



**2019 UPWARD  
FEEDBACK  
UPDATE**

# UPWARD FEEDBACK: BACKGROUND

- / Supervisors across WVU have a great responsibility in moving the University closer to fulfilling its mission.
  - / As people-leaders, supervisors are accountable for **efficiently managing assignments, working with their teams to achieve results** and **promoting a positive work environment** in their department or function.
  - / Supervisors also are instrumental in advancing WVU's culture.
- / Through recent WVU Culture Surveys and Campus Conversations with faculty and staff, the University recognizes many supervisors may not be aware of their individual strengths and opportunities for improvement as people-leaders.
- / Upward Feedback is designed to help supervisors identify their **leadership strengths** and **developmental opportunities** by capturing feedback from their direct reports.

# UPWARD FEEDBACK: BACKGROUND

- / Approximately 200 supervisors and employees across more than 70 schools, divisions and departments provided input in creating the final version of the questionnaire.
  - / The questions are aligned to WVU's values, performance elements and the WVU Employee Code of Conduct.
- / Upward Feedback rolled out to all staff employees across the WVU System in January 2019.
  - / Employees had two weeks to respond.
  - / Participation was not required; however, it was strongly encouraged.
  - / All responses are anonymous and confidential.
  - / The Upward Feedback process had a 44% overall response rate.

# UPWARD FEEDBACK: BACKGROUND

## SERVICE

- ✓ My supervisor advocates for the tools and training I need to do my job.
- ✓ My supervisor communicates relevant information.\*
- ✓ My supervisor is considerate of my work-life balance.\*
- ✓ My supervisor promotes a team-oriented workplace.

## CURIOSITY

- ✓ My supervisor values my work-related ideas and opinions.

## RESPECT

- ✓ My supervisor behaves in a respectful manner.
- ✓ My supervisor is considerate of my work-life balance.\*
- ✓ My supervisor is trustworthy.
- ✓ My supervisor leads without favoritism.

## ACCOUNTABILITY

- ✓ My supervisor addresses my concerns in a timely manner.
- ✓ My supervisor communicates clear expectations.
- ✓ My supervisor communicates relevant information.\*
- ✓ My supervisor provides useful feedback.

## APPRECIATION

- ✓ My supervisor appreciates my work.

\* Statement spans more than one WVU value.

# UPWARD FEEDBACK: OVERALL RESULTS

UPWARD FEEDBACK STATEMENT RANKING	WVU VALUES
My supervisor is considerate of my work-life balance.	Service / Respect
My supervisor behaves in a respectful manner.	Respect
My supervisor appreciates my work.	Appreciation
My supervisor is trustworthy.	Respect
My supervisor advocates for the tools and training I need to do my job.	Service
My supervisor values my work-related ideas and opinions.	Curiosity
My supervisor communicates relevant information.	Service / Accountability
My supervisor addresses my concerns in a timely manner.	Accountability
My supervisor promotes a team-oriented workplace.	Service
My supervisor communicates clear expectations.	Accountability
My supervisor provides useful feedback.	Accountability
My supervisor leads without favoritism.	Respect

■ HIGHEST SCORING  
■ LOWEST SCORING

# UPWARD FEEDBACK: HIGHEST-SCORING RESULTS

UPWARD FEEDBACK STATEMENT RANKING	WVU VALUES
<b>My supervisor is considerate of my work-life balance.</b>	<b>Service / Respect</b>
<b>My supervisor behaves in a respectful manner.</b>	<b>Respect</b>
<b>My supervisor appreciates my work.</b>	<b>Appreciation</b>
My supervisor is trustworthy.	<b>Respect</b>
My supervisor advocates for the tools and training I need to do my job.	<b>Service</b>
My supervisor values my work-related ideas and opinions.	<b>Curiosity</b>
My supervisor communicates relevant information.	<b>Service / Accountability</b>
My supervisor addresses my concerns in a timely manner.	<b>Accountability</b>
My supervisor promotes a team-oriented workplace.	<b>Service</b>
My supervisor communicates clear expectations.	<b>Accountability</b>
My supervisor provides useful feedback.	<b>Accountability</b>
My supervisor leads without favoritism.	<b>Respect</b>

**HIGHEST SCORING**  
**LOWEST SCORING**

# UPWARD FEEDBACK: LOWEST-SCORING RESULTS

UPWARD FEEDBACK STATEMENT RANKING	WVU VALUES
My supervisor is considerate of my work-life balance.	Service / Respect
My supervisor behaves in a respectful manner.	Respect
My supervisor appreciates my work.	Appreciation
My supervisor is trustworthy.	Respect
My supervisor advocates for the tools and training I need to do my job.	Service
My supervisor values my work-related ideas and opinions.	Curiosity
My supervisor communicates relevant information.	Service / Accountability
My supervisor addresses my concerns in a timely manner.	Accountability
My supervisor promotes a team-oriented workplace.	Service
<b>My supervisor communicates clear expectations.</b>	<b>Accountability</b>
<b>My supervisor provides useful feedback.</b>	<b>Accountability</b>
<b>My supervisor leads without favoritism.</b>	<b>Respect</b>

■ HIGHEST SCORING  
■ LOWEST SCORING

# UPWARD FEEDBACK: NEXT STEPS

- / The 2019 Upward Feedback responses are consistent with recent WVU Culture Survey results:
  - / The **highest-scoring results** align with a strong **Sense of Pride** among University employees as well as **High Expectations for Performance**.
  - / The **lowest-scoring results** indicate that **Coaching and Feedback** remains an opportunity for supervisors.
- / Talent and Culture is developing targeted training and development programs that address the lowest-scoring results.
- / In future years, supervisors with a designated number of direct reports/survey responses will receive a summary of the results within their specific area.



**QUESTIONS?**