<u>About the Survey</u>

The survey includes three main sections:

1. Demographics:

   Data department, career stream, age, gender, ethnicity, years of service

2. Opinion Questions

   79 questions that cover 12 categories

   Most questions are rated on a 5 point scale.

Accountability	Immediate Manager
Development & Training	Leadership
Effectiveness	Pay & Benefits
Empowerment	Respect & Fairness
Engagement	Strategic Clarity
Image	Teamwork

3. Comments

   An open-ended question allowing employees to comment on any aspect of work life at Notre Dame.

<u>Reviewing Results</u>

Prepare by clearing your mind and take steps to reduce interruptions. Plan to take notes. Avoid jumping to conclusions, discounting back results, assuming you know why your results are what they are, and jumping to solutions.

Team Pulse, the website that reports your results, is a comprehensive tool. It includes a Guidebook that will explain what each report includes. We encourage you to use the Guidebook to help you understand what the data means.

Set aside a significant portion of time to review your results. We recommend at least 60 minutes initially. Generally, you will want to do this several times. The reports contain a significant amount of data that require you to look it over several times. Plan to jot down your observations as you work your way through the information.

To get started, look at the summary page to get an idea about your overall engagement scores. Then move to the category results. Viewing your category scores year over year will help you determine where you've made progress. It will also highlight if an area has taken a step back, which could be an area requiring improvement. Do the same with the Subgroup vs Organization comparison. This will show how your results compare the Notre Dame overall. Finally, look at the External Benchmarks.

National Same Size Top 25%	This includes all organizations with up to 5000 employees who scored in the Top 25% of organizations. This includes corporations, higher education and other Not for Profit groups.
National Same Size	This includes all organizations with up to 5000 employees. This includes corporations, higher education and other Not for Profit groups.
Higher Education	All organizations of higher education that have participated in Quantum Workplace surveys.
Custom Higher Education	13 Universities, in the top 50 of US News & World Report ranking. Includes private and public universities.

Next repeat the process with the question level detail. Look for questions that went down even if your overall category scores improved. This may provide information you will use in your action planning.

After reviewing the question level information, move to the "Group" tab and review how different groups responded to the survey. Review by age, gender, etc. Each group report will tell you if a specific demographic has a different viewpoint. Using your notes, you can then go back to the detail reports and see how each demographic group responded to the questions. You may want to begin in an area where your results were disappointing.

Identify Priorities

Though your report may show many areas that could be addressed, it is important to limit your areas of focus (one to three items). The following questions may help you narrow down the choices. Your Human Resource Consultant is available to work with you at this point.

- Do the relative strengths and opportunities you identified previously continue to stand out?
- Are their new areas that stand out?
- How do your best scores compare to the benchmarks, could you make more improvement?
- Which issues will have the most impact on your department's ability to achieve its goals?

The University has identified "Enhancing Communications" as the focus for the current survey. What in your results relates to this theme?

Communicate to Employees

It is generally best to communicate results as soon as possible. This will reinforce that we take this information seriously. At this point you will review the results, but not the action plans. Engaging employees in the development of the action plans is considered best practice.

To prepare for the meeting:

- Opening remarks – Thank employees for their participation and remind them of the survey's purpose.
- Positive themes – Summarize your observations about your areas of strength.
- Negative themes – Summarize your observations about your areas of improvement. Be open about the fact that no all concerns expressed in the survey can be addressed and that some these issues will need to be deferred.
- Action plan process – Emphasize your commitment to the timeline you will follow for developing action plans. Explain how that process will engage employees.
- Next Update – Let employees know when they can expect an update.

Other things to consider when preparing to communicate to your team:

- Allow plenty of time for discussion and questions
- Don't associate results with any specific individuals or events
- Don't rationalize or dismiss any result (positive or negative)
- Be as factual as possible, remain neutral

Create an Action Plan

Many departments convene a sub-committee to work on the action plan. This group might include individuals that represent all employee categories in your department.

First determine the root causes for your results. A focus group can help you clarify results. Another technique might be to send a short follow up survey to your team.

There are two additional techniques that may help identify the real issue.

The Y Ladder

- Communication is poor – why?
- Messages are inconsistent – why?
- Managers don't coordinate with each other – why?
- Managers are too busy with their own work – why?
- No expectation exists that they understand the bigger perspective – this is the real issue!

The Five W's + How

- Who experiences this problem?
- What factors contribute to the problem?
- When is it a problem?
- Where is the problem?
- Why is it a problem?
- How does the problem impact us?

Team Pulse includes an Action Plan tool. It includes ideas for taking action. These ideas have been compiled from all the organizations Quantum Workplace has surveyed and represent the best ideas. You don't have re-create the wheel! Using these ideas can help your action planning process!

As you finalize your action plan be sure to consider whether the action plan is achievable. Does your department have the resources and ability to complete the plan? A good action plan will contain the following:

1. What has to be done (specific steps)?
2. Who is accountable for each step?
3. When it will be completed?
4. What resources are required?
5. How will you know you've achieved success?

<u>Take Action</u>

Now that you've developed your plan, you'll want to get senior leader support and the support of the entire department. Share the plan with your leader to be sure you have their support. Then share the plan with the department. Be sure to let them know how you will keep them informed about your progress.

<u>Track Progress</u>

It's important to make the ND Voice plan a routine part of how you do business. Here are some suggestions about tracking and reporting progress:

➢ Submit your action plan in the Team Pulse action planning tool. Track your progress each quarter. This will allow seniors leaders to track progress across the entire organization.
➢ Make the action plan status part of all regular team meetings
➢ Use emails to communicate accomplishments - celebrate milestones along the way