EMPLOYEE ENGAGEMENT SURVEY

Communication and Action Planning Toolkit

September 19, 2017
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Introduction

The content in this toolkit is for senior leaders, chiefs of staff, managers, supervisors, plus those working in human resource and communications roles within collegiate and academic units. Its intent is to provide an overview of employee engagement, a timeline for 2017 activities, and tools to help leaders at every level within the University communicate about the upcoming 2017 Employee Engagement survey. The content reflects two key pillars: summarizing engagement activities since the last survey (“Get Ready”) and urging faculty and staff to participate in this year’s survey (“Take the Survey”).
Three Changes to the 2017 Employee Engagement Survey

1. The number of respondents required to receive a report is dropping from 10 to 5. This year a leader with five survey responses from their workgroup will receive a report. Keep in mind that there is a faculty and instructional P&A survey and a staff survey and five responses are needed for either survey before a report is provided.

   **Significance:** More supervisors and managers will receive 2017 survey reports, which will support action planning with more localized data.

2. Reports will be available earlier. The rollout of reports will begin in early January when senior leaders—such as chancellors, deans, and vice presidents—receive campus, collegiate or administrative unit-level data. Within a few weeks, all other leaders will receive reports if five or more faculty or staff completed the survey. NOTE: Information on downloading, interpreting, and sharing survey results will be included in other resources shortly after the survey closes on Friday, November 3.

   **Significance:** Data will be available to all leaders earlier so there will be more time to take action. Senior leaders will want to consider how to communicate and take action on campus, collegiate or administrative/unit-wide results as well as supporting managers and supervisors throughout their organization to also share results and take action.

3. The University’s Employee Engagement Survey will be conducted every two years. The next surveys will be conducted in 2019 and 2021.

   **Significance:** Providing two years between surveys allows leaders, faculty, and staff more time to take action based on their data.
**Defining Employee Engagement**

The University of Minnesota Employee Engagement survey measures engagement based on 10 drivers of engagement that support two key metrics. Detailed descriptions of all 10 drivers are available in Appendix 1 on page 20.

**Drivers**
- Clear and Promising Direction
- Commitment to Excellence
- Confidence in Leaders
- Development Opportunities
- Respect and Recognition

**Key Metrics**
- Commitment & Dedication
- Effective Environment

**The Employee Engagement Cycle**

Engagement efforts at the University begin with the survey in October every two years, which provides faculty and staff input to start the next cycle. Discussion of the survey results is critical to ensure that faculty and staff are aware of the broader perspective of people in their work area. The discussion phase is also an opportunity to clarify results and gather additional feedback on the survey results and generate ideas for action.

Additional resources on action planning are available from Leadership and Talent Development at [http://z.umn.edu/engagedu](http://z.umn.edu/engagedu).

**The Three Most Important Things to Know About Employee Engagement**

1. **A survey alone does not create positive change.** Only involving leaders, faculty, and staff in responding to survey results can create positive change in the work environment.

2. **Share your results.** Disengagement begins when the people who take time to respond to a survey don’t hear their results from their leaders.

3. **Take action.** A few small, simple actions can have a large impact. Be certain to let faculty and staff know when actions were taken based on their survey feedback.
# Pre-Survey Communications Calendar

The schedule for planned pre-survey communication is below and sample communications for all of the campus, collegiate, or administrative unit communications are included in this toolkit. Dates for central communications are subject to change given other University communications priorities and the survey response rate between October 16 and November 3, 2017.

<table>
<thead>
<tr>
<th>Date</th>
<th>College or Unit Communication</th>
<th>Central Communications</th>
</tr>
</thead>
<tbody>
<tr>
<td>9/6–10/6</td>
<td><strong>Topic</strong>: Supporting you in your work at the University of Minnesota (page 12) <strong>Communicator</strong>: Chancellor, Dean, or Vice President <strong>Format</strong>: Email and/or in-person meeting</td>
<td><strong>Topic</strong>: The University of Minnesota Employee Engagement Survey <strong>Communicator</strong>: University Senior Leader¹ (tentatively 10/9) <strong>Format</strong>: Email to all eligible survey participants</td>
</tr>
<tr>
<td>10/9–10/13</td>
<td><strong>Topic</strong>: Getting ready for the Employee Engagement Survey (page 13) <strong>Communicator</strong>: HR Lead or Chief of Staff <strong>Format</strong>: Email or intranet post (10/10-10/13) [POST FLYER WITH CUSTOMIZED DEFINITIONS. THIS WILL BE AVAILABLE FROM Z.UMN.EDU/ENGAGEDU] <strong>Topic</strong>: Look for the Employee Engagement survey on October 16 (page 15) <strong>Communicator</strong>: Chief of Staff or Communications Director <strong>Format</strong>: Newsletter article, blog post, or email</td>
<td><strong>Topic</strong>: Faculty experience and the employee engagement survey <strong>Communicator</strong>: University Senior Leader¹ (tentatively 10/11) <strong>Format</strong>: Email to faculty and instructional P&amp;A <strong>Topic</strong>: Look for the Employee Engagement Survey <strong>Communicator</strong>: Office of Human Resources <strong>Format</strong>: Postcard to employees via campus mail</td>
</tr>
<tr>
<td>10/16</td>
<td><strong>Topic</strong>: Please make your voice heard (page 15-16) <strong>Communicator</strong>: Chancellor, Dean, or Vice President <strong>Format</strong>: Email</td>
<td><strong>Topic</strong>: Invitation to Take the 2017 Employee Engagement Survey: Korn Ferry Hay Group <strong>Format</strong>: Email to all eligible survey participant</td>
</tr>
<tr>
<td>10/17–10/27</td>
<td><strong>Topic</strong>: Your voice is important. Please take the UMN Employee Engagement survey (page 16-17) <strong>Communicator</strong>: Department Head, Director, Manager, or Supervisor <strong>Format</strong>: Email or in-person</td>
<td><strong>Topic</strong>: Let your voice be heard <strong>Communicator</strong>: Office of Human Resources <strong>Format</strong>: Brief article (10/18) &amp; MyU story tile <strong>Topic</strong>: Take the 2017 Employee Engagement Survey <strong>Communicator</strong>: Korn Ferry Hay Group <strong>Format</strong>: Email to non-respondents (tentatively 10/19) <strong>Topic</strong>: Take the 2017 Employee Engagement Survey <strong>Communicator</strong>: Korn Ferry Hay Group</td>
</tr>
</tbody>
</table>

¹ Senior leader communications will be finalized closer to survey deployment.

Prepared by the Office of Human Resources 9-19-17
<table>
<thead>
<tr>
<th>Date Range</th>
<th>Topic</th>
<th>Communicator</th>
<th>Format</th>
</tr>
</thead>
<tbody>
<tr>
<td>10/30–11/3</td>
<td>One Day Left to Share Your Feedback Through the Employee Engagement Survey (page 17)</td>
<td>Chancellor, Dean, or Vice President</td>
<td>Emails to non-respondents (tentatively 10/23 and 10/26)</td>
</tr>
<tr>
<td>11/8 or 11/9</td>
<td>Take the 2017 Employee Engagement Survey</td>
<td>Korn Ferry Hay Group</td>
<td>Email to non-respondents (tentatively 10/30, 11/1, 11/2 and 11/3)</td>
</tr>
<tr>
<td>11/10–11/15</td>
<td>Thank you for participating in the Employee Engagement Survey (page 18)</td>
<td>Chancellor, Dean, or Vice President</td>
<td>Email to all eligible survey participants</td>
</tr>
</tbody>
</table>
2017 Survey Instructions

The University’s employee engagement partner, Korn Ferry Hay Group, will invite eligible faculty and staff from UofMNsurvey@us.confrimit.com to take the 2017 survey beginning Monday, October 16. Faculty and staff will receive an email that will take them to a website with the following instructions:

Welcome to the 2017 University of Minnesota Employee Engagement Survey
This survey offers you an opportunity to express your views on a variety of topics related to the work environment at your campus, college, and department, and your experiences in your job. By taking part in this survey you are helping the University understand how you feel it is performing in the areas that are most important to you. Your feedback will be used to guide improvement efforts across the University. We appreciate you taking the time to complete this survey.

Confidentiality
We want to assure you that your response to the survey is completely confidential. To ensure this, the survey is being administered by Korn Ferry Hay Group, an outside firm specializing in employee engagement. The results from this survey are completely confidential and no one at the University of Minnesota will ever see your individual survey responses. To further ensure confidentiality, your results will be combined with those of your colleagues and only reported at a level where there are five or more completed surveys.

If you have any questions regarding the survey process or confidentiality, please email Korn Ferry Hay Group directly at UofMNsurvey.US@kornferry.com and we will reply to you with an answer. You can also contact the University of Minnesota Employee Engagement team at ee2@umn.edu.

Instructions for Responding to Open Ended Comment Questions
For each question, please select the one answer that most closely reflects your views and experiences. There are no right or wrong answers. We simply ask for your opinions, based on your perceptions of the way your organization currently operates.

It is important to answer how you think or feel (as opposed to how you think others feel or how others would like you to answer). The usefulness of this survey depends upon the honesty with which you answer each question.

Try to answer all questions but for any question you feel is not relevant to your current position or that you find difficult to answer, please use the “Don’t know/Not applicable” option.

Focus on your experiences at work overall. Try not to answer based on one event or an interaction with a single individual.

Your responses will be saved automatically after you click the “Next” button on the bottom of each page.

Once you submit your final responses, by clicking the “Submit Survey” button at the end of the survey, your responses will be final and cannot be changed.
2017 Survey Instructions, continued

**Time Required/Save and Return**

The survey should only take 10-15 minutes to complete and it is recommended that you complete your survey in one session. However, if necessary you can save your partially completed survey and finish it later. To do this, simply close your browser and use the personal link that was emailed to you by Korn Ferry Hay Group to return where you left off.

The deadline for submitting your survey is Friday, November 3, 2017.

**Please Read: Important Definitions**

Before you take the survey, here are a few definitions to ensure a common frame of reference when completing the survey. You may have also received more specific definitions from your HR Director and/or Campus, College or Unit leader. If so, please reference those while taking the survey.

<table>
<thead>
<tr>
<th>University of Minnesota (your campus/my campus)</th>
<th>Refers to the specific campus where you work (i.e., Crookston, Duluth, Morris, Rochester, or Twin Cities)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>My Department</strong></td>
<td>For this survey, “department” refers to the people you work with on a daily basis (based on your primary appointment). Since terminology and organization structures vary across the University, please contact your human resources staff if you have a question on what is considered a department within your college or unit.</td>
</tr>
<tr>
<td><strong>My Manager/Supervisor</strong></td>
<td>The person you report to directly. This is typically the person who is responsible for conducting your performance review.</td>
</tr>
<tr>
<td><strong>College</strong></td>
<td>The larger academic or administrative unit above a department, such as the College of Liberal Arts or the Office of Information Technology. These are usually led by a dean, vice president, vice-chancellor, or vice-provost.</td>
</tr>
</tbody>
</table>
Communicating Custom Definitions

Senior leaders should work with their Human Resources Lead or other human resources staff to let faculty and staff know how they should define key terms in the survey so that all respondents approach these terms with a common understanding.

A sample communication for HR Leads, chiefs of staff, or other leaders is included on page 13-15. The sample email includes a section with a template for customizing definitions for distribution to faculty and staff:

- **University of Minnesota**: Please consider this term to refer to our campus, University of Minnesota ______.
- **College leadership**: For the question, “How would you rate the overall confidence in your college's leadership team,” please consider the following leaders: [INSERT NAME(S) AND TITLE(S)].
- **Manager/Supervisor**: For questions regarding your manager/supervisor, please provide a response based on the individual you report to directly for your primary appointment. Your manager or supervisor is typically the person responsible for conducting your performance review. Your manager or supervisor is [INSERT NAME(S) AND TITLE(S)].
- **Department**: The [COLLEGE/UNIT] is organized differently from others on campus, so when the survey asks for your feedback on your department, please provide feedback on your [DIVISION/ETC.] instead.

Another option is to provide a more graphic representation. A template flyer is being developed or you can use a simple grid to share this information:

<table>
<thead>
<tr>
<th>Employee Engagement Survey Language</th>
<th>What it Means for [CAMPUS/COLLEGE/ADMINISTRATIVE UNIT] FACULTY/STAFF</th>
</tr>
</thead>
<tbody>
<tr>
<td>“University of Minnesota”</td>
<td>University of Minnesota [CAMPUS]</td>
</tr>
<tr>
<td>“College Leadership”</td>
<td>[INSERT NAME(S) AND TITLE(S)]</td>
</tr>
<tr>
<td>“Department”</td>
<td>[DEPARTMENT/DIVISION/ETC.]</td>
</tr>
<tr>
<td>“Manager/Supervisor”</td>
<td>[INSERT NAME(S) AND TITLE(S)]</td>
</tr>
<tr>
<td>“College”</td>
<td>[CAMPUS/COLLEGE/ADMINISTRATIVE UNIT]</td>
</tr>
</tbody>
</table>

**Spread the Word—Communicating Custom Definitions**

These definitions should be shared widely throughout your campus, college, or administrative unit and it’s recommended that they be shared through several channels:

- Supervisors and managers can discuss and hand out a summary of definitions in team meetings before October 16.
- A template flyer will be available later this summer to customize and post in your common areas before October 16.
- HR Leads or other staff can adapt the sample email on page 13-15 and send it to faculty and staff shortly before the survey and on the morning of October 16 when the survey is first distributed.
**Key Messages for Employees**

- An employee engagement survey will be emailed to benefits-eligible University employees on Monday, October 16 from Korn Ferry Hay Group.
  - The survey should be completed by Friday, November 3.
  - This survey should be completed during work hours.
  - Faculty and staff who receive the survey are benefits-eligible employees within an eligible job classification and/or who have an appointment of at least 75% time for three months or longer.
- It’s important to let your voice be heard and let us know what you think about working at the University of Minnesota so that we can work together to improve our workplace. The survey vendor will send you reminders to complete the survey because your opinion matters.
- The survey takes less than 10 minutes to finish.
- The Employee Engagement Survey provides information to faculty, staff, and leaders to guide small changes to create a workplace where everyone can perform at their best.
- The University appreciates our already high level of faculty and staff engagement and commitment to students, research, and community and strives to make it even better.
- We are committed to making the University a great place for everyone to work.
- Employee Engagement Survey questions have been developed collaboratively with University leaders and stakeholders, including faculty.
- Your individual response is confidential and will not be shared with anyone at the University.
  - All responses will go to the University’s external vendor, Korn Ferry Hay Group, for analysis.
  - To protect the anonymity and confidentiality of responses, a department must have at least five faculty and instructional P&A, or five staff responses to their respective survey to receive a report with data. If there are less than five that completed the survey, responses will be rolled up to share at the next highest level in the organization.
  - Any information that connects a response to an employee will be removed by the external vendor.
  - Comments shared in the two open-ended questions at the end of the survey are combined and de-identified. If there are 20 or more comments shared by employees, a comment report is created and it is only shared with senior leaders.

**Spread the Word—Key Messages for Employees**

These messages can be shared widely throughout your college or administrative unit through several channels:

- Leaders, supervisors, managers, and HR Leads should review these key messages and be prepared to discuss or answer questions before and during the survey period.
- A template flyer will be available later this summer which can be customized and posted in your common areas before October 16 to communicate key definitions on the survey.
- HR Leads or other staff can adapt the sample email on page 13-15 and send it to faculty and staff shortly before the survey and on the morning of October 16 when the survey is first distributed.
Communications Samples: “Get Ready” and “Take the Survey” Messages

Spread the Word—Communicating “Get Ready” and “Take the Survey” Messages

The following sample communications can be adapted and used by senior leaders, managers, supervisors, and Human Resources Leads before, during, and after the 2017 survey. Potential communicators, date, format, and subjectheadline are included and this content can be adapted to best fit your campus, college, or administrative unit structure and culture.

- Senior leaders, chiefs of staff, and HR Leads should identify who will send specific messages, how messages need to be customized, and what channels will be used before the survey opens on October 16.
- Senior leaders, chiefs of staff, and HR Leads should identify any content that they would like to have distributed by managers and supervisors before the survey opens on October 16.
- Tips and tools to help supervisors communicate progress on actions and everyday engagement are included in Appendix 3 on pages 28-30 and additional resources for supervisors are available at z.umn.edu/engagedu.

**Topi:** Supporting you in your work at the University of Minnesota [Get Ready]

**Communicator:** Chancellor, Vice President, or Dean

**Date:** September 7-October 2

**Format:** Email or in-person meeting

Dear Colleagues,

Your feedback on your experience working at [CAMPUS/COLLEGE/ADMINISTRATIVE UNIT] is very important to me and our leadership team. The University will conduct its fourth employee engagement survey this fall and we will begin a new cycle of discussing the results and taking action based on our survey results. This year’s survey will allow people who work in groups where five or more faculty or staff complete the survey to see their results, so more people will see survey results that reflect the environment within smaller departments.

Since the 2015 survey, our [CAMPUS/COLLEGE/ADMINISTRATIVE UNIT] has made small and large changes to how we operate based on your feedback and responses. Over the past two years, we have: [INSERT SPECIFIC ACTIVITIES/INITIATIVES AND CONNECT THEM TO A RELATED DRIVER, IF POSSIBLE. EXAMPLES ARE BELOW]

- Shared our 2015 employee engagement survey results at [MEETING/EVENT/EMAIL/WEBSITE] and [CONDUCTED A FOLLOW UP INPUT SESSION, ETC.] as a result of faculty and staff input.
- Convened a task force to identify constructive actions to take action based on the 2015 data . . .
- Instituted a new leadership development effort to provide professional development opportunities to . . .
- Provided quarterly updates on our strategic plan to ensure faculty and staff have clarity about our progress and how all of our work supports these efforts . . .
- Continued to ask all faculty and staff to pursue one to two [CAMPUS/COLLEGE/ADMINISTRATIVE UNIT]-related goals for the upcoming year . . .
- Began a mentoring program to ensure new hires receive the support needed to be successful . . .
**Topic:** Supporting you in your work at the University of Minnesota, continued

- Created a recognition program to acknowledge innovative projects, excellence, and extraordinary work . . .
- Upgraded software based on feedback from staff which will improve efficiency and make better use of our resources . . .
- Convened faculty and staff to discuss our commitment to diversity to ensure [CAMPUS/COLLEGE/ADMINISTRATIVE UNIT] welcomes all students and is a respectful workplace . . .
- Hosted informal gatherings to bring faculty and staff together that foster better relationships within the [CAMPUS/COLLEGE/ADMINISTRATIVE UNIT] to enhance collaboration . . .

As we look around, there are many other efforts that support engagement every day that your direct manager or supervisor may share with you as well over the next few weeks.

When you take the survey, you’ll find two open-ended questions at the end which are very helpful to me as a leader who may not be aware of your day-to-day work experience. Open-ended responses are redacted by Korn Ferry Hay Group so no personally identifiable information is shared with me, but your responses provide important ideas for improvement within [CAMPUS/COLLEGE/ADMINISTRATIVE UNIT]. The questions are, “What is one thing that has been done to help you succeed within your department?” and “What one thing, if changed, would enable you to be more successful in your work?” If you are concerned about me recognizing your style of writing, you can pick a more general response from the drop-down menu which will still provide important information to me.

If you have any questions, please reach out to me or [CHIEF OF STAFF] or [HR LEAD].

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**Topic:** Getting ready for the Employee Engagement Survey [Get Ready]

*Communicator:* HR Lead or Chief of Staff

*Date:* October 9-October 13

*Format:* Email or intranet post

Dear Colleagues,

The Employee Engagement Survey is an important tool to better understand your experience working at the University of Minnesota. Benefits-eligible faculty and staff will receive an email from the University’s vendor partner, Korn Ferry Hay Group, on Monday, October 16 with a link to the survey. Your response will help us develop and take some simple steps next year to improve your experience so we can work more effectively on [INSERT DESCRIPTION OF TEACHING/RESEARCH/OUTREACH MISSION OR STRATEGIC GOALS].

**Defining key terms**

The survey includes specific terms about the workplace which can cause confusion if people are unsure how a term relates to our [CAMPUS/COLLEGE/ADMINISTRATIVE UNIT]. We want to share a common set of definitions so that everyone in has the same frame of reference before filling out the survey:

- **College leadership:** For the question, “How would you rate the overall confidence in your college's leadership team,” please consider the following leaders: [INSERT NAME(S) AND TITLE(S)].
**Topic:** Getting ready for the Employee Engagement Survey, continued

- **Manager/Supervisor:** For questions regarding your manager/supervisor, please provide a response based on the individual you report to directly for your primary appointment. Your manager or supervisor is typically the person responsible for conducting your performance review. Your manager or supervisor is [INSERT NAME(S) AND TITLE(S)].

- **Department:** The [CAMPUS/COLLEGE/ADMINISTRATIVE UNIT] is organized differently from others on campus, so when the survey asks for your feedback on your department, please provide feedback on your [DIVISION/ETC.] instead.

**[THIS CHART COULD BE SUBSTITUTED FOR THE BULLETED COPY ABOVE OR POST THE CHART IN THE WORKPLACE]** Here is a simple chart to help you when you complete the survey:

<table>
<thead>
<tr>
<th>Employee Engagement Survey Language</th>
<th>What it Means for [CAMPUS/COLLEGE/ADMINISTRATIVE UNIT] FACULTY/STAFF</th>
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<tbody>
<tr>
<td>“University of Minnesota”</td>
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<tr>
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<td>[CAMPUS/COLLEGE/ADMINISTRATIVE UNIT]</td>
</tr>
</tbody>
</table>

**If you don’t see an email on October 16**

The University’s email system has been programmed to receive emails from the vendor partner Korn Ferry Hay Group. However, Gmail’s “Priority in Box” feature tracks what emails you read and respond to, and adjusts the emails you see based on your behavior.

If Gmail thinks the employee engagement survey email is spam, you can easily find it:

- Go to the search box at the top of email and type in: UofMNSurvey@US.ConfirmIt.com. Click "broaden your search" to search the Spam folder. Open the message from Korn Ferry Hay Group and click “Not Spam” at the top to move it into the Inbox and complete the survey.

- Or, on the left-hand side under the “Compose” button, look for “More” with a down arrow. Click the arrow and a Spam folder appears. Open the message from Korn Ferry Hay Group and drag it into the Inbox or click “Not Spam” above the subject line.

**Other things to know**

- The survey should take about 10 minutes and it should be completed during your work day.
- Your response is confidential and no one from the University will see your individual response.
- Please do not forward or share your email from Korn Ferry Hay Group because the link you are provided is unique and can only be used once.
**Topic:** Getting ready for the Employee Engagement Survey, continued

For issues or concerns, contact me or Korn Ferry Hay Group

For lost emails or link issues, you can contact the Korn Ferry Hay Group directly at UofMNsurvey.US@kornferry.com. If you have any additional questions, please reach out to me at [EMAIL] or [PHONE].

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**Topic:** Look for the Employee Engagement survey on October 16 [Take the Survey]

*Communicator:* Chief of Staff or Communications Director

*Date:* October 9-October 13

*Format:* Newsletter article, blog post, or email

This month the University of Minnesota is conducting its fourth Employee Engagement Survey. While you may receive many survey requests, it’s important that you take 10 minutes to fill out this survey and let your voice be heard. The goal is to collect faculty and staff feedback and determine ways that supervisors, managers, and leaders can take concrete steps to create great work environments and effective cultures.

Benefits-eligible faculty and staff will receive an email on October 16 from Korn Ferry Hay Group using the email address UofMNsurvey@US.ConfirmIt.com. Korn Ferry Hay Group is an external vendor and is administering the survey. Take a few minutes to complete the survey based on your experience in your local workplace. Your answers are completely confidential and reporting will be aggregated with a minimum of five faculty and instructional P&A, or five staff responses per organizational unit to ensure responses are confidential.

The University of Minnesota is committed to empowering employees and enhancing the workplace. We know that engagement helps ensure that we are able to retain our talent and it helps us recruit from around the world.

The Office of Human Resources is working with our human resources [TITLE] [CONTACT NAME], who is available to answer any questions you have about engagement.

If you have any issues with the survey link you receive, contact the Korn Ferry Hay Group directly to request a new link at UofMNsurvey.US@kornferry.com. Each survey link is customized and can only be used once.

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**Topic:** Please make your voice heard [Take the Survey]

*Communicator:* Chancellor, Dean, or Vice President

*Date:* October 17–October 27

*Format:* Email

Dear Colleagues,

Earlier this week you received an email from Korn Ferry Hay Group with a link to a survey. This survey is this year’s Employee Engagement Survey, which will be open until November 3.
**Topic:** Please make your voice heard, continued

Let your voice be heard by taking 10 minutes or less during your work day to complete the survey about your experience here in [CAMPUS/COLLEGE/ADMINISTRATIVE UNIT]. It’s important that we hear from each of you because you help make the University of Minnesota an outstanding research and teaching institution.

The survey is confidential and is being administered by Korn Ferry Hay Group, an external vendor.

[CAMPUS/COLLEGE/ADMINISTRATIVE UNIT] benefits-eligible employees, including dual-appointment employees, will take the survey online. Graduate and undergraduate student employees will not be surveyed.

The survey can be completed using the link provided in the email. If you don’t see an email from Korn Ferry Hay Group, check out the troubleshooting information at [z.umn.edu/engagedu](z.umn.edu/engagedu). If you have any issues or questions about the survey, talk with your manager or our human resources [TITLE], who can also help answer questions about the survey.

We are committed to making [INSERT CAMPUS/COLLEGE/ADMINISTRATIVE UNIT/DEPARTMENT NAME] [INSERT LANGUAGE, such as: “outstanding research center,” “a great work environment,” “a workplace you are proud to recommend to others.”] and appreciate your help.

---

**Topic:** Your voice is important. Please take the UMN Employee Engagement survey. [Take the Survey]

**Communicator:** Department Head, Director, Manager, or Supervisor

**Date:** October 17–October 27

**Format:** Email or in-person

Dear Colleagues,

Hopefully you have heard about the University’s engagement survey that recently opened. It’s an important opportunity for you to let your voice be heard about your day-to-day work experience. The survey was developed with the support of President Kaler, Provost Hanson, and other University leaders.

Benefits-eligible employees, including dual-appointment employees, received an email from the Korn Ferry Hay Group on October 16 with a link to the survey. If you have not completed the survey, please take 10 minutes to do so before the November 3 deadline. If you have completed the survey, thank you for taking the time to share your opinion.

The survey is important and will help us [INSERT LANGUAGE RELATED TO CURRENT INITIATIVES/GOALS FOR THE DEPARTMENT]. The results will be shared with me and our leadership in January as [INSERT CAMPUS/COLLEGE/ADMINISTRATIVE UNIT/DEPARTMENT NAME] develops action plans for continuing to improve our workplace experience for faculty and staff.

I want to reassure you that the survey is confidential and is being administered by an external vendor, the Korn Ferry Hay Group. Neither I nor any other leaders within [CAMPUS/COLLEGE/DEPARTMENT/UNIT] or the University will have access to your individual response.
**Topic:** Your voice is important. Please take the UMN Employee Engagement survey, continued

Additional information about the survey are available online at [z.umn.edu/engagedu](http://z.umn.edu/engagedu).

If you have questions, please contact [TITLE], can answer questions about the survey and Korn Ferry Hay Group can generate new survey links if needed by emailing them at UofMNsurvey.US@kornferry.com.

**Topic:** [CAMPUS/COLLEGE/ADMINISTRATIVE UNIT] One Day Left to Share Your Feedback on the Employee Engagement Survey [Take the Survey]

**Communicator:** Chancellor, Dean, or Vice President

**Date:** November 2

**Format:** Email, intranet post

Dear Colleagues,

Thank you so much to everyone who has taken the time to complete the Employee Engagement Survey. So far our response rate is XX% for faculty and instructional P&A staff and XX% for staff which is [AT, BELOW, ABOVE] our 2015 final response rates of XX% for faculty and instructional P&A staff and XX% for staff. For those who have completed the survey, thank you. We appreciate you voicing your opinions on the culture and work environment within [CAMPUS/COLLEGE/ADMINISTRATIVE UNIT].

Time is running out to share your opinion on our workplace through the Survey. If you have not done so already, please take a few moments to complete the survey online by tomorrow, November 3. A link to the confidential survey was sent to you by the Korn Ferry Hay Group on October 16.

Remember, all responses will be confidential and are held by our external vendor. Once the survey closes, we will receive aggregated results which will be shared and discussed. Together, we will identify areas for action that support our [CAMPUS/COLLEGE/ADMINISTRATIVE UNIT] priorities and goals over the next two years.

[HR LEAD/CHIEF OF STAFF/OTHER], can answer your questions about the survey or help you if you did not receive it.

This program is important to help [CAMPUS/COLLEGE/ADMINISTRATIVE UNIT/DEPARTMENT] engage our [FACULTY AND STAFF] to ensure we fulfill our mission. Thank you for your cooperation and participation.
**Topic:** Thank you for participating in the Employee Engagement Survey [Take the Survey]

**Communicator:** Chancellor, Dean, or Vice President

**Date:** November 10-November 17

**Format:** Email, intranet post

Dear Colleagues,

Thank you to everyone who took time to complete this year’s Employee Engagement Survey. Overall, our response rate was XX%, with XX% of faculty and instructional P&A staff and XX% of staff participating in the survey. [NOTE IF THIS AN INCREASE OVER THE 2015 RESPONSE RATE.]

The [SENIOR LEADERSHIP/LEADERSHIP CABINET] appreciate all of you sharing your feedback on our workplace and we look forward to working with you to review our results and work together to develop and execute our action plans. Your contributions to [CAMPUS/COLLEGE/UNIT] are vital and we look forward to working together to create a workplace where people are connected and feel supported in their success.
Contact Information for the Employee Engagement Survey

Survey Delivery and Other Questions

Each employee will receive an email from the Korn Ferry Hay Group on October 16, 2017. The email will include a unique link for each employee. If an employee can’t find the email or can’t get the link to work, they should contact the Hay Group at UofMNSurvey.US@kornferry.com.

If you have additional questions on the process, contact Leadership and Talent Development within the Office of Human Resources at ee2@umn.edu.

University Employee Engagement Consulting Services

Consultants in Leadership and Talent Development are available to work with leaders regarding employee engagement. These services can include facilitating input sessions with faculty and staff and aligning employee engagement activities with broader campus, college, and unit strategic objectives. For information on consulting services, contact ee2@umn.edu.

Background on the Korn Ferry Hay Group

Korn Ferry Hay Group (https://www.kornferry.com/talent-strategy/employee-engagement) is a global consulting firm chosen by the University of Minnesota to administer the Employee Engagement Survey.
Appendix 1: Descriptions of Employee Engagement Drivers

Commitment and Dedication

- **Clear and Promising Direction.** Support faculty and staff in connecting their work to the goals of the department, college, campus, and University. This is critical to creating a high level of engagement.
- **Commitment to Excellence.** Ensure that employees work together toward achieving excellence requires an environment that encourages teamwork, promotes innovation, and strives for continuous improvement.
- **Confidence in Leaders.** Leaders influence the way that faculty and staff perceive the collegiate or administrative unit or work group as a whole and play a critical role in reinforcing strategy and goals.
- **Development Opportunities.** Employee development includes the ongoing learning and development of skills and knowledge—including job mastery and professional development—coupled with career-planning activities.
- **Respect and Recognition.** Faculty and staff who feel respected in their workplace will show respect for their work and for the organization.

Effective Environment

- **Authority and Empowerment.** Employees with appropriate autonomy and discretion to complete their work are enabled to be more productive and effective.
- **Clear Expectations and Feedback.** All employees need ongoing feedback about expectations and performance to continuously deliver high-quality services.
- **Collaboration.** Good cooperation and teamwork helps work groups develop better ways to get work done and react more quickly to changing needs.
- **Support and Resources.** Engaged employees who have the knowledge and resources to perform optimally require workplace support to be successful in their responsibilities.
- **Work, Structure, and Process.** Operating efficiency ensures a productive workforce while increasing motivation and reducing frustration among faculty and staff.
### Appendix 2: 2017 Employee Engagement Survey Items

**Faculty and Instructional P&A Survey**

<table>
<thead>
<tr>
<th>COMMITMENT AND DEDICATION</th>
<th>I feel motivated to go beyond my formal job responsibilities.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Given your choice, how long would you plan to continue working for the University of Minnesota?</td>
</tr>
<tr>
<td></td>
<td>• Less than 1 year</td>
</tr>
<tr>
<td></td>
<td>• 1 to 2 years</td>
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<tr>
<td></td>
<td>• 3 to 5 years</td>
</tr>
<tr>
<td></td>
<td>• More than 5 years (or until retirement).</td>
</tr>
<tr>
<td></td>
<td>I feel proud to work on my campus of the University of Minnesota.</td>
</tr>
<tr>
<td></td>
<td>I would recommend my campus to peers at other institutions as a great place to work.</td>
</tr>
<tr>
<td>Clear and Promising Direction</td>
<td>My department has a strategy and goals that address our most important challenges and opportunities.</td>
</tr>
<tr>
<td></td>
<td>I have the opportunity to set my goals in alignment with the strategic priorities of my college and department.</td>
</tr>
<tr>
<td>Commitment to Excellence</td>
<td>The people in my department are committed to delivering high impact, high quality scholarship.</td>
</tr>
<tr>
<td></td>
<td>My department is committed to high quality student support (seeking to understand and meet students’ needs and requirements).</td>
</tr>
<tr>
<td></td>
<td>The people in my department are committed to delivering high quality service.</td>
</tr>
<tr>
<td>Confidence in Leaders</td>
<td>I have trust and confidence in my college’s leadership team.</td>
</tr>
<tr>
<td></td>
<td>My department is open and honest in communication to employees.</td>
</tr>
<tr>
<td>Development Opportunities</td>
<td>I have opportunities to achieve my personal career objectives at my campus (Crookston, Duluth, Morris, Rochester, Twin Cities).</td>
</tr>
<tr>
<td></td>
<td>I have good opportunities for learning and development</td>
</tr>
<tr>
<td></td>
<td>My department offers effective mentoring and coaching to support my development</td>
</tr>
<tr>
<td>Respect and Recognition</td>
<td>I am treated with respect as an individual.</td>
</tr>
<tr>
<td></td>
<td>My department demonstrates a commitment to supporting my overall wellbeing.</td>
</tr>
<tr>
<td></td>
<td>Overall, my department demonstrates a strong commitment to diversity and inclusion.</td>
</tr>
<tr>
<td></td>
<td>I receive recognition from my department for my contributions to my field / discipline.</td>
</tr>
<tr>
<td>EFFECTIVE ENVIRONMENT</td>
<td>Conditions in my job allow me to be as productive as I can be.</td>
</tr>
<tr>
<td></td>
<td>My job provides me the opportunity to do challenging and interesting work.</td>
</tr>
<tr>
<td></td>
<td>My department proactively identifies and eliminates barriers to getting work done efficiently.</td>
</tr>
<tr>
<td></td>
<td>In my work, I am able to make full use of my skills and abilities.</td>
</tr>
<tr>
<td>Authority and Empowerment</td>
<td>I have enough authority to carry out my job effectively.</td>
</tr>
<tr>
<td></td>
<td>I am encouraged to be innovative to find more effective ways of doing things.</td>
</tr>
<tr>
<td>Clear Expectations and Feedback</td>
<td>I receive clear and regular feedback on how well I do my work.</td>
</tr>
<tr>
<td></td>
<td>I understand the results expected of me in my work.</td>
</tr>
<tr>
<td>Collaboration</td>
<td>There is good cooperation and teamwork within my department.</td>
</tr>
<tr>
<td></td>
<td>My department supports and encourages interdisciplinary scholarship.</td>
</tr>
<tr>
<td>Support and Resources</td>
<td>I have the resources and support I need to pursue my scholarly interests.</td>
</tr>
<tr>
<td></td>
<td>I have the resources and support I need to deliver high quality teaching.</td>
</tr>
<tr>
<td></td>
<td>I have the resources and support I need to deliver high quality service.</td>
</tr>
<tr>
<td>Work, Structure, and Process</td>
<td>There is an equitable distribution of workload within my department.</td>
</tr>
<tr>
<td></td>
<td>My department uses innovative approaches (new technologies or creative solutions) to improve internal effectiveness.</td>
</tr>
<tr>
<td>Survey Follow-Up</td>
<td>The information from this survey will be used constructively.</td>
</tr>
<tr>
<td></td>
<td>I participated in a feedback meeting about the previous survey results.</td>
</tr>
<tr>
<td></td>
<td>Action was taken on issues raised in the last survey.</td>
</tr>
</tbody>
</table>
## Appendix 2: 2017 Employee Engagement Survey Items, continued

### Staff Survey

<table>
<thead>
<tr>
<th>COMMITMENT AND DEDICATION</th>
<th>I feel motivated to go beyond my formal job responsibilities.</th>
</tr>
</thead>
</table>
| Given your choice, how long would you plan to continue working for the University of Minnesota? | • Less than 1 year  
• 1 to 2 years  
• 3 to 5 years  
• More than 5 years (or until retirement). |
| I feel proud to work for the University of Minnesota. | I would recommend the University to family and friends as a place to work. |

<table>
<thead>
<tr>
<th>Clear and Promising Direction</th>
<th>My department has a strategy and goals that address our most important challenges and opportunities.</th>
</tr>
</thead>
<tbody>
<tr>
<td>I understand what I can do to support my department's strategy and goals.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Commitment to Excellence</th>
<th>The people in my department are committed to delivering high quality services.</th>
</tr>
</thead>
<tbody>
<tr>
<td>My department is committed to providing high quality customer support (i.e., responsiveness, flexibility, turnaround).</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Confidence in Leaders</th>
<th>I have trust and confidence in my college’s leadership team.</th>
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</thead>
<tbody>
<tr>
<td>There is open and honest communication between me and my manager/supervisor.</td>
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<th>I have opportunities to achieve my personal career objectives at my campus (Crookston, Duluth, Morris, Rochester, Twin Cities).</th>
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<td>My department demonstrates a commitment to supporting my overall wellbeing.</td>
<td>Overall, my department demonstrates a strong commitment to diversity and inclusion.</td>
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<tr>
<td>I receive recognition when I do a good job.</td>
<td></td>
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<th>EFFECTIVE ENVIRONMENT</th>
<th>Conditions in my job allow me to be as productive as I can be.</th>
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<th>Collaboration</th>
<th>There is good cooperation and teamwork within my department.</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is good cooperation and sharing of ideas between my department and other departments.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
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<tr>
<th>Support and Resources</th>
<th>I have the information I need to do my job well.</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have the resources I need to do my job effectively.</td>
<td>I receive the training I need to handle my present job well.</td>
</tr>
<tr>
<td>The training that new employees receive in my department is effective.</td>
<td></td>
</tr>
</tbody>
</table>

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<th>Work, Structure, and Process</th>
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</table>
Appendix 2: 2017 Employee Engagement Survey Items for Staff and Faculty, continued

Open-Ended Comment Questions
For each of the two questions below, please type your comments in the spaces provided. Please identify the subject of your comment by selecting the appropriate topic from the drop-down menu. Please keep in mind that your comments will be reported exactly as you type them (exception: names and other personally-identifying information will be removed).

C1. What is one thing that has been done to help you succeed within your department? From the list below, first select the subject that most closely represents the nature of your comment. Then provide your specific detailed comment in the __________.

- (none selected)
- Leadership and Direction
- Communication
- Quality and Customer Focus
- Training and Development
- Cooperation and Teamwork
- Operating Efficiency
- Supervision
- Performance Management
- Pay and Benefits
- Work-Life Balance
- Other

C2. What one thing, if changed, would enable you to be more successful in your work?

- (none selected)
- Leadership and Direction
- Communication
- Quality and Customer Focus
- Training and Development
- Cooperation and Teamwork
- Operating Efficiency
- Supervision
- Performance Management
- Pay and Benefits
- Work-Life Balance
- Other
Appendix 3: Tools to Help Supervisors Communicate Before the Survey

To download Appendix 3 and other resources, go to the “Tools for Supervisors” April 19 resources.

### Supervisors and the 2017 E² Employee Engagement Survey

<table>
<thead>
<tr>
<th>GET READY</th>
<th>TAKE THE SURVEY</th>
<th>SHARE RESULTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>April to August</strong></td>
<td><strong>September to October</strong></td>
<td><strong>February</strong></td>
</tr>
<tr>
<td><strong>Your Communications:</strong></td>
<td><strong>Your Communications:</strong></td>
<td><strong>Your Communications:</strong></td>
</tr>
<tr>
<td>› Reflect on actions taken since 2015 survey and what employee engagement looks like everyday</td>
<td>› Encourage 2017 survey participation</td>
<td>› Communicate survey results to your staff and invite feedback and discussion (partner with local HR, Engagement Leads, and your unit leadership as needed)</td>
</tr>
<tr>
<td>› Share and celebrate progress on actions taken and/or everyday engagement for your workgroup</td>
<td>› You will receive a survey report if 5 of your direct reports complete the 2017 survey</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Communications Resources:</th>
<th>Communications Resources:</th>
<th>Communications Resources:</th>
</tr>
</thead>
<tbody>
<tr>
<td>› Everyday Engagement Checklist</td>
<td>› E² Employee Engagement Communications Toolkit</td>
<td>› Supervisory Development Module and Webinar on Employee Engagement</td>
</tr>
<tr>
<td>› Get Ready Resource</td>
<td>› Supervisory Development Module and Webinar on Employee Engagement</td>
<td>› Navigating your Report Data (training for the new online data portal functionality)</td>
</tr>
<tr>
<td>› Why You Should Care About Engagement (video)</td>
<td>› Supervisory Development Module and Webinar on Employee Engagement</td>
<td>› Data Analysis and Interpretation (educational video)</td>
</tr>
<tr>
<td>› Quick Guide to Employee Engagement</td>
<td>› Supervisory Development Module and Webinar on Employee Engagement</td>
<td></td>
</tr>
<tr>
<td>› A Manager’s Guide to Everyday Engagement</td>
<td>› Supervisory Development Module and Webinar on Employee Engagement</td>
<td></td>
</tr>
</tbody>
</table>

E² Employee Engagement website [c.umn.edu/engagedu] and supervising.umn.edu.
Appendix 3: Tools to Help Supervisors Communicate before the Survey, continued

**Get Ready**

<table>
<thead>
<tr>
<th>Stage</th>
<th>Reflection or Activity</th>
</tr>
</thead>
</table>
| Reflec | Think back on your workgroup and the activities that support engagement.  
- What’s happened since the 2015 survey? Did your group receive survey results? Did you participate in action planning? How has your unit and workgroup changed since the last survey?  
- What does employee engagement look like every day based on your activities as a leader?  
- What does your workgroup do to create individual commitment and dedication and an effective environment? |
| Synthesize | Take some time to think about how to share your workgroup’s engagement story. You can talk about ways that you all support engagement every day or, if you took action based on 2015 survey data, share what actions were based on survey feedback so people can see that their responses led to action.  
- Where does your story start?  
- What are you and your workgroup doing now?  
- Are there positive outcomes that you think are a result of employee engagement efforts?  
- Where might you see a need for greater focus or effort in the future? |
| Share | Talk with your workgroup about employee engagement by sharing where your group was and where you are today. Team meetings allow you to gain input from the workgroup while one-on-one meetings provide an opportunity to talk about individual professional development and align individual and unit goals. |

**Sample Communication**

“The 2017 Employee Engagement Survey is coming up in October. Fostering engagement in our [WORKGROUP, TEAM, LAB, CENTER, ETC.] is something that I’m personally committed to doing every day and I want to create an environment where you [FEEL CONNECTED TO OUR MISSION AND GOALS/FEEL EMPOWERED/CONNECT AND THRIVE, ETC.].

As a [WORKGROUP, TEAM, LAB, CENTER, ETC.], we have done several things since the last survey that foster employee engagement, including [INSERT ONE TO THREE ACTIVITIES HERE]. As a leader, it is important to me to [TAKE TIME TO TALK TO YOU ABOUT YOUR PROFESSIONAL DEVELOPMENT, DISCUSS HOW YOUR GOALS SUPPORT OUR MISSION AND ANNUAL GOALS, BUILD RELATIONSHIPS ACROSS OUR ORGANIZATION] which helps to support engagement here at [NAME OF WORKGROUP, TEAM, LAB, CENTER, ETC.].

Mark your calendar for October 16 when you will get an invitation to take the survey. Please take time during your work day to take the survey and let your voice be heard. The survey takes less than 10 minutes and your results are confidential. If our [WORKGROUP, TEAM, LAB, CENTER, ETC.] receives responses from five or more people, then we will receive a report early next year.”
Appendix 3: Tools to Help Supervisors Communicate Before the Survey, continued

Everyday Engagement Checklist for Supervisors

Employee engagement can come down to many small acts during the workday that help people feel connected to their work and their workplace. Here are 10 things that you can do as a supervisor to create an environment where people feel valued and committed to their work:

1. Meet one-on-one with the people who report to you to talk about their work.
2. Provide ongoing feedback and coaching to your employees.
3. Take an interest in the people who report to you and regularly talk with them about their life outside of work.
4. Encourage the people who report to you to set professional development goals and review them throughout the year.
5. Talk with employees about how their work connects with the University’s mission and the mission and annual goals of our unit.
6. Share important information from leadership with employees when you talk with them one-on-one or in meetings.
7. Recognize the accomplishments of the people who report to you.
8. Talk about the level of quality that you expect from them in their work and document it so it is easy to achieve.
9. Encourage people to take the 2017 Employee Engagement Survey.
10. Share results from the 2017 Employee Engagement Survey with the people who report to you if you receive a report.

Look for opportunities to expand engagement every day for your group as well. Here are five ideas to consider:

1. Consider changes to standing meetings to allow people to practice leadership skills and feel empowered.
2. Think about how to help individuals who work remotely feel connected with the workgroup, such as asking someone to take and share notes from all team meetings.
3. Look for projects where your group can collaborate with other groups.
4. Find ways to increase informal connections between people across workgroups.
5. Enlist employees to help document and agree to quality standards for your group.
Appendix 4: 2017 Employee Engagement Fact Sheet

2017 Survey Dates

Opens: Monday, October 16
Closes: Friday, November 3

Eligible Employees

Employees must meet these criteria to receive the survey: Faculty and staff who receive the survey are benefits-eligible employees within an eligible job classification and/or who have an appointment of at least 75% time for three months or longer.

Past Survey Response Rates for the University of Minnesota (all campuses)

- 2015 overall participation: 67%
  - Faculty and Instructional P&A: 56%
  - Staff: 70%
- 2014 overall participation: 64%
  - Faculty and Instructional P&A: 52%
  - Staff: 68%
- 2013 overall participation: 57%
  - Faculty and Instructional P&A: 47%
  - Staff: 60%

University of Minnesota Contact

Jennifer Engler, Psy.D.
engle009@umn.edu
Employee Engagement Manager
Leadership and Talent Development, Office of Human Resources

Survey Partner

Korn Ferry Hay Group
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This publication/material is available in alternative formats upon request. Direct requests to Susan Diekman, Office of Human Resources, diek003@umn.edu, 612-626-9824.

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