


Umeå University 2021

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Description

Springlife Performance Analysis	<p>The focus of the survey is how the departments/offices' function in the areas of goal orientation, efficiency, leadership, social climate, participation, work-related exhaustion, co-worker responsibility, collegiality, professional learning through work and drive for change.</p> <p>The questions asked – based on research – are all clearly related to how we feel and perform at work.</p>
Results	The results and Springlifes method consist of eleven improvement areas. Each improvement area is defined by the issues included in the improvement area.
Target value	For each improvement area the research has set a validated target value. The values of the improvement areas should be at the target value or higher.
Performance level	The eleven improvement areas are summed into the performance level that is the future prognosis of organizational strength. The performance level, is a weighted value that describes how the organization's performance level will develop 1 year into the future.
Power of change	The organization shows great ability and power to change and has a low risk of health problems. High performance level (between 70-100).
Comfort zone	The prognosis is relatively good, all things being equal, but there is still room for improvement, while changes could be problematic to deal with. Medium performance level (60-70).
Critical zone	A critical situation that indicates growing problems of ill health and low efficiency, provided that effective measures are not implemented. Low performance level (0-60).

Template guide for charts

Improvement areas for the performance analysis

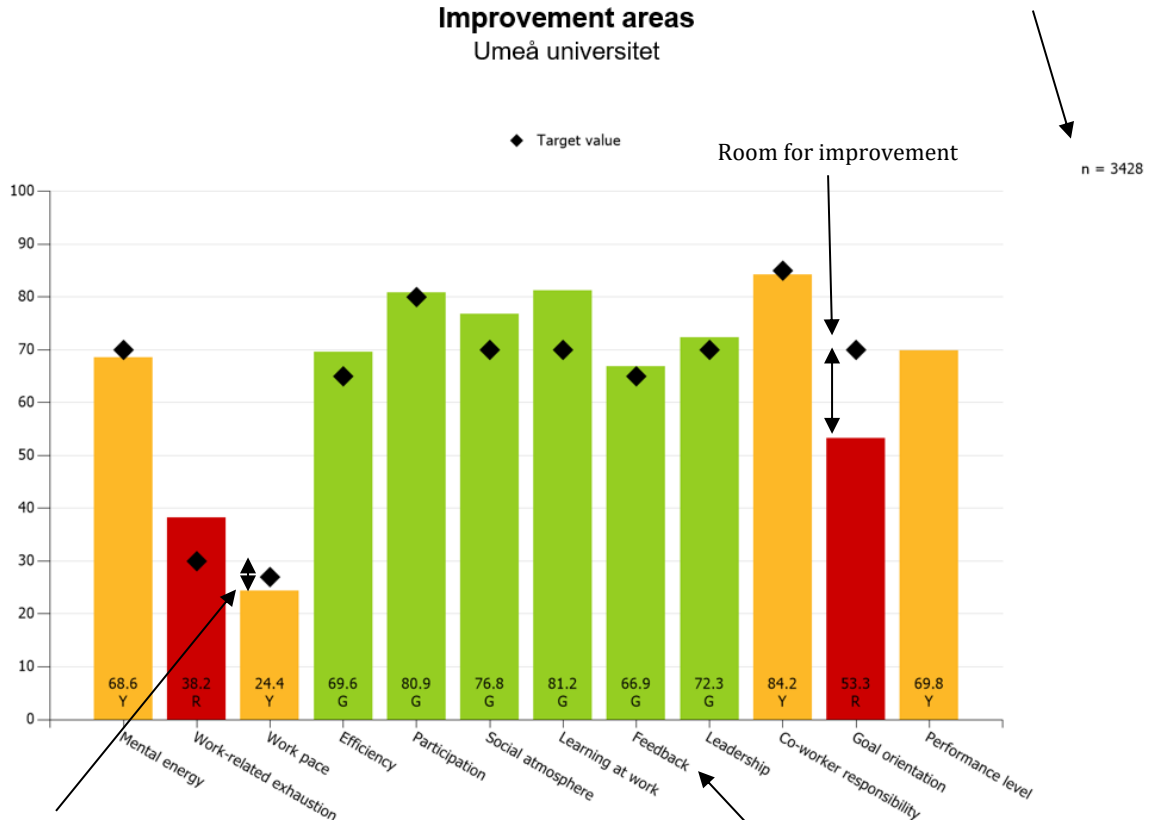
The values in the improvement areas can range from 0 to 100. These are levels of the employees' overall experiences of the conditions in the most important areas in the workplace. In all areas, apart from work-related exhaustion and work pace, the aim is to reach as high levels as possible. A value on the right side of the target value or within the interval means that the employees have a positive or optimal experience of the conditions in this area. For the nine areas where high values are desired, needs for improvement are indicated with yellow when the value is within five units below the target value and with red when the value is more than five units below the target value.

For work-related exhaustion, the aim is to achieve as low a value as possible, i.e., a value below 30 indicates the absence of fatigue symptoms to a sufficient extent. Needs for improvement are indicated with yellow up to five units above the target value and with red when the value is more than five units above the target value. The work pace has an optimal interval between 25–30. Needs for improvement are indicated in yellow up to five units above 30 and in red when the value is more than five units above 30. A value below the optimal range, 0–25, is indicated in yellow. Too low a value can be a sign of under stimulation, which can create stress. However, it is important to put the result in context before any conclusion is drawn if the work pace value is too low.

The diagram below shows what a result view could look like:

n= (X) The number of employees that have answered all 44 questions that are part of Springlife Performance Analysis.

Improvement areas
Umeå universitet



Value between 25-30 is optimal
(Work pace)

Improvement areas



RESULTS GUIDE

Description of the improvement areas

Springlifes method basically consists of eleven improvement areas. Each improvement area is defined by the issues included in the improvement area. Below is a description of the detailed improvement areas and their issues.

Mental energy

Mental energy measures the absence of symptoms such as irritability, anxiety, and concentration problems during the past month. Mental energy is an important value for the organization as it shows the energy available to run the organization.

Have you experienced the following symptoms in the last month?
Restlessness
Irritability
Anxiety
Feeling discouraged
Difficulty concentrating

Work-related exhaustion

Work-related exhaustion can be likened to feeling "burnout". While burnout suggests that you have reached a final stage, exhaustion can be seen as a scale where you can indicate different degrees of exhaustion. The improvement area is called "Work-related" as it reflects emotions that arise because of work, not because of leisure time.

Rising values of work-related exhaustion are often associated with reduced employee effort and together they constitute an early warning sign for the organization.

I feel...
...emotionally drained after work.
...worn-out after work
...tired when I think about work.



RESULTS GUIDE

Work pace

The improvement area work pace is a measure how “stressed” the employees are in terms of time in relation to work tasks. According to stress theory, Work pace should neither be too low or too high. According to research studies the target value for sustainable work rate is 25-30.

About your work...
I have time to plan my tasks at work in advance.
I have enough time to complete my tasks at work.
I have time to reflect upon/think through how I have carried out my tasks at work.
I have time to reflect on how I might be able to improve various work routines at my department/office.

Efficiency

Together with leadership, the perception of effectiveness is one of the most important factors for a good psychosocial work environment. Furthermore, there is usually a strong correlation between the two. Efficiency is about the flow of the workplace: if the work is planned, if you are working towards common goals and if the resources are used optimally.

How do you view the following at your place of work?
We plan our work.
Everyone works towards a common goal.
The resources at my department/office are used in the best way.
The decision-making process works well.



RESULTS GUIDE

Participation

Participation is about how much impact and influence people believe that they have on work. Several studies of the psychosocial work environment have shown that precisely this factor, together with adequate powers, is important for both job satisfaction and the health of employees, i.e., the higher participation the employees experience, the better they feel and enjoy their work. High participation often leads to higher effectiveness and a more optimal work pace.

About your work...
I am able to influence decisions made at my department/office.
How do you feel about the level of influence you have over your work in comparison to your desired level of influence?
I am able to influence how my work should be carried out.
I am able to influence what should be carried out in my work.
I have adequate authority in relation to my work responsibilities.
I have the opportunity to comment on or share my point-of-view regarding the information I receive from my immediate manager.

Social atmosphere

Social atmosphere describes how things work between people in the organization. This improvement area often influences how the employees feel generally.

Concerning your work conditions
There is a pleasant atmosphere at my department/office.
There is good teamwork at my department/office.
My colleagues are supportive.



RESULTS GUIDE

Learning at work

Learning at work consists of questions about the possibility of professional growth. Sometimes there is a connection between training at work and work pace since the employee often tries to cover the learning process during working hours. This is mostly regarded as "positive stress". Learning at work contributes to how you feel at work.

About your work...
My competence is utilized in my present work.
My work gives me the opportunity to develop professionally.
I think that my present work is stimulating.
My immediate manager allows me to develop professionally.

Feedback

Feedback is about what the employees are told by their immediate manager. There is often a correlation between how they respond to these matters and issues of leadership. Feedback is important for the employees so that they know they are doing the right thing in the right way, and so that they focus their energy on the most important tasks from the organization's perspective.

How would you judge the following statements?
I receive clear instructions from my immediate manager as to what is expected of me in my place of work.
Assuming I have performed well my immediate manager tells me so.
Assuming I have not performed well my immediate manager tells me so.

Leadership

The improvement area leadership is an area that most organizations can improve and develop. The performance analysis focuses on very specific leadership issues related to the immediate manager to provide as much specific guidance as possible to the affected manager and maximize the impact of improvement efforts at the current level, such as the workplace.

How would you judge the following statements?
My immediate manager is clear in his/her communication.
My immediate manager is consistent in his/her actions.
My immediate manager has clearly defined how we shall reach my departments/offices goals.
My immediate manager allows me to develop professionally.
My immediate manager is continuously improving how we organize and carry out our work.



RESULTS GUIDE

Co-worker responsibility

Co-worker responsibility can be seen as the other side of leadership. Both are critical for creating a successful business of a high quality. It is about the extent to which the individual takes responsibility for the smooth running of the workplace.

About your work...
I am open to change and development concerning the way in which we work.
I take responsibility for improving my skills and competence at work.
I take responsibility for keeping myself informed at work.
I initiate change and improvement at my work.

Goal orientation

Clear, realistic, influence able and assessable goals are important for an organization to function optimally. It is also important that the employees are aware of the organization's goals. The employees need to know where the organization is heading to be able to work efficiently and to feel comfortable and be able to prioritize between different work tasks.

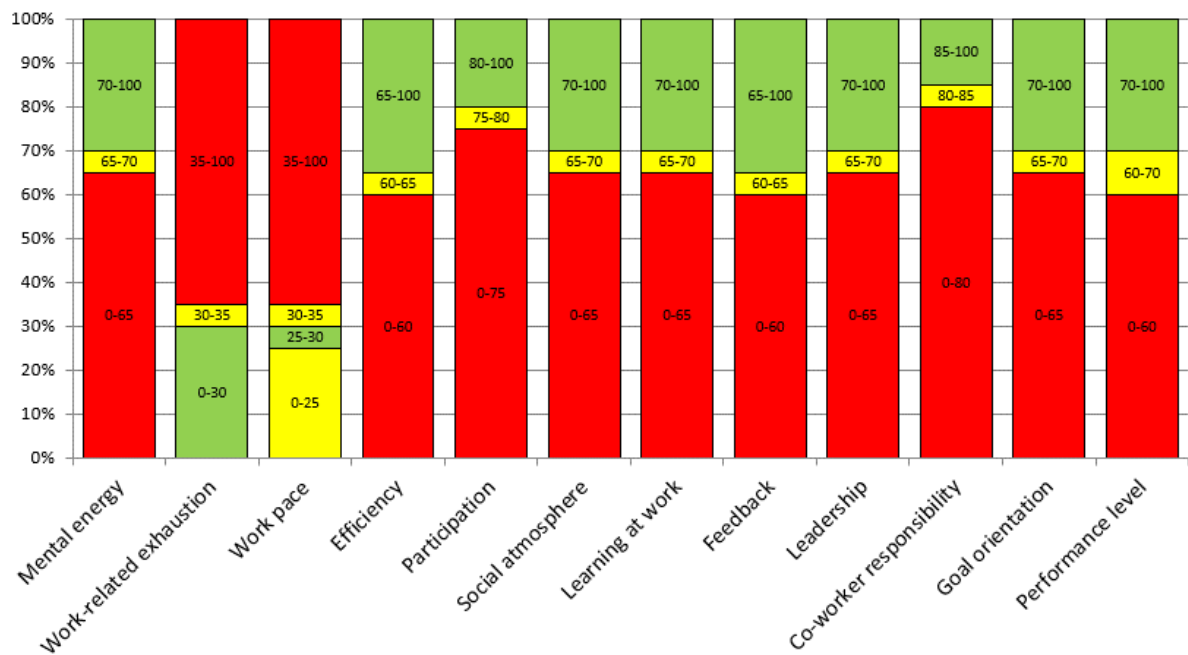
How would you judge the following statements?
The goals are well-defined.
The goals are realistic.
The goals can be influenced.
The goals can be evaluated.



RESULTS GUIDE

Summary of improvement areas and target values



Mental energy	≥ 70
Work-related exhaustion	≤ 30
Work pace	25-30
Efficiency	≥ 65
Participation	≥ 80
Social atmosphere	≥ 70
Learning at work	≥ 70
Feedback	≥ 65
Leadership	≥ 70
Co-worker responsibility	≥ 85
Goal orientation	≥ 70



Umeå University – Analysis follow-up

Below is a summary of the response rate. At the overall level, we see a high response rate that shows a high level of commitment at the workplace level. A high response rate gives a more accurate result and contributes to more workplaces getting their own results to work with.

A low response rate can be seen as an answer in itself, it can signal that the employees are not satisfied with the extent that past results have been grounds for improvements at the workplace. Workplaces that are engaged and work with the result tend to have a higher response rate.

Enhet	Inlagda	Avslutad	Andel avslutade
Umeå universitet 	4204 (5)	3538	84% (3538/4204)
▸ Teknisk-naturvetenskapliga fakulteten	922 (0)	721	78% (721/922)
▸ Samhällsvetenskapliga fakulteten	933 (0)	810	87% (810/933)
▸ Medicinska fakulteten	1194 (0)	975	82% (975/1194)
▸ Humanistiska fakulteten	391 (0)	339	87% (339/391)
▸ Umeå universitetsbibliotek	123 (0)	117	95% (117/123)
▸ Universitetsförvaltningen 	573 (3)	515	90% (515/573)
▸ Annan verksamhet	63 (0)	57	90% (57/63)

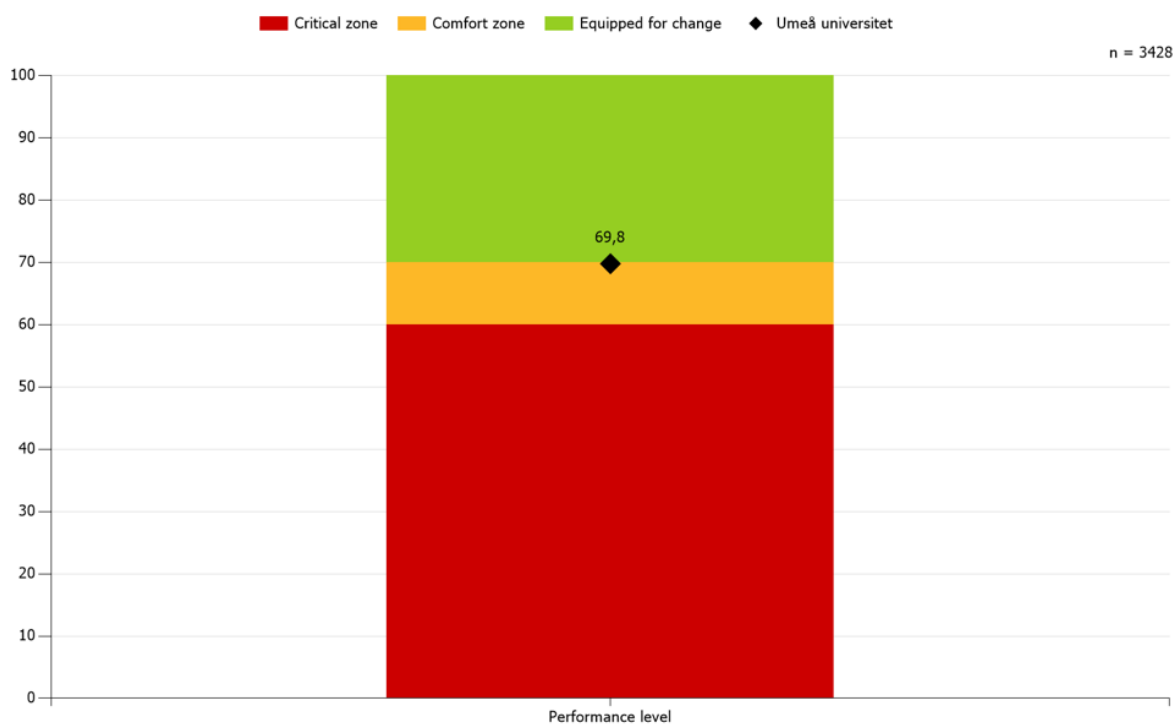
Umeå University

Future Prognosis

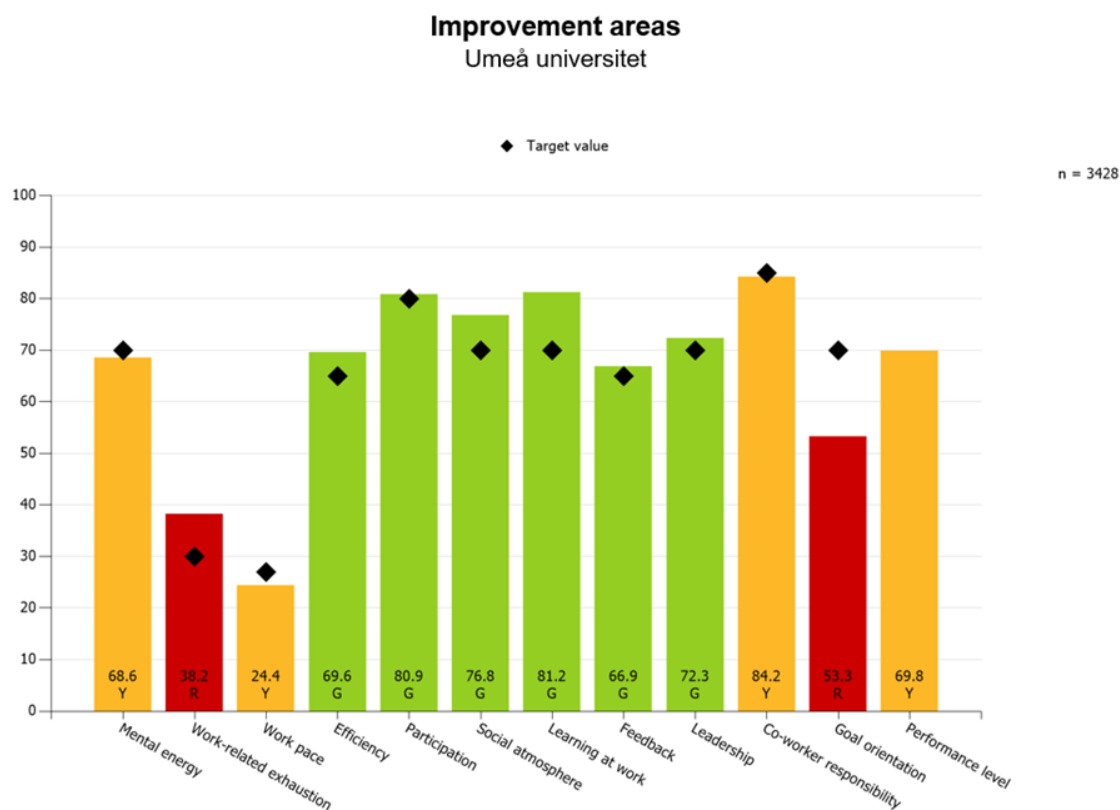
Umeå University achieves a Performance level of **69,8** and the organization is therefore in the Comfort zone. A value between 70–100 is a high performance level.

The focus should be on prioritized areas to continue the growth. Changes within the organization (such as staff turnover, staff reductions or reorganizations) become easier to manage with a high performance level. A high performance level also increases employee job satisfaction, energy and motivation, whereupon the staff can perform more productive and qualitative work. This in turn means that the performance of the University will be positively affected over time.

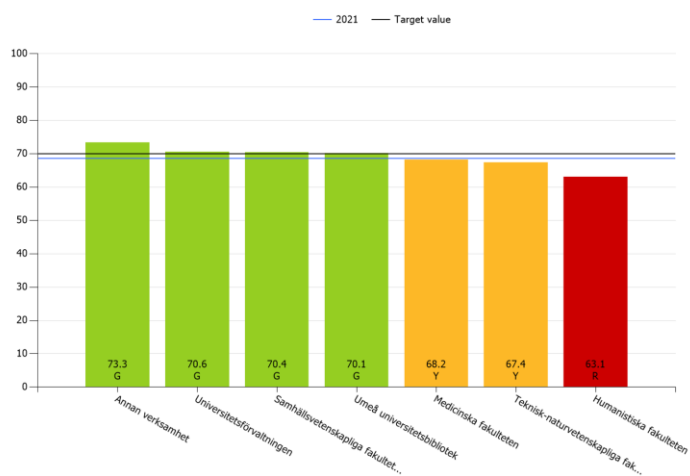
Performance level
Umeå universitet



The present situation

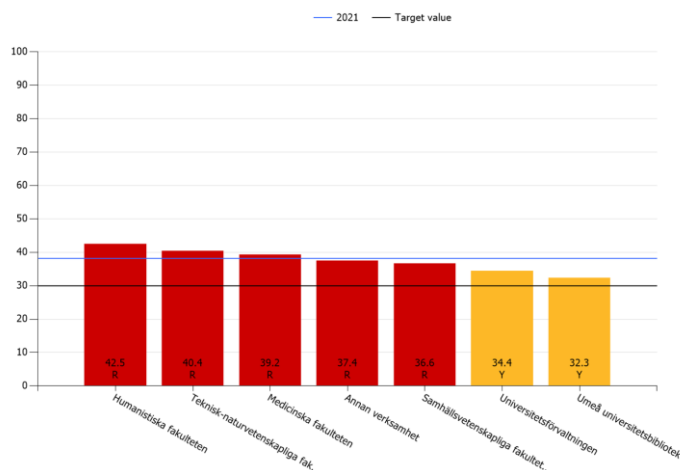


Mental energy is at a value of 68,6, 1,4 units below the scientifically validated target value of 70. This implies some presence of negative stress symptoms, such as lack of concentration, anxiety, and irritability. The energy to perform at work is at a level that is slightly low compared with the target value. The image below shows the internal comparison between the groups on level 2 in the organization, i.e., the faculties. Four groups have a value above the target value (green), two groups have a value within five units below the target value (yellow) and one group have a value more the five units below the target value (red).

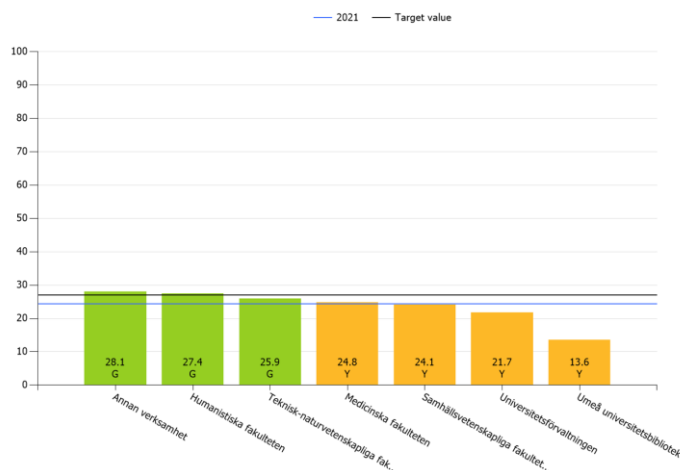


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Work-related exhaustion is above the target value, with a value of 38,2. That is 8,2 units above the desired level, indicating that the employees sometimes feel physically and mentally exhausted at work. On *Work-related exhaustion* we want to have as low level of exhaustion as possible. The employees feel worn out and tired when thinking of work in a too large extent. The internal comparison shows that none of the faculties has a value below the target value. Five groups have a value more than five units above the target value and two groups have a value within five units above the target value. *Work-related exhaustion* is one of the improvement areas that the University is recommended to prioritize in the analyzing and working with the result.

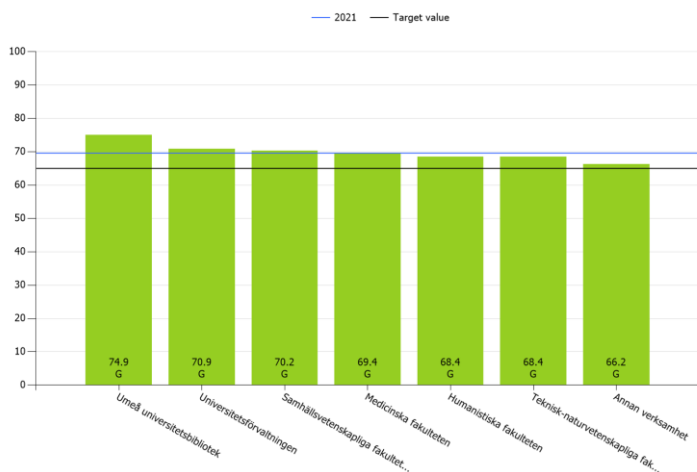


Work pace is at a value of 24,4 (just below the desired level between 25–30). The employees are of the opinion that they have enough time to complete their tasks at work. The workload and the relationship between planning, implementation and reflection is experienced as satisfying. A value below the optimal interval implies that the time in some cases is not being used in the most effective way. It is important that the improvement area efficiency is taken in consideration when evaluating the usage of time. Three groups have a value within the optimal interval and four groups have a value below the optimal interval.

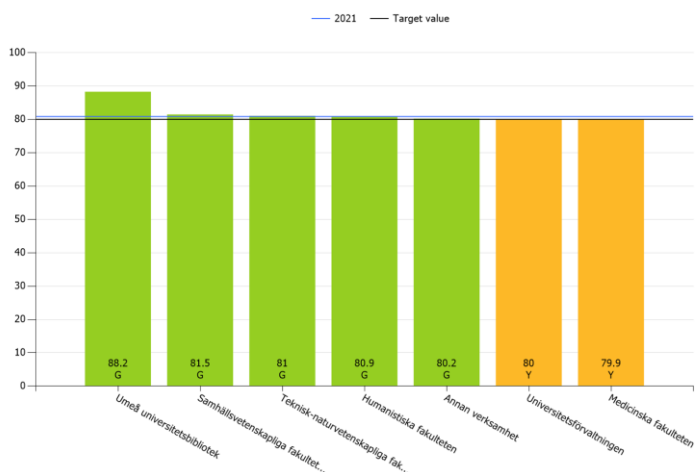


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Efficiency (the flow in the workplace) is above the validated target value with a value of 69,6 (4,6 units above the target value) which indicates that Umeå University is good at planning, the decision-making process works, and the use of resources are used in the best way. Efficiency is together with leadership and goal orientation the areas that affects the performance level in the largest extent. In the internal comparison we can see that all group are above the target value and the improvement area is considered as one of the University's strength.

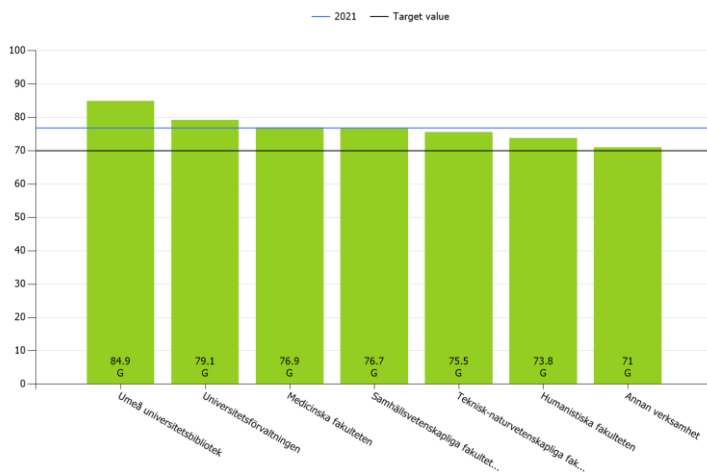


Participation is above the target value with a value of 80,9 (0,9 units above target value). The employees feel that they have enough influence over their daily work and understand what they can and cannot influence. Participation is important in the process of creating commitment at the workplace. The work-related exhaustion can be reduced by clarifying what the employees can expect to influence. The internal comparison shows that five groups have a value above the target value and two groups are slightly below the target value.

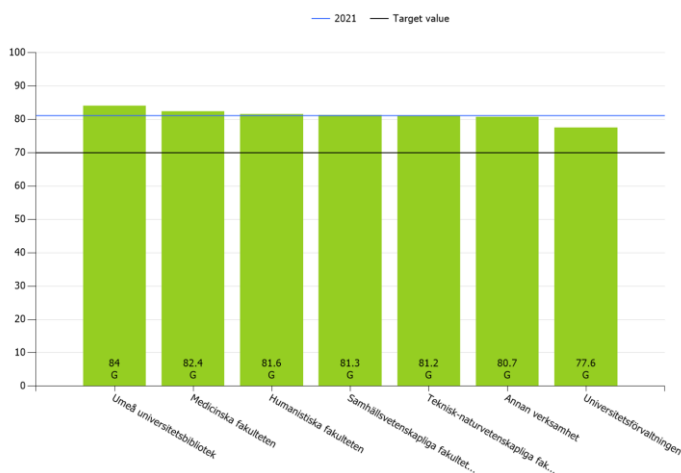


RESULTS GUIDE

Social atmosphere (the collective cooperation) is at a high level above the validated target value (6,8 units above the target value at 70) which creates good working conditions. The employees feel that the teamwork, atmosphere, and support between colleagues are at a high level. All groups at level 2 in the organization are above the target value. The area is considered to be one of the three strongest areas within the University.

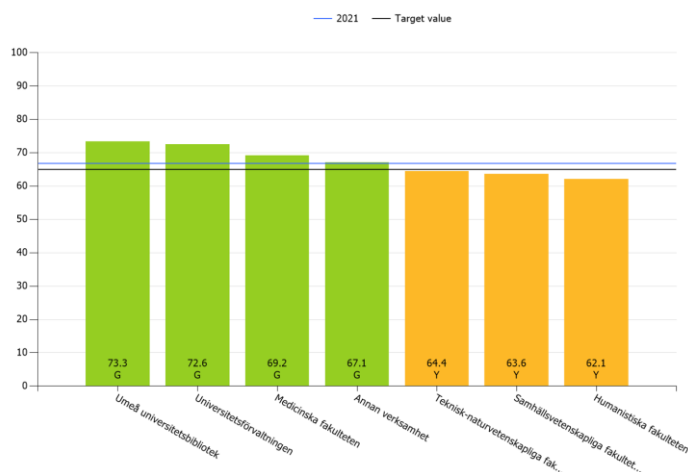


Learning at work is at a high level of 81,2 (11,2 units above the target value). The employees continuously experience that their competence is used in a good way. They feel that the immediate manager allows the employees to develop. In the internal comparison we can see that all groups are above the target value. Learning at work is, together with efficiency and social atmosphere, one of the University's strongest areas.

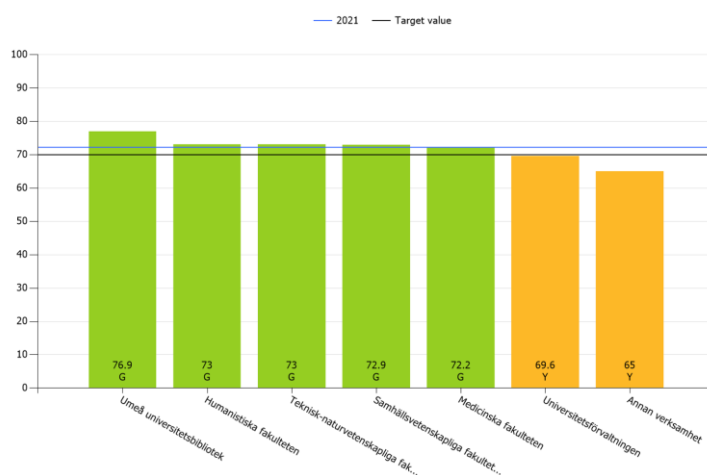


RESULTS GUIDE

Feedback, from the immediate manager, with a value of 66,9 is above the validated target value (1,9 units above the target value at 65). The managers are clear in their expectation of their employees. The employees feel they get positive and negative feedback from the immediate manager in a good way. Four groups have a value above the target value while three groups have a value within five units below the target value.

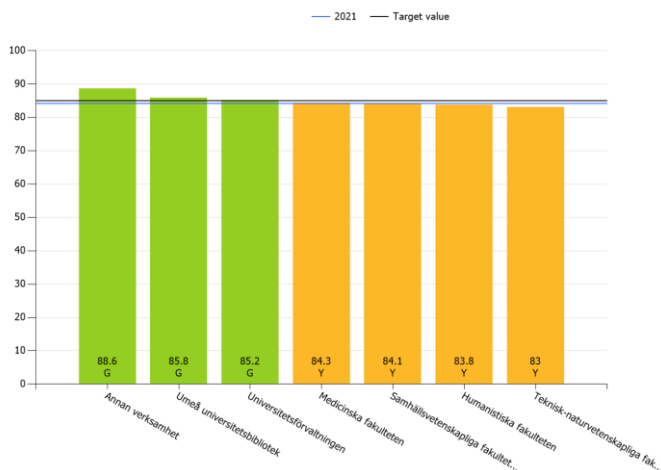


Leadership is above the target value with a value of 72,3, that is 2,3 units above the target value of 70. Leadership is one of the most important improvement areas. The managers are consistent in their actions, clear in their communication, clarify goals and allow employees to develop professionally. It is important to prioritize support to the groups within the University that have a value below the target value. An increase in leadership can have a positive effect on other improvement areas. Four units at level 2 have a value above the target value and two groups have a value within five units below the target value.

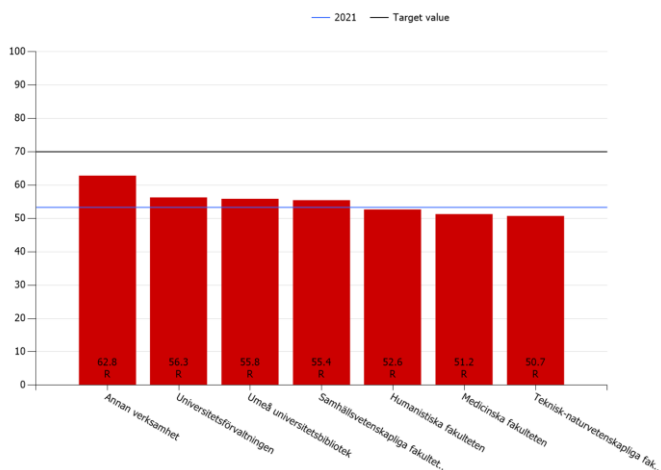


RESULTS GUIDE

Co-worker responsibility shows room for improvement with a value of 84,2 units, that is 0,8 units below the desired level of 85. This indicates that the employees in some extent need to take more initiative for change and development at work, as well as being more responsible for staying informed, being more open to change and taking more responsibility for their skills/professional development. The four groups that does not reach the target value (yellow) is slightly below it.



Goal orientation is one of the most important improvement areas and show a need for improvement. The target value is at 70 and the University's value is at 53,3, 16,7 units below the target value. The goals at the workplace needs to be more realistic, well-defined, evaluated and influenced in a better way. The goals should, if possible, be adapted to and made clear at all levels of the organization. All groups at level 2 have a value more than five units below the target value. Goal orientation, together with work-related exhaustion, is a priority area for the University.



Prioritization

The prioritization of the performance analysis consists of those areas where Umeå University has the greatest need for improvement as well as the areas which are most relevant to the improvement work. The prioritization is done to facilitate the improvement work and is based on the current situation analysis, the relative importance of the improvement areas on the future prognosis as well as statistical regression and correlation analysis that register the internal influences of the areas. The analysis implemented by Springlife provides the following priority improvement areas for Umeå University:

- Goal orientation
- Work-related exhaustion

Improvement in goal orientation and work-related exhaustion is of great importance for an increase in the performance level. It is important that the goals become clearer, more realistic, and easier to influence and easier to evaluate.

A precondition for improved goal orientation is that the employees feel that they can influence their overall conditions at the workplace. It is important that the goals for the workplace are linked to the daily work. If possible, the goals should be broken down in a better way in the organization. This increases the transparency for the individual employee. A discussion on which goals are and should be the prioritized for each employee increases the degree of influence. It is also important that there are not too many or too unrealistic goals that the employees are unable to meet within the time limits.

An improved perception of the goals for the workplace and for the individual employees would affect the participation and performance level positively. Through positive change in goal orientation and participation the organization can achieve lower levels of work-related exhaustion.



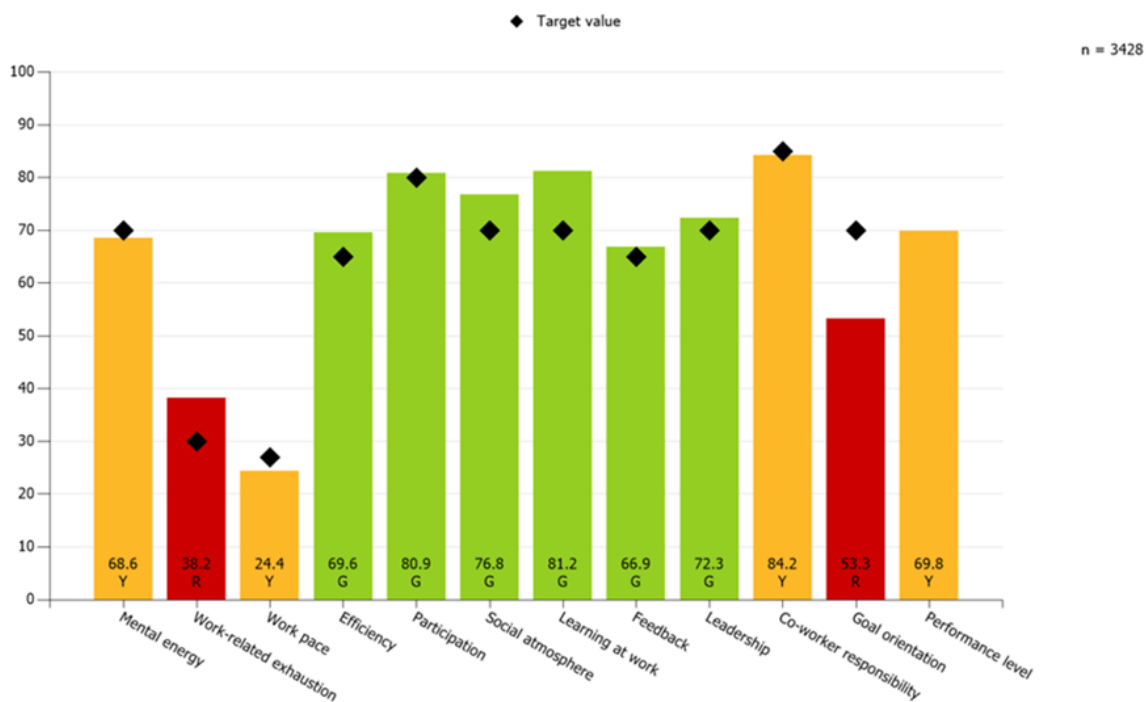
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Summary

Umeå University has a performance level with a value of **69,8**. To improve the performance level the University is recommended to prioritize goal orientation and work-related exhaustion.

The areas in which the employees are experiencing good conditions are efficiency, participation, social atmosphere, learning at work, feedback, and leadership. Areas with some room for improvement are mental energy, work-related exhaustion, work pace, co-worker responsibility and goal orientation.

Improvement areas
Umeå universitet



Recommendations

A success factor in the systematic goal and improvement work based on the results of the employee survey is to provide feedback and discuss the results with the employees. The key is to develop an action plan together with the group in a constructive and engaging way. The goals and activities must be developed jointly, and the manager and the employees are responsible for pursuing the agreed activities.

It is also of the utmost importance that the managers understand how the result should be interpreted to be able to lead the improvement work. To get there, it is important to distribute this guide within the organization, which will be an important tool for every leader to understand their own results through analysis and interpretation.

Within the organization you will find groups with scattered results. The variation will range from very positive results to results that signal that conditions are completely or partially lacking for the employees to be able to perform their tasks.

The groups that have results that reach the target values for the improvement areas, those that have a level of performance that is in the highest zone, power of change, they are a source for finding your strengths in the organization. If you work with mapping the factors behind their results, you can then spread that knowledge internally to achieve success in your improvement work.

For groups that signal that they lack the right conditions, we recommend that the managers show humility in the face of the result, are responsive and open to discussion. In such groups, we know from experience that there are several individuals who experience an unhealthy stress level. This is costly both for the individual and for the organization. In these groups, it is crucial to identify the reasons why the conditions for performing their tasks are lacking. A good way to find out the reasons is to talk to the employees and carry out an in-depth analysis. All to capture what lies behind the result and to find measures and activities that have the right effect and compile this in an action plan.

At a more strategic level, we recommend that you focus on the goals of the organization. By systematically working to clarify the goals, and to break them down to the individual level, you create a greater commitment among your employees. It then becomes clearer to each employee how they contribute to the overall goals. Working with goals in this way leads to strengthened participation, leadership, co-worker responsibility and efficiency, which in turn also improves mental energy and the work-related exhaustion.

