UW Medicine Leadership Job Aid

Sharing Employee Engagement Survey Results

The intent of this job aide is to provide you with guidelines for engaging your staff in creating the type of work environment everyone would like to be a part of. The goal is to integrate employee satisfaction and engagement into the fabric and culture of our daily work, and not have it be an event or initiative that happens once or twice a year. The following is recommended as an approach for engaging in this process.

The Process

1. Manager to review departmental survey results and share with staff

   Preparation

   a. First, do a self-check – how are you reacting to/feeling about your results?

   b. What are the patterns you are seeing in your data? Are there certain categories that are high or low?

   c. Identify the top strengths and opportunities as called out by Press Ganey in your report.

   d. Determine how you will share the report with your staff (i.e. email, distribute copies, post on bulletin boards, etc.). This will depend on different variables, such as size of staff, shift or non-shift, etc. Do what makes the best sense for your area, but do make sure the report gets shared.

   e. Prepare for meeting with your staff to solicit their input on enhancing satisfaction and engagement (see guidelines that follow).

   f. Conduct group sessions to generate suggestions for making improvements

   Logistical Considerations for Group Sessions

   a. Keep sessions small, if possible (15-20 employees is ideal)

   b. All employees are welcome regardless of whether they completed the survey

   c. Average session time: 30 – 45 minutes

   d. Will need flip charts, different colored markers, tape

Process to Facilitate Group Sessions

   a. State goal of session (e.g. "To create the work environment all of us want to be a part of, and are proud of.") Your goal as a manager is to learn as much as possible about how people are seeing things and why. Be an investigative reporter, not a defender of the status quo.
   b. Ask staff about their reaction to the results (excited, surprised, concerned, etc.) – don't push this too hard – if people share, great, if not, that's ok and move on to next step.
   c. Frame as circle of influence and concern, that is, there are certain things all of you can directly influence (which is where you want to direct your energy) and other areas that are outside your circle of influence (which should still be identified and shared with senior leadership).
   d. Ask: "What are we already doing well that we need to keep doing?" (Prompt with top 10 strengths if necessary).
   e. Ask: "What needs to be changed, improved, or enhanced that helps us meet our goal of creating the work environment we all want?" (Prompt with top 10 opportunities to improve if necessary).
   f. Capture responses – do not comment on ideas; just record them! Demonstrate understanding of issues.
   g. Ask: "Of the things listed, what could be changed or improved in a week? A month? Three months? What would need organizational/senior leadership support?" Record responses – this will help you fill out your action plan.

2. Create 90 day plan on survey results and group sessions; share back with your staff (for validation) and submit to your Director or Administrator (for alignment). Once the 90 day plan is approved, input into the Leader Evaluation Manager (LEM) as a 90 day plan under turnover for the 2nd quarter of FY 13. If you are not on the LEM or do not have a turnover goal, complete a 90 day plan (see attached) and share with your Director/Administrator.
3. Thank staff for their input.
4. Implement 90 day plan.
5. Track progress; evaluate and re-evaluate action plan for progress. Conduct regular check-ins with your director or administrator to monitor progress.
6. Stay connected; incorporate into your **rounding**; stay engaged with your folks; remember, do not make this a one-time event! Be consistent and disciplined!

Facilitation Tips:

- Create environment that safeguards candor
- Promote creative, relaxed atmosphere
- Actively listen (e.g. paraphrasing, eye contact)
- Accurately record ideas; check back with folks to ensure you captured their idea accurately
- Solicit equal participation
- Interpret non-verbal cues
- Act and speak with neutrality
- Help group build solutions together
- Show optimism
- Manage own emotions; remain calm

Key Scores/Numbers to Pay Attention to

On the first page of your report you will see scores both for the entity (e.g. ALNW, HMC, UWMC) as a whole (*Facility* overall Partnership Mean Score), and for your own workgroup (*Your* overall Partnership Mean Score). On page two, you will see the specific breakdown for your own work group in three categories:

1. Overall Partnership Mean Score
2. Overall Satisfaction Score
3. Overall Engagement Score

These are the key scores you want to pay attention to. The subsequent pages of your report will provide you with a more detailed breakdown of your data.

On page six you will see summaries of your top 10 strengths, followed by your top 10 opportunities; this can be helpful information when considering where to direct your improvement efforts.

Timeline of Activities

Action	Due Dates
Present Survey Information to Managers • HMC/Shared Services • UWMC/Shared Services • ALNW	 July 10: Jenifer Petritz July: 16 Jennifer Petritz June 26: Julie Hoffman
Press Ganey Release Information to Managers • HMC/Shared Services • UWMC/Shared Services • ALNW	 July 11: Press Ganey July 17: Press Ganey June 26: Press Ganey
Survey Information is shared with Staff`	Completed Prior to 8/31/2012
Action Plan created and input into LEM under turnover goal as a 90 day plan	Entered prior to 9/15/2012
90 day Plan reviewed by supervisor	Reviewed prior to 9/20/2012
Catalyst Survey Sent to Staff	October 1, 2012
Follow up on Implementation of 90 day plan	Completed prior to 12/31/2012

July 10:
July: 16
June 26

Practice

You may find it helpful to first practice holding your group session so that you can fully prepare yourself for the experience. Strategies to assist with practicing:

- Create an outline of the process you will follow and review it with your supervisor and/or a colleague
- Rehearse your intro so that you are comfortable and fluid with your message

Follow-up

After conducting your first focus group session, meet with your supervisor and debrief how it went; the following process is recommended:

1. Specifically address three questions:
    a. What went well?
    b. What (if anything) did not go well?
    c. What would you do differently next time?
2. Incorporate any changes from your debrief into your next session; check in at least one more time with your supervisor
3. Complete the **Taking Action Worksheet** and share with your supervisor

Attachments

1. Employee Partnership Summary (a form where you can input the relevant data from your feedback report, summarizing it all on one sheet)
2. 90 day plan template

Employee Partnership Summary 2012

____

(Department Name)

Our Overall Partnership Mean Score	
Our Overall Satisfaction Score	
Our Overall Engagement Score	
Our Top 3 Strengths	
Our Top 3 Opportunities	

We'll be discussing the results as a team to gather input and develop plans for next steps as we work together to continue to improve our work environment.

90 DAY ACTION PLAN TEMPLATE

Name: Supervisor: Date:

Yearly Goal	90 Day Target	Action Steps	Target Date	Manage Up Level	Results

Manage Up Levels
This is a guide to depict how much involvement is required from the leader's supervisor.
These levels are:
1. Full Speed Ahead: No action required by supervisor.
2. Full Speed Ahead, but let me know before you launch.
3. Do not move without permission.

PATIENTS are FIRST