

Faculty Feedback for Division Heads 2021-2022

Erin Allen
Heather Bliss
Fred Rivara
Richard Shugerman

Natalie DeWitt

Goals of the review

- Provide feedback to division heads on their leadership performance from the perspective of division members
- Give faculty members an anonymous opportunity for input
- Help department leaders grow and be successful

Methods

- Adapted a short 10-item survey used by Mayo Clinic
- Provided space for comments
- Sent in fall 2021
- Completely anonymous
 - We don't know who responded
 - Only know which division the responses came from
 - No one can link responses to a faculty member
- Division heads received scores from their Division and for Department overall with collated anonymous comments
- Erin, Fred and Richard met individually with each Division head to discuss results

High level summary of findings

- Impressive spirit of interest and discovery
- Many division heads said this was the first time they had ever received organized feedback on their performance
- Many division members told us that they appreciated the opportunity to have a voice in providing feedback

The Department of Pediatrics strives to ensure the success of all faculty, including Department leaders. One of the elements of having successful leaders is conducting regular evaluations and providing regular feedback. This survey is anonymous.

		Strongly disagree → Strongly agree				
		1	2	3	4	5
1	My division chief strives for equity, diversity and inclusion					
2	My division chief holds career development conversations with me.					
3	My division chief empowers me to do my job.					
4	My division chief encourages division members to suggest ideas for improvement.					
5	My division chief treats me with respect and dignity					
6	My division chief provides helpful feedback and coaching on my performance.					
7	My division chief recognizes me for a job well done.					
8	My division chief keeps me informed about changes taking place at SCH and UW					
9	My division chief encourages me to develop my talents and skills.					
10	I am satisfied with the performance of my division chief					

Please add any comments you wish to make:

Department Averages

	1	2	3	4	5
Provides helpful feedback and coaching on my performance			3.8		
Holds career development conversations with me				4.0	
Recognizes me for a job well done				4.2	
Encourages me to develop my talents and skills				4.2	
I am satisfied with the performance of my division chief				4.3	
Strives for equity, diversity and inclusion				4.3	
Empowers me to do my job				4.4	
Encourages division members to suggest ideas for improvement				4.4	
Keeps me informed about changes taking place at SCH/UW				4.5	
Treats me with respect and dignity				4.5	

Concerns of Division Heads

- Pandemic has been tough for everyone in many different ways.
- They have limited control over FTE for medical direction given by SC to faculty in their division; lack of transparency and parity in this.
- Very challenging to accomplish their goals working with multi-layered SC management structure.
- Effect on faculty in their divisions of the problems at SCRI.
- Limited interaction with Center Directors.
- Large burden of phone consults on faculty in many divisions.
- No one liked being “average” .

Suggestions and opportunities

- Have weekly “office hours” for their division faculty.
- Sharing knowledge/best practices among Division heads at the leadership meetings.
- More facetime of Dept leadership with Divisions with specific conversations to update the division members.
- Provide info about resources and support for faculty as well as what the resources are for Division heads.
- Support for senior fellows getting Ks.
- Hard money research support for faculty scientists.
- Increase clarity about clinical finances.

Next steps

- Each year, 5-6 Division heads/ Vice Chairs/ and administrative leaders will have a formal 360 assessment with FMG and coaching sessions thereafter.
- Repeat the 10-question survey annually – watch your inbox this week!
- Provide summaries back to Division heads quickly.

Your thoughts and questions please