Designing a Demographics Based Onboarding Satisfaction Survey of CTO Staff to Identify Areas to Reduce Turnover

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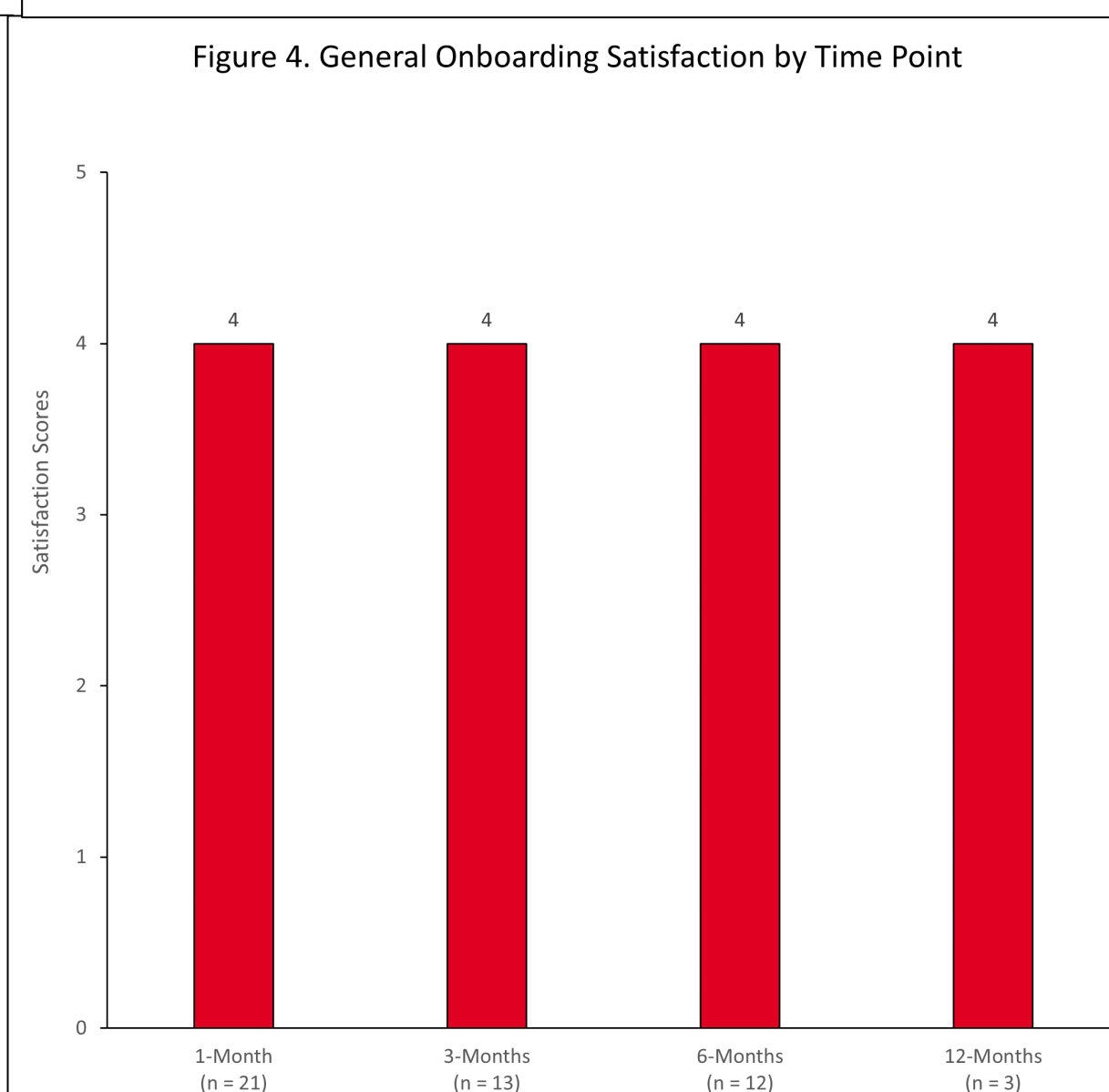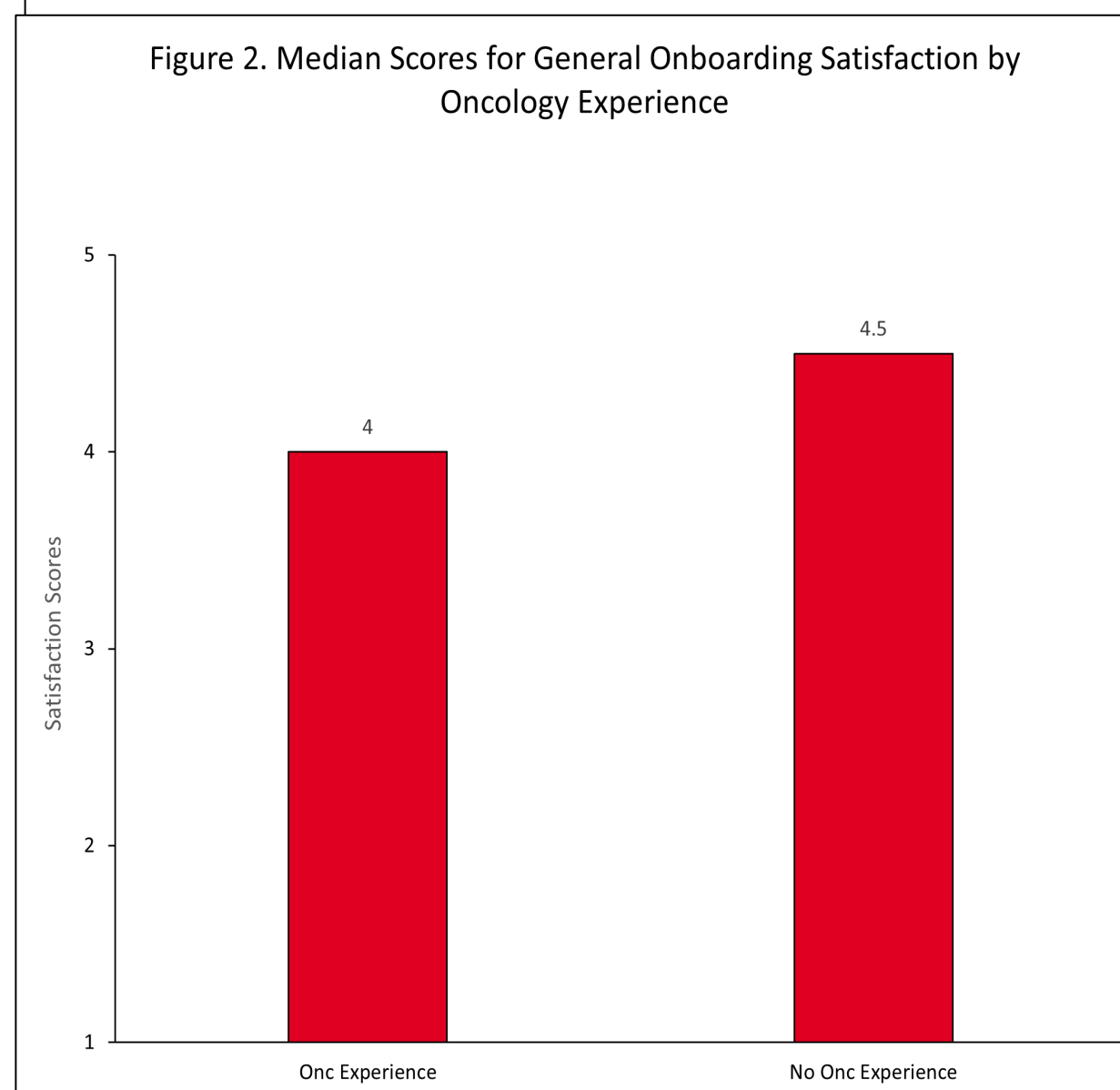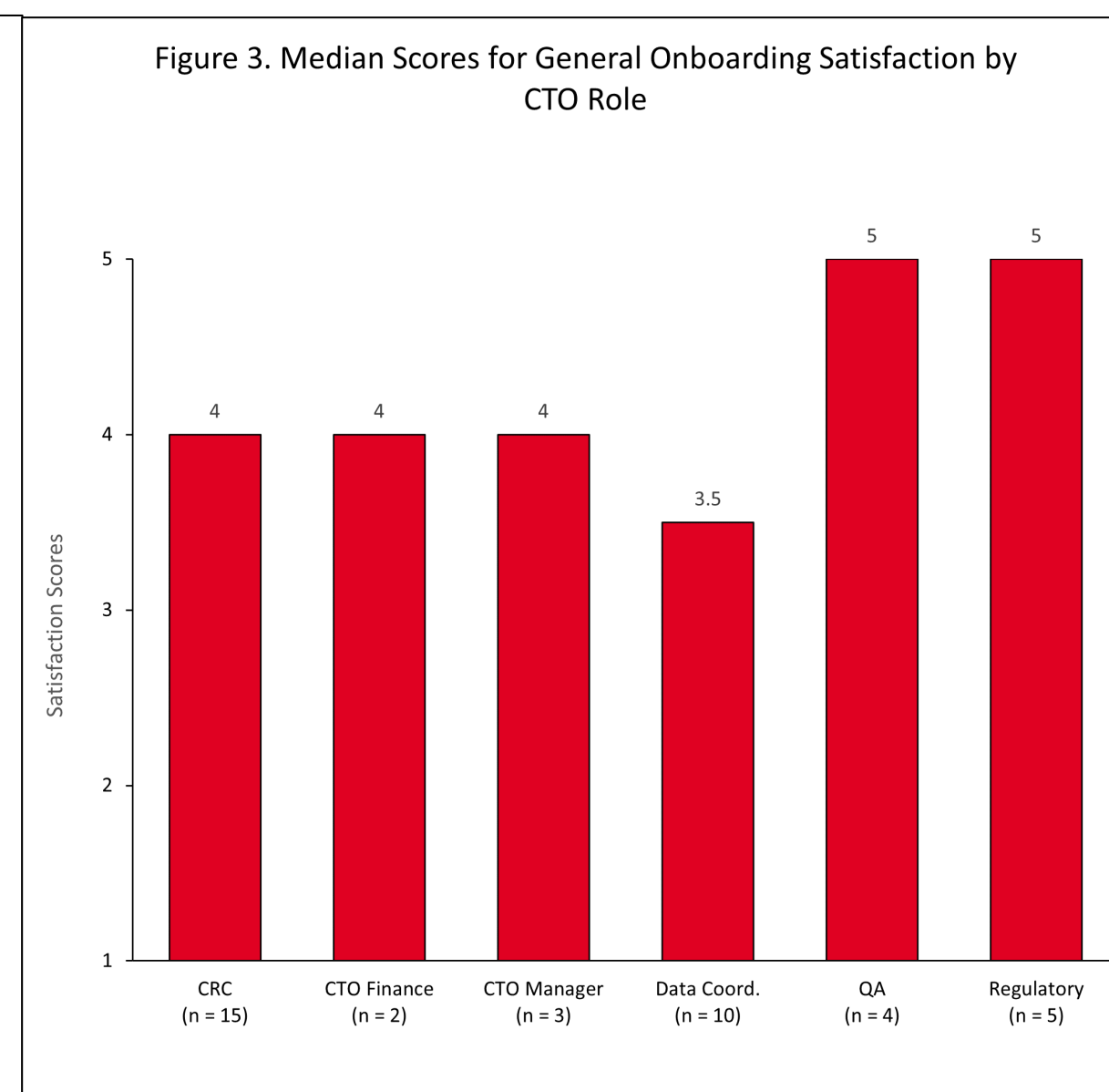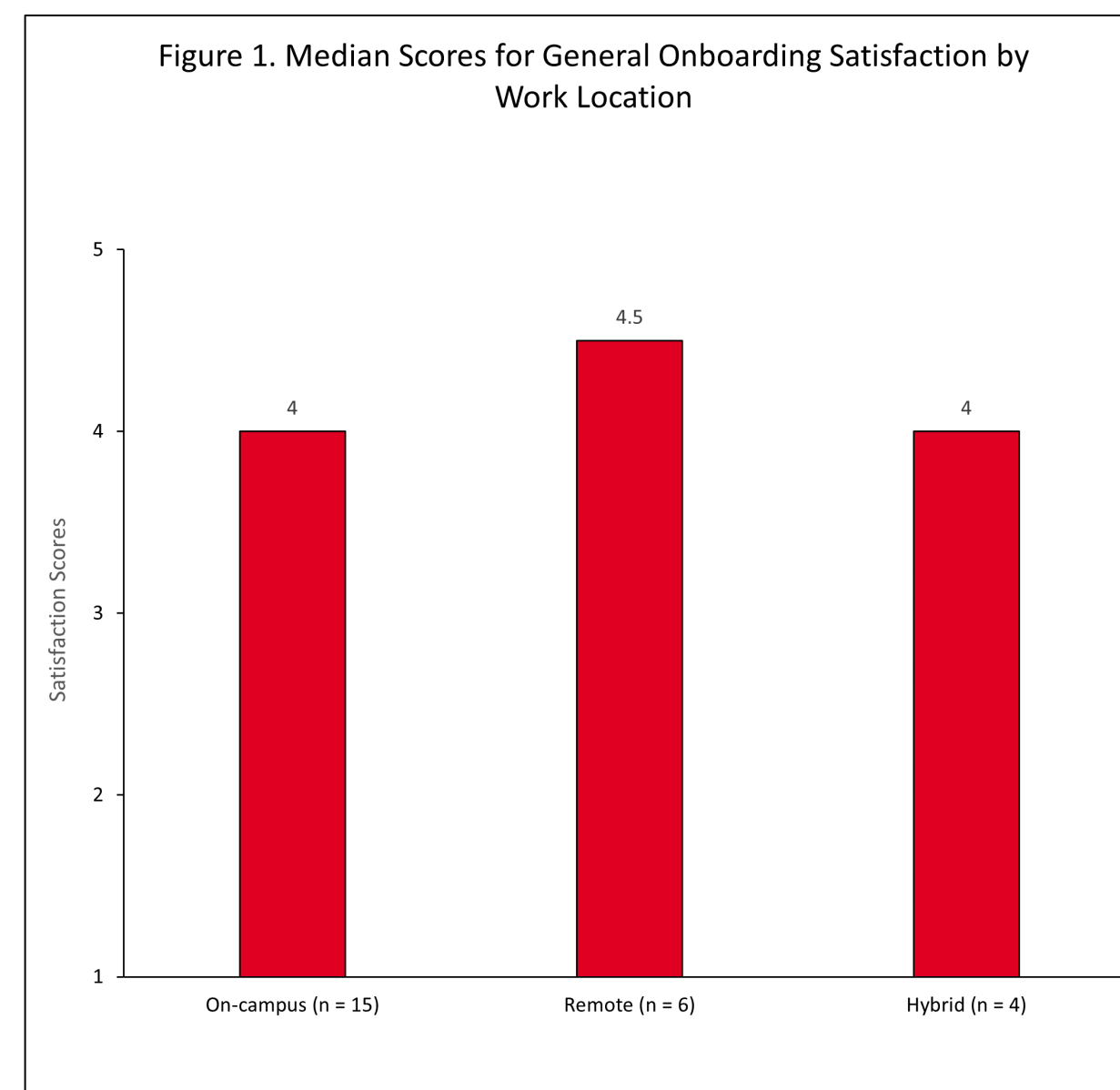**University of Cincinnati Cancer Center (UCCC)**

1. Background & Goals

- Background
  - In October of 2020, a REDCap survey for staff in onboarding was implemented by the UCCC Clinical Trials Office (CTO).
  - The onboarding survey was issued at 1, 3, 6, and 12 months after start date. This survey was confidential but not anonymous.
  - In 2021, it was updated to include more employee demographics such as:
    - Remote vs in-person, and years of work experience, research work experience and experience in oncology research.

- Goals
  1. To determine if general onboarding satisfaction changes over time (i.e., at 1-, 3, 6, and 12 months into onboarding)
  2. To determine if general onboarding satisfaction differs by potential demographic factors (i.e., position, work location, prior work experience)
  3. To determine what, if any, the relationship between general onboarding satisfaction, employee demographics, and percent turnover

2. Methods

- UCCC CTO Data Project Manager (PM) issued onboarding survey to new staff (Clinical Research Coordinators/Data Coordinators, Finance, Regulatory, CTO Managers) via REDCap.
- UCCC CTO Data PM acted as an honest broker to maintain confidentiality.
- New staff were emailed by the Data PM, and periodically reminded by their managers and preceptors to complete surveys but no formal reminder methods were employed.
- Survey responses were collected from October 2020 through December 2023.

Figure 1. Median Scores for General Onboarding Satisfaction by Work Location

Figure 2. Median Scores for General Onboarding Satisfaction by Oncology Experience

Figure 3. Median Scores for General Onboarding Satisfaction by CTO Role

Figure 4. General Onboarding Satisfaction by Time Point

3. Outcomes

Overall response rate by individuals:

- 52% response rate for completion of at least 1 timepoint (49 persons)
- 33% response rate for completion of at least 2 timepoints (16 persons)
- 4% response rate for completion of at least 3 timepoints (2 persons)
- 0% response rate for completion of all 4 timepoints.

The survey had about 45 questions. For non-demographic and narrative response questions scoring on a scale of 5 (most satisfied) to 1 (least satisfied) was used.

Median satisfaction scores were used to control for low sample size and extreme values.

3. Outcomes (cont.)

Satisfaction based on work location was not variable (Figure 1)

Staff with self-reported oncology experience were more satisfied than no oncology experience . (Figure 2)

Data staff were least satisfied at initial survey completion (3.5) versus CRCs, Regulatory, QA, Fiscal, and Managers. (Figure 3)

Overall, our staff is satisfied with the general onboarding process (4 or better), however we were unable to determine a relationship to turnover. (Figure 4)

4. Future Directions

The response rates individual respondents were lower than anticipated. To improve this, survey results will be publicly reported at staff meetings quarterly to generate interest and buy-in. Additionally, we aim to give small incentives for survey completion (e.g., UCCC gifts) at later timepoints or multiple timepoints. Improvements in tracking implementation dates for changes made in resources/format/process within our office is needed to provide more robust interpretation of data in the future. A relationship to turnover was unable to be determined due to this poor response rate at later timepoints (high satisfaction rates at 1 month did not meaningfully relate to turnover at 12 months or later).

We intend going forward to provide additional onboarding structure and support to data staff to increase satisfaction with their initial general onboarding.

5. Questions?

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