Executive Summary
Survey of Cornell Supervisors
Attitudes/Opinions Towards “Stretch Assignments”

Purpose

To understand the attitudes and opinions towards “stretch assignments” from those who hold supervisory positions at Cornell. The survey instrument was designed to allow the testing of the impact of positive messaging, in support of stretch assignments.

Methodology

The Sample:
Web-based survey administered anonymously to the DDD lists, a list of deans, directors, and departments heads on campus and other Cornell locations (Geneva, DC, NYC) plus a list of all “G” band level employees.

The Instrument Structure:
The survey was structured to randomly assign individuals to a “Control” or “Experimental” version of the questionnaire. Both versions were asked exactly the same root questions and the “Experimental” version included additional explanation of the benefits of “stretch assignments”.

Data Collection Outcome:
In cooperation with Mary Opperman’s office and University Communications, an anonymous invitation email plus one reminder email was sent to a total of 1633 individuals (under the email of Chris Halladay). The emails were mailed out on March 28, and April 2, 2013.

Total number of completed surveys: 432

Response rate: 26%

Margin of error: 4%

Data Analysis Comparisons:
Control/Experimental Comparisons:
There were no statistically significant differences found between the “Experimental” and the “Control” responses. Messaging had no impact on people's attitudes and opinions towards stretch assignments.

Academic/Non-Academic Comparisons:
There were no statistically significant differences found between the “Academic” respondents and the “Non-academic” respondents.

Reporting:
Aggregated frequency distributions and collapsed percentages are reported. Some percentages may add to more than 100% due to rounding.
Description of Respondents

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty</td>
<td>23</td>
<td>6</td>
</tr>
<tr>
<td>Academic Staff</td>
<td>24</td>
<td>6</td>
</tr>
<tr>
<td>Non-Academic Staff</td>
<td>371</td>
<td>89</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Average</th>
<th>Median</th>
<th>Min.</th>
<th>Max.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Reports</td>
<td>382</td>
<td>4.4</td>
<td>3.0</td>
<td>0</td>
<td>50</td>
</tr>
<tr>
<td>Indirect Reports</td>
<td>341</td>
<td>13.2</td>
<td>2.0</td>
<td>0</td>
<td>400</td>
</tr>
</tbody>
</table>

48% were aware that employees can participate in career growth opportunities (such as job rotations or job shadowing) at Cornell prior to this survey.

22% self or direct/indirect reports have participated in a job rotation or job shadowing.

Of those who have participated: 64% said the experience was very good or good
30% said it was fair
6% said it was poor or very poor

Willingness to offer employees opportunities

One out of three are already doing cross-training.
Most likely to be willing to offer job shadowing to employees, least likely to offer job rotations.

<table>
<thead>
<tr>
<th></th>
<th>Yes, already doing so</th>
<th>Yes, would be willing</th>
<th>Maybe/it depends</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cross-training</td>
<td>38</td>
<td>51</td>
<td>8</td>
<td>3</td>
</tr>
<tr>
<td>Stretch Assignments</td>
<td>28</td>
<td>56</td>
<td>12</td>
<td>3</td>
</tr>
<tr>
<td>Job Shadowing</td>
<td>6</td>
<td>60</td>
<td>27</td>
<td>7</td>
</tr>
<tr>
<td>Job Rotations</td>
<td>6</td>
<td>49</td>
<td>37</td>
<td>9</td>
</tr>
</tbody>
</table>

Asked if willing to receive an employee on a job rotation:
3% Already doing so
52% Would be willing
38% Maybe/it depends
8% No
**Benefits of Job Rotations**

Respondents *agreed or strongly agreed* that job rotations can result in the following *benefits*:

- 98% Increase skills or knowledge
- 96% Gain new ideas and innovations
- 95% Aid in identifying talent
- 87% Aid in succession planning
- 84% Increase motivation
- 80% Improve staff retention within Cornell
- 59% Improve staff retention for my unit
- 52% Save on long-term costs for Cornell
- 36% Save on long-term costs for my unit

**Barriers to Implementing Job Rotations**

Respondents *agreed or strongly agreed* that the following are *barriers* to implementing job rotations:

- 88% Lack of time
- 87% Lack of information about opportunities
- 84% Lack of information about how to implement
- 79% Loss of productivity
- 66% Equity concerns
- 66% Lack of support from top-level supervisors
- 65% Financial burden to the unit
- 61% Fear of losing staff
Ideas to Increase Implementation of Stretch Opportunities at Cornell

Those reporting the following ideas would result in **some or significant increase** in implementation of stretch opportunities:

- **89%** Have a system for managers to post and view stretch opportunities online
- **88%** Offer financial support to facilitate job rotations and job shadowing
- **87%** Senior leaders encouraging managers to seek stretch opportunities for staff
- **80%** Establish network groups to permit managers to match their staff with stretch opportunities
- **77%** Have a dedicated HR person/unit assist with the process
- **76%** Offer a “how to” guide on Cornell’s website to answer questions about implementing stretch opportunities