33%	22%
HR	39%	32%	29%
Facilities Management	38%	30%	32%
Research Admin	34%	35%	32%

Perceptions of Local or Central Services

Respondents have predominantly positive perceptions of **local** services.

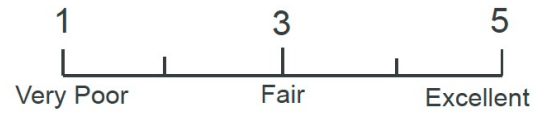
Respondents skew positively- neutral in perceptions of **central** services.

Administrative Support and IT has the **greatest** satisfaction locally.

Facilities Management, locally and centrally, had the **lowest** satisfaction among services.

Overall, satisfaction measures **3.8** – indicating overall positively-neutral perception.

Average Satisfaction

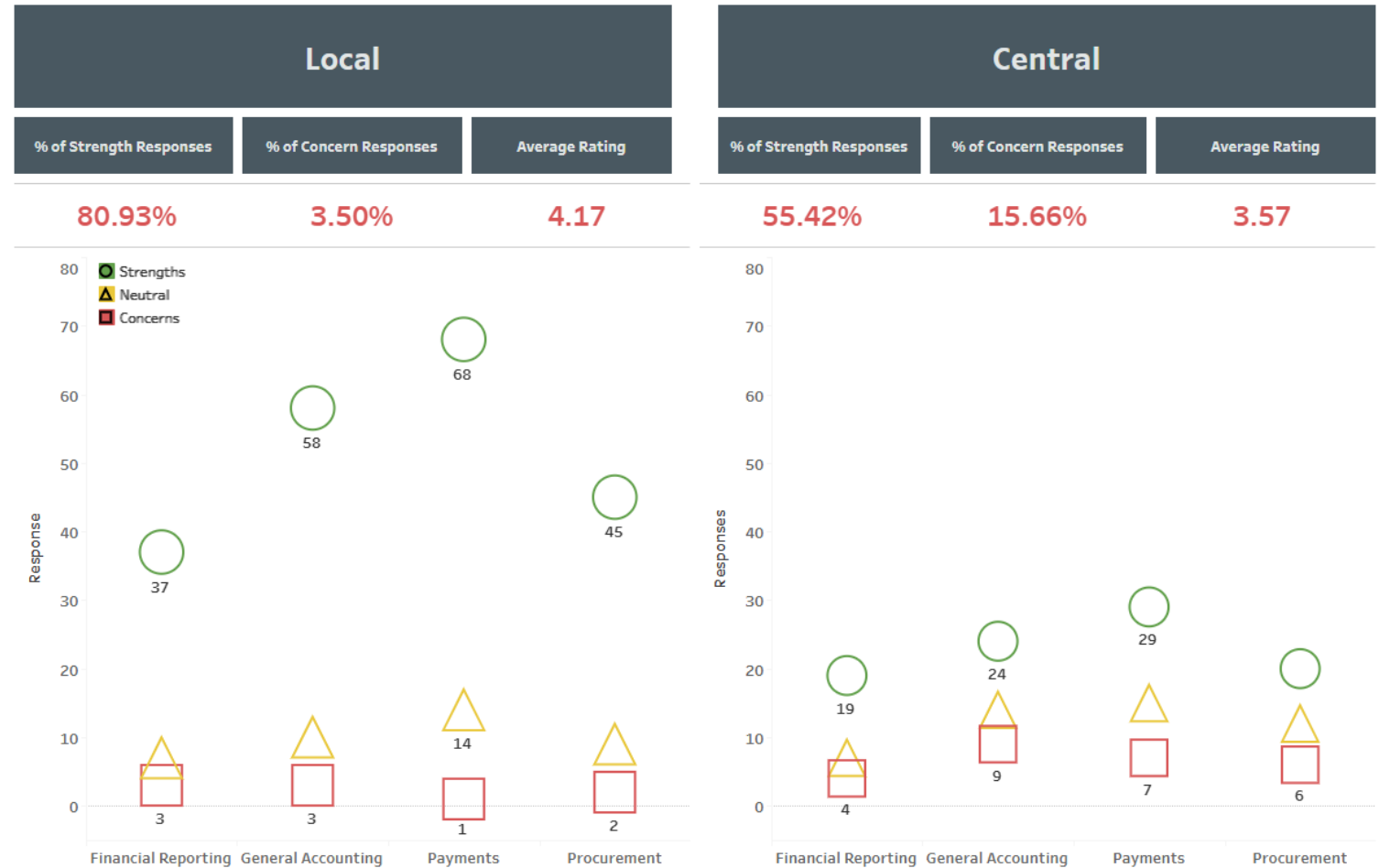


	Local	Central
Administrative Support	4.36	3.64
IT	4.29	3.62
Research Admin	4.26	3.46
Marketing & Communications	4.25	3.56
Finance	4.17	3.57
HR	4.06	3.64
Facilities Management	3.94	3.55

Finance Services

Most respondents report **good or excellent** satisfaction with financial payments locally and centrally.

Each question elicited **more neutral responses** than negative responses.



% of Strength Responses is the percent of responses that are excellent or good
 % of Concern Responses is the percent of responses that are poor or very poor

Finance Services

Qualitative Feedback

Central Satisfaction	Local Satisfaction
Helpful Staff Interactions	Quick Response Times
Effective Process	Process Knowledge and Quality Service
Basic Processes Working	Staff Expertise

Central Dissatisfaction	Local Dissatisfaction
Process Delays	Staffing Issues
Communication Issues	Resource Limitations
System Problems	Communication Challenges

Finance Services

Participant Quotes

“ Do not force us to share services.

“ Why do faculty need to learn all of these systems?

“ Works better at department level.

“ Concur is horrible to work with, severe delay in response times.

“ Working with Ushop is awful.

“ Our department fired the entire accounting team and did not establish clear systems before doing so.

Human Resources Services

More neutral responses were reported for **central services** than for local services.

Local poor/very poor responses were **almost equal** in number to neutral responses.

Hiring, payroll processing, and benefits had the **greatest number** of positive responses.



% of Strength Responses is the percent of responses that are excellent or good
 % of Concern Responses is the percent of responses that are poor or very poor

HR Services

Qualitative Feedback

Central Satisfaction	Local Satisfaction
Training Resources	Efficient Processes
Effective Communication	Local Understanding
Benefits Admin Efficiency	Quick Response Times

Central Dissatisfaction	Local Dissatisfaction
Response Time Issues	Training Issues
Process Inefficiencies	Resource Constraints
Staffing Problems	Support Gaps

HR Services

Participant Quotes

“ Central HR training and development is a fantastic resource!

“ Embedded HR has been a complete disaster. The turnover is high, the training is low.

“ They need more people.

“ Sometimes I have to talk to several people before I get an answer.

“ Staff in-house are able to advocate for other staff.

“ The people in Benefits are always excellent on the phone and usually answer.

Information Technology Services

Most respondents report **good or excellent** satisfaction with local IT services.

User support locally had no positive responses and the **largest negative** responses centrally.

Neutral responses exist at a greater number than negative responses.



% of Strength Responses is the percent of responses that are excellent or good
 % of Concern Responses is the percent of responses that are poor or very poor

IT Services

Qualitative Feedback

Central Satisfaction	Local Satisfaction
Critical Issue Resolution	Quick Response Times
Emergency Response Effectiveness	Local Awareness and Understanding
System Reliability	System Familiarity

Central Dissatisfaction	Local Dissatisfaction
Response Time Issues	Resource Constraints
System Access Issues	Processing Issues
Communication Challenges	System Constraints

IT Services

Participant Quotes

“ Do not centralize it.

“ Local IT understands research needs.

“ Canvas support is good at the helpline.

“ User desktop support is poor as the staff is overworked.

“ The IT support staff **MUST** be based in and report directory to departmental leadership in order for research to be supported.

Research Administration

Pre- and post-award satisfaction is greatest **locally**.

Technology transfer and commercialization are **poor/ very poor** both locally and centrally.



% of Strength Responses is the percent of responses that are excellent or good
 % of Concern Responses is the percent of responses that are poor or very poor

Research Admin

Qualitative Feedback

Central Satisfaction	Local Satisfaction
Recognition of Recent Improvement	Local Awareness and Understanding
Strong Team Performance	Service Quality
Appreciation for Specific Staff	Efficient Processes

Central Dissatisfaction	Local Dissatisfaction
Response Time Issues	Limited Staffing
Staffing Problems	Communication Issues
Process Inefficiencies	Support Gaps

Research Admin

Participant Quotes

“ Lack of experienced personnel.

“ Overall the Technology Transfer and Commercialization is excellent.

“ The IRB process is relatively streamlined.

“ The GCA department is a disaster.

“ Experience with technology transfer has been mixed, with some projects stalling out due to lack of needed support.

Marketing And Comm.

Neutral responses exist at a greater number than negative responses.

Brand management has the greatest satisfaction locally.

Content creation has the greatest satisfaction centrally with only neutral views locally.



% of Strength Responses is the percent of responses that are excellent or good
 % of Concern Responses is the percent of responses that are poor or very poor

Marketing & Comm

Qualitative Feedback

Central Satisfaction	Local Satisfaction
Quality of Work	Faculty Familiarity
Professional Execution	Fast Project Completion
Project Management	Local Knowledge

Central Dissatisfaction	Local Dissatisfaction
Long Wait Times	Limited Staffing
Cost Barriers	Coordination Difficulties
Process Challenges	Training and Development

Marketing & Comm

Participant Quotes

“ I have worked with UMC. They are capable.

“ New campaigns were very professional and assets were shared with units.

“ Timelines & expectations are constantly changing.

“ UMC is so out of our price range that they are no longer an option.

“ Because of high load, timing of publications continues to be more difficult.

Facilities Management

Of all the services in the survey, facilities management had the **greatest number** of neutral responses both locally and centrally.

Building operations, repairs, and maintenance and space renovations had the **least satisfaction**.



% of Strength Responses is the percent of responses that are excellent or good
 % of Concern Responses is the percent of responses that are poor or very poor

Facilities Management

Qualitative Feedback

Central Satisfaction	Local Satisfaction
Quick Response to Basic Maintenance	Quick Response
Emergency Preparedness	Clear Updates
Building Coordination	Local Knowledge

Central Dissatisfaction	Local Dissatisfaction
Long Repair Delays	Staffing Shortages
Difficulty Identifying Contacts	Space Allocation Problems
Service Quality Concerns	Poor Coordination

Facilities Management

Participant Quotes

- “ They are great to work with, talented at their jobs, and really moving the university forward.
- “ When we need additional support, it's incredibly difficult to know who to contact.

“ They are great to work with, talented at their jobs, and really moving the university forward.

“ I've requested simple repairs for our laboratory and all requests were completed quickly and correctly.

Administrative Support

Respondents reported the lowest satisfaction with **Travel services**, especially centrally.

Response counts across administrative support questions are **greater locally** than centrally.

- Indicating greater use locally



% of Strength Responses is the percent of responses that are excellent or good
 % of Concern Responses is the percent of responses that are poor or very poor

Administrative Support

Qualitative Feedback

Central Satisfaction	Local Satisfaction
Helpful Support	Departmental Knowledge
Timely Reimbursements	Professional Services
Effective Process	Strong Support

Central Dissatisfaction	Local Dissatisfaction
Concur Problems	Staff Overload
Complex Procedures	Unclear Workflows
Response Times	Training Needs

Administrative Support

Participant Quotes

“ These are done better in the department.

“ I have found it hard to know exactly how I am supposed to use Concur.

“ Concur is a complex and poorly organized application.

“ Policy is somewhat burdensome and circuitous.

Shared Services

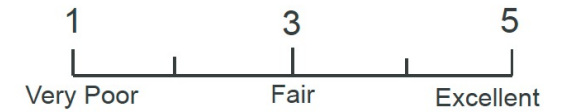
Perceptions

Perceptions

Most respondents believe shared services will result in staff reductions, delays or **inefficiencies**, and reduced specialized support.

Respondents are **neutral** to some of the benefits of shared services, such as creating community, along with support to distributing tasks

- In Internal Challenges (slide 44), respondents perceived to be **disconnected** from others



Shared Services will...	Agree	Neutral	Disagree	Mean
Reduce the level of specialized support available to my department	77%	15%	8%	4.2
Create more delays or inefficiencies	72%	17%	11%	4.0
Result in staff reductions	71%	18%	11%	4.0
Apply a uniform approach across departments that have unique needs	58%	24%	16%	3.7
Create community by enhancing interaction with peers in similar roles across units	25%	31%	44%	2.7
Distribute tasks across a larger team, ensuring coverage during staff vacations, leaves, or unexpected absences	24%	38%	38%	2.6
Offer professional development opportunities for staff	16%	42%	41%	2.6
Allow more consistent support across all departments	12%	34%	54%	2.3

Distribution of Perceptions

The percentage between agree, neutral, and disagree emphasizes many areas of **neutrality**.

Neutral perceptions are reflected in the distribution of tasks across a larger team, professional development opportunities, and consistent support across departments

Concerns are shared in specialized support, inefficiencies, and staff reductions

Shared Services

Qualitative Feedback

Trust and Communication Issues	Staff Impact
Lack of Transparency	Workload Concerns
Poor Communication	Morale Issues
Insufficient Planning Details	Job Security Fears

Service Quality Concerns	Implementation Concerns
Loss of Specialized Services	Rushed Timelines
Decreased Personalization	Unclear Outcomes
Reduced Efficiency	Poor Coordination

Shared Services

Participant Quotes

Currently, there are too many unknowns as to how the end result of this initiative is to look.

Based on past experience, I have not seen that shared services have been extremely beneficial to specific department needs.

A big worry is that more centralized support will take away funds from department staff.

Staff morale is not good, due to the lack of information about what is going to be shared and what isn't.

Internal

Communications

Perceptions

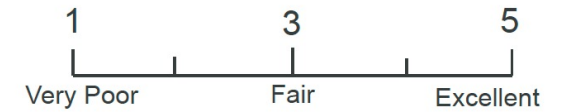
Perceptions

Internal communication channels are the most well received.

The perception of information shared between **leadership** and the rest of the college or school has the lowest perception.

Perceptions of communication appear neutral. However, most responses either **agree or disagree**.

The next slide provides that **~20%** of feedback is neutral.



Communication Challenges	Agree	Neutral	Disagree	Mean
Internal communication channels (e.g., email, newsletters) are effective	55%	24%	21%	3.6
I receive timely communication regarding changes or new initiatives that affect my role	49%	17%	33%	3.3
I feel connected to colleagues from other departments/teams within my college/school	48%	18%	34%	3.2
I feel informed about important decisions within my college/school	46%	21%	33%	3.2
Communication across departments within my college/school is effective	44%	26%	30%	3.2
Information is shared openly between leadership and the rest of my college/school	42%	22%	36%	3.2
There are enough opportunities to provide feedback to my college/school leadership	42%	26%	32%	3.1

Distribution of Perceptions

The percentage among respondents reveals a **divide**, with approximately 20% neutral, while the remaining responses are split between agree and disagree.

34% do not feel connected to colleagues from other departments or teams within their college or school.

Qualitative Feedback

Leadership Communication

- Top-down Approach
- Limited Engagement
- Lack of Clarity

Process Issues

- Decision-Making Opacity
- Limited Feedback Channels
- Unclear Procedures

Organization Structure

- Complex Hierarchies
- Unclear Reporting Lines
- Department Silos

Information Flow

- Inconsistent Messaging
- Communication Gaps
- Siloed Departments

Internal Communications Participant Quotes

Big decisions are often not communicated until they're already in effect.

I have no idea about my college, but almost nothing about my department.

Too many different forms of communication.

Decision making is opaque.

Faculty tend to be the decision makers for big things, with staff information after.

Summary

Key Takeaways

Key Takeaways

- Respondents have predominantly **positive perceptions of local services**, including administrative support, IT, research admin, and finance.
- Facilities management had the lowest perceptions of satisfaction both locally and centrally.
- Central research administration satisfaction is lower than all other central services.
- Most respondents reported that they believe shared services will result in staff reduction, delays, and reduced specialized support.

Key Takeaways

- 1/3 of respondents **do not feel connected** to colleagues from other departments or teams within their college or school.
- Internal communication channels (e.g., email, newsletters) are well-received as effective.
- Information shared between leadership and the college/school is mixed between agree and disagree.
- Opportunities to provide **feedback** are perceived as neutral, suggesting that there may be a lack of available opportunities.