Employee Engagement Survey

Resource Guide for Managers

UTA
Office of Talent, Culture, and Engagement

MAVS THRIVE TOGETHER

Review

Section Overview

1. Access your survey report.
2. Review your survey report.

Timeline

November – December 2023

1

Access Your Survey Report

Log in to the Portal

1. Visit myapps.uta.edu.
2. Sign in and authenticate if needed.
3. Click on the Gallup Access Portal tile to automatically log in.

Locate the Reports Tab

1. Click the Menu near the "Gallup Access" website name.
2. Click "Reports."
3. Select "UTA 2023 Employee Engagement Survey."
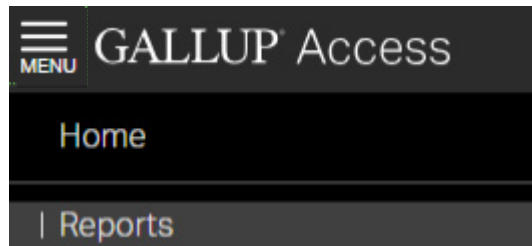

Figure 1: Gallup Access Portal tile

Figure 2: Menu button

Figure 3: Reports view

LEARN MORE

View sample reports for help interpreting your survey results.

Review Your Survey Report

Understand Your Report

Survey reports are generated for teams that have five or more respondents to protect the integrity of the survey process and the confidentiality of participants.

Teams with less than five members (or surveys with fewer than five respondents) should use the results from the next level manager.

Remember that your focus is not about raising numbers – it's about the opportunities the numbers create. The best way to understand the numbers is to talk with your team.

Keep these best practices in mind as you review your report:

- Pay close attention to Q01-Q06 foundational needs.
- Understand that interpretations of the Q12 items can vary from one employee to another. Talk with your team to determine what these items mean to them and how they feel your team can continue to improve.
- Know that the mean score of "5" represents that this workplace need is consistently met. A mean score of "4" suggests that the need is often met, but not consistently.

Focus on Your Team's Strengths

Focus on the questions with high scores that indicate areas of strength. Look for recognition opportunities and take steps to ensure these items remain strengths.

Think About:

- What are you and the team doing to contribute to these strengths?
- How can you improve on these even more?

Understand Your Team's Development Areas

Your natural instinct will be to focus on lower-scoring items but your greatest opportunities to improve engagement exist in items with a neutral scores – "3"s or "4"s – meaning not consistently achieved.

Think About:

- Where might my team experience the biggest increase in engagement?
- Is there one item that is affecting the others?
- What else do I need to know from my team to explore these areas further?

Determine Your Team's Foundational Needs

Keep in mind that Q1-Q6 form the foundation of a great place to work. Without a solid base, it will be a challenge to build engagement. These questions address basic and individual needs and will need to be addressed first.

Think About:

- Is there a foundational need that isn't being met?
- Is there something I can do to impact it?
- Is there one thing the team and I could fix that could improve the work environment?

GET SUPPORT

Contact peopleandculture@uta.edu for help logging in to the Gallup Access Portal. Contact your Engagement Coach for understanding your survey reports.

Discuss

Section Overview

1. Plan an Engagement Discussion.
2. Discuss the survey results.

Timeline

January – March 2024

2

Plan an Engagement Discussion

Learn How Your Approach Matters

The approach you take sets the tone for the entire process and impacts how your team will create solutions that positively impact them. You can create a culture of trust by using the 5 Steps of Action Planning and emphasizing collaboration across your team.

Remember that survey results are based on feelings and action planning focuses on behaviors. Change occurs by identifying the behaviors that lead to positive feelings.

Understand Your Role

- Act as a facilitator. Listen more than you speak and let your team provide feedback.
- Guide the team back on course if they get far off-topic.
- Encourage individuals to make suggestions without putting them on the spot.

Understand Different Perspectives

- Team members can have different perspectives on each of the survey questions.
- It's okay if only a few people share their thoughts.
- Discuss with your team to discover what each survey element means to them.

Schedule a Feedback Session

1. Schedule a meeting with your team to share and explore the survey results.
2. Thank the team for participating in the survey and attending the feedback session.
3. Remind the team that employee engagement and creating a great place to work is everyone's responsibility – not just the manager's.
4. Explain that the session's purpose is to explain the survey results, gain further insight behind the data, talk through feedback, generate ideas, and choose action items.

GET SUPPORT

Contact your Engagement Coach for help preparing your team for Engagement Discussions and Action Planning.

Discuss the Survey Results

Establish Guidelines for Collaboration

Review these guidelines with your team:

- All team members' perspectives are valuable.
- Respectful communication is essential.
- We will hold each other accountable for productive conversations.
- Concentrate on what we can control or influence.
- Remember that there are no wrong or right answers.

Explain the "Why"

Review why UTA conducted the survey:

- The survey helps us determine what we are already doing well and describes opportunities to improve and build a better, more satisfying workplace.
- Gallup defines engaged employees as those who are involved in, enthusiastic about and committed to their work and workplace.
- Gallup refers to the first 12 questions on the survey as the Elements of Engagement.

Explore the Survey Results

Review the survey results with your team.

1. Distribute the data you want the team to review.
2. Review the results and highlight what you consider to be the most significant findings.
3. Pose the question, "What do the survey results signify for our department or team?" or "Do any of these results surprise you?"
4. Consider asking how the team interpreted certain questions as they may have been understood in various ways.

Identify Focus Areas

Acknowledge strengths and celebrate successes by asking questions such as:

- What elements of engagement are our strengths?
- What are we doing that leads to positive results?

Discover possible areas of improvement by asking questions like:

- What areas of engagement need improvement?
- What would a rating of '5' look like for this specific item?
- Which action item could we improve with simple changes?

Help your team identify current challenges by asking questions like:

- Why do you think we struggle in this area?
- What does our team or organization do to help or hurt this outcome?
- In an ideal future, how would this look different?
- Which survey questions have the greatest impact on engagement?
- What were our lowest scoring areas?

Wrap Up the Discussion

Wrap up the discussion and move to step 3: Set Goals.

GET SUPPORT

Contact your Engagement Coach for help preparing your team for Engagement Discussions and Action Planning.

Set Goals

Section Overview

1. Narrow the focus.
2. Generate solutions.
3. Create an Action Plan.
4. Define next steps

Timeline

January – March 2024

3

Narrow the Focus

Prioritize 2-3 key focus areas (1 strength and 1-2 priorities for improvement) by asking:

1. What is one strength we can work on next year?
2. What are one or two opportunities we can work on next year?
3. Ask the team to express their preferences by voting through a show of hands, a secret ballot, giving a thumbs up or down, or another way that works for your team.
4. Discuss the current state of each of these items based on the level of impact they have as engagement drivers and how much effort it will take to move the needle.

Generate Solutions

You may want to schedule a separate meeting for this part of the process.

1. Discuss possible actions items that can be implemented.
2. Choose a Brainstorming Technique that best suits your team's needs.
3. Brainstorm to think about possible solutions.
4. Select the specific actions the team will take to reach the desired state.

Create an Action Plan

Recall that survey reports are generated for teams that have five or more respondents and those managers will complete an Action Plan provided in the Gallup Access Portal by April 30, 2024. (If you receive a report, you will complete your Action Plan in the Gallup Access Portal.)

Teams with less than five members (or surveys with fewer than five respondents) should use the results from the next level manager to complete the Engagement Action Plan. (This template is not in the Gallup Access Portal.)

Define Next Steps

Whether you held one meeting or two, wrap up the meeting by defining next steps.

1. Review the Action Plan with your team.
2. Schedule dates to review your progress.
3. Ask your team, "How can we celebrate our milestones and accomplishments?"

Act

Section Overview

1. Build team engagement.
2. Establish regular communication.
3. Take small actions daily.

Timeline

April 2024 – September 2025

4

Build Team Engagement

Building your team's engagement level is a process that takes time. It should not start and end with your first engagement discussion or Action Plan.

Set tangible goals with clear instructions to help your employees stay on track and maximize their potential.

Establish Communication

The most important part of implementing your Action Plan is establishing regular communication and creating awareness.

This will help you create a workplace environment that celebrates belonging and employee engagement.

Take Small Actions Daily

Engagement efforts don't have to be time consuming.

- Think about the top 5 ways you interact with your team each day, week, or month. (For example, daily check-ins, weekly touchpoints, or monthly team meetings.)
- Think about how you can influence your team's engagement in each interaction. (For example, schedule 5 minutes in each team meeting to discuss one action item.)

Evaluate

Section Overview

1. Check in with your team.
2. Celebrate successes.

Timeline

Quarterly

5

Check In with Your Team

Establish regular 5-10-minute check-ins with your team to measure success and discuss:

- Did we complete the actions that we said we would?
- Did completing them make a difference?
- Are adjustments necessary to the action plan?
- If the plan isn't working, adjust or discuss alternatives.

Celebrate Successes

Always remember to celebrate your successes and share progress with your team.
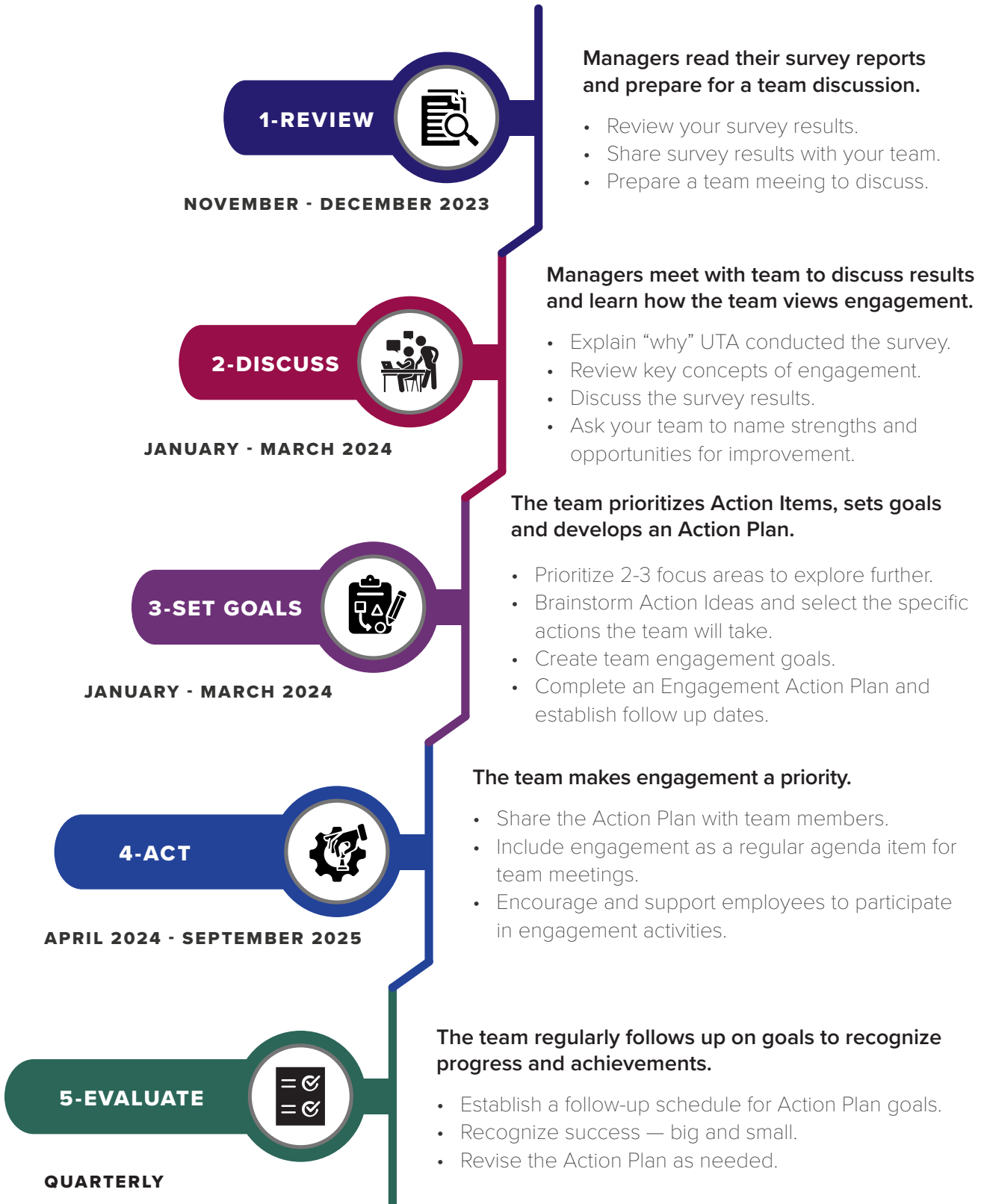
Appendix

Section Overview

Action Planning Steps

Action Planning Steps

1 Review

2 Discuss

3 Set Goals

4 Act

5 Evaluate

5 Steps of Action Planning

1-REVIEW

NOVEMBER - DECEMBER 2023

Managers read their survey reports and prepare for a team discussion.

- Review your survey results.
- Share survey results with your team.
- Prepare a team meeing to discuss.

2-DISCUSS

JANUARY - MARCH 2024

Managers meet with team to discuss results and learn how the team views engagement.

- Explain "why" UTA conducted the survey.
- Review key concepts of engagement.
- Discuss the survey results.
- Ask your team to name strengths and opportunities for improvement.

3-SET GOALS

JANUARY - MARCH 2024

The team prioritizes Action Items, sets goals and develops an Action Plan.

- Prioritize 2-3 focus areas to explore further.
- Brainstorm Action Ideas and select the specific actions the team will take.
- Create team engagement goals.
- Complete an Engagement Action Plan and establish follow up dates.

4-ACT

APRIL 2024 - SEPTEMBER 2025

The team makes engagement a priority.

- Share the Action Plan with team members.
- Include engagement as a regular agenda item for team meetings.
- Encourage and support employees to participate in engagement activities.

5-EVALUATE

QUARTERLY

The team regularly follows up on goals to recognize progress and achievements.

- Establish a follow-up schedule for Action Plan goals.
- Recognize success — big and small.
- Revise the Action Plan as needed.

Post Survey Actions Timeline

Review

November - December 2023

- Executive leadership communicates the University results to employees.
- Survey results are distributed to the team level.
- Managers are educated about post survey resources.
- Managers review organizational and team specific survey results.

Discuss and Set Goals

January - March 2024

- Executive leadership builds a University engagement roadmap.
- Managers utilize post survey training materials for guidance.
- Engagement Coaches can assist managers with questions and action planning.
- Managers share survey results with their team.
- Teams collaborate to create engagement goals and sets their action plan.

Act

April 2024 - September 2025

- Managers with survey reports submit an Action Plan in the Gallup Access Portal by April 30, 2024.
- The organization works collectively on engagement goals.
- Teams take action to implement their action plans.
- Managers track and monitor progress.
- Ongoing communication to employees regarding engagement.

Evaluate

Quarterly

- Executive leadership gives progress updates on organizational goals.
- Managers schedule team quarterly check points to evaluate their action plans.
- Managers track and monitor progress

Gallup's Employee Engagement Hierarchy

These elements of engagement are the factors most powerful in explaining employees' productive motivations on the job.

Growth

- Q12. This last year, I have had opportunities at work to learn and grow.
- Q11. In the last six months, someone at work has talked to me about my progress.

Teamwork

- Q10. I have a best friend at work.
- Q09. My associates or fellow employees are committed to doing quality work.
- Q08. The mission or purpose of my company makes me feel my job is important.
- Q07. At work, my opinions seem to count.

Individual

- Q06. There is someone at work who encourages my development.
- Q05. My supervisor, or someone at work, seems to care about me as a person.
- Q04. In the last seven days, I have received recognition or praise for doing good work.
- Q03. At work, I have the opportunity to do what I do best every day.

Basic Needs

- Q02. I have the materials and equipment I need to do my work right.
- Q01. I know what is expected of me at work.

Overall Satisfaction

Q00. How satisfied are you with your company as a place to work?

The Elements of Engagement

Q01 I know what is expected of me at work.

Focus Me: Employees need to know what is expected of them at work so that they can commit, deliver and focus on what matters most.

Q02 I have the materials and equipment I need to do my work right.

Free Me From Unnecessary Stress: Getting people what they need to do their work is important in maximizing efficiency, in demonstrating to employees that their work is valued and in showing that the company is supporting them in what they are asked to do.

Q03 At work, I have the opportunity to do what I do best every day.

Know Me: The most powerful benefit a manager can provide employees is to place them in roles that allow them to apply the best of their natural selves — their talents — as well as their skills and knowledge every day.

Q04 In the last 7 days, I have received recognition or praise for doing good work.

Help Me See My Value: Employees need to know that their best efforts are acknowledged and valued.

Q05 My supervisor, or someone at work, seems to care about me as a person.

Care About Me: Employees need to know that they are more than just a number. Each person needs someone to take a personal interest in them.

Q06 There is someone at work who encourages my development.

Help Me Grow: Every employee needs help navigating their career. Employees want to know there is someone looking out for and encouraging them to grow and develop, helping to push them beyond their current thinking.

Q07 At work, my opinions seem to count.

Hear Me: Employees want to feel valued. They want to know that their input is important and that they are making a significant contribution and a difference to the environment in which they work.

Q08 The mission or purpose of my company makes me feel my job is important.

Help Me See My Importance: Employees want to believe in what their employers do. When employees feel that their job is important, they want to do more.

Q09 My associates or fellow employees are committed to doing quality work.

Help Me Feel Proud: Employees need to know that their colleagues are committed to producing quality work. They need to have honest and open communication, an understanding of each other's work, and respect for each other's efforts and results.

Q10 I have a best friend at work.

Help Me Build Mutual Trust: People would rather build bridges than walls around themselves. Friendship is a gateway to building mutual trust, and it leads to collaboration and teamwork.

Q11 In the last six months, someone at work has talked to me about my progress.

Help Me Review My Contributions: Employees need to understand how they are doing, how their work is perceived and where their work is heading.

Q12 This last year, I have had opportunities to learn and grow.

Challenge Me: The need to learn and grow is a natural human instinct. Where there is growth, there is innovation.

Sample Survey Reports
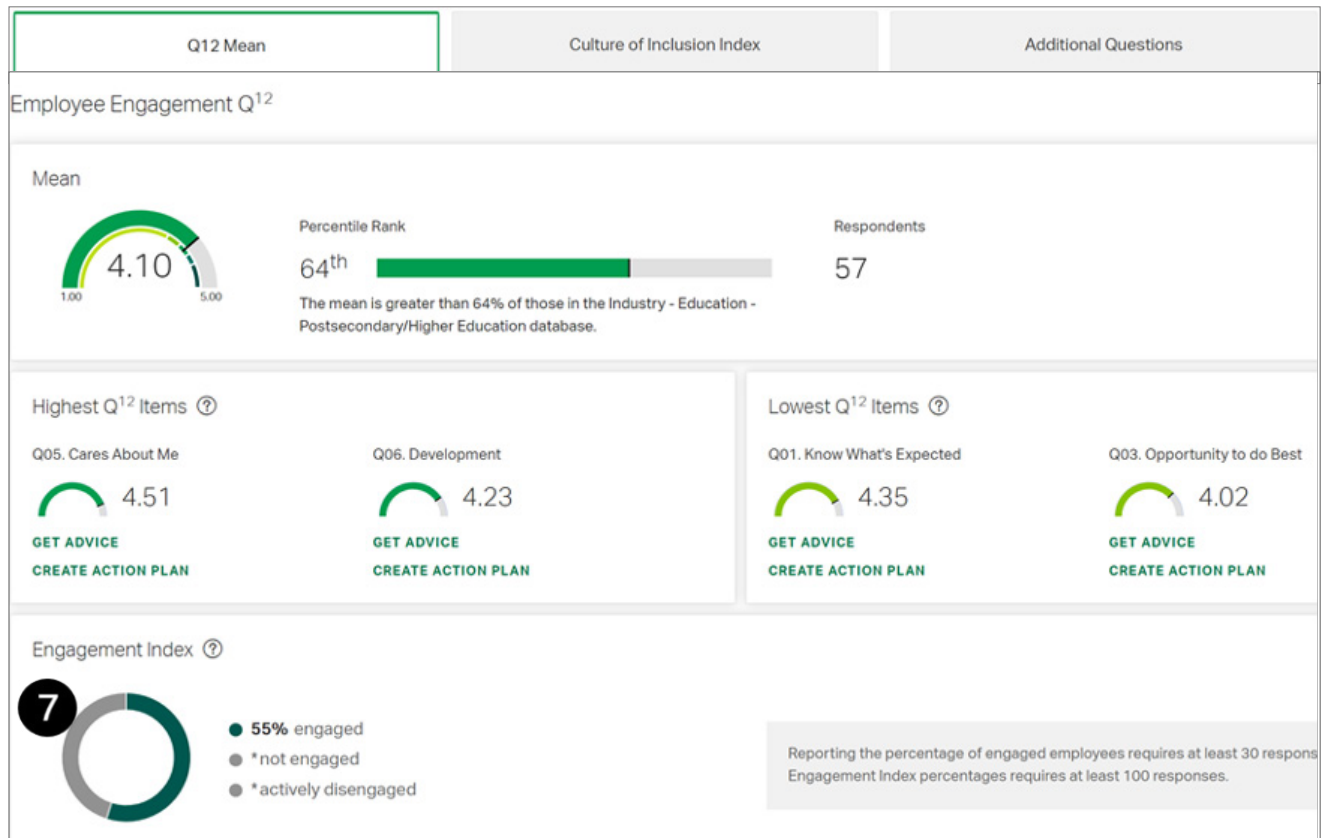
Sample Q^{12} Mean

Figure 4: Sample Q^{12} Mean results showing mean, percentile rank, number of respondents, highest Q^{12} items, lowest Q^{12} items, and engagement index.

LEARN MORE

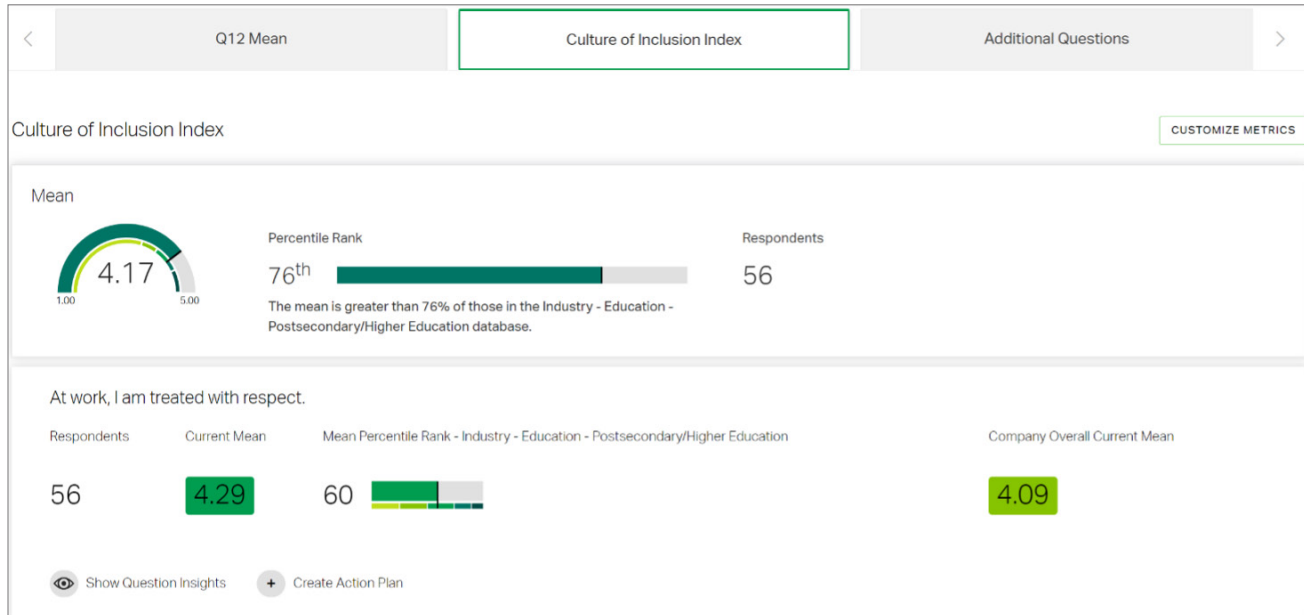Review the Legend for a definition of each Q^{12} item.

Sample Culture of Inclusion Index

Figure 5: Sample Culture of Inclusion Index results showing mean, percentile rank, number of respondents, and mean percentile rank.

Sample Culture of Inclusion Index

Figure 6: Sample Culture of Inclusion Index results summary showing High/Low indicators for each question.

Legend

1 **Mean Score:** The Mean Score is an average of the scores received on the individual Q12 item. It shows the average item score using the 5-point survey scale, with 5.00 being the highest score and 1.00 being the lowest.

2 **Percentile:** Teacher (Post-Secondary/Faculty) This percentile shows how the Grand Mean result compares with Gallup's database of Higher Education organizations that have administered the Q12 survey. For example, if your percentile score is 77, your score is higher than 77% of all other scores and lower than 23% of all other scores in the database. Percentile rankings of 75 and above are considered world class when compared with the Gallup database.

3 **Respondents:** Greatest number of employees who responded on any one question. Depending on survey participation, the number of respondents on your report may not match the total number of employees on your team.

4 **Highest Q12 Items:** The two highest ranking items based on mean percentile rank and engagement hierarchy position, so you can focus on what the team is doing well.

5 **Lowest Q12 Items:** The two lowest-ranking items based on mean percentile rank and engagement hierarchy position, so you can focus on where the team may have opportunities for improvement.

6 **Engagement Index (EI):** A macro-level indicator of an organization's health that allows leaders to track the engagement levels of employees. This analysis identifies the percentage of participants who are engaged, not engaged, and actively disengaged based on their responses to the Q12 survey items. You must have 100 employees participate to receive the full spectrum of responses for the EI. If you have 30>100 employees, the report will include the percentage of engaged employees only.

7 **Percentage of Engaged Employees:** Reporting the Percentage of Engaged Employees requires at least 30 responses. Reporting all Engagement Index Percentages requires at least 100 responses.

8 **Mean Percentile Rank:** Mean Percentile Rank shows how your Grand Mean and individual Q12 question results compare with Gallup's database of organizations that have administered the survey.

Brainstorming Techniques

Team brainstorming can promote creative thinking, bring a team together, and help identify possible engagement actions for your Action Plans.

Silent Sticky Wall Brainstorming

1. Place a sheet of chart paper on a wall and distribute sticky notes and pens for in person discussions. Use a digital board for virtual discussions.
2. Write down the survey strength or opportunity for which you wish to generate action ideas on the chart paper or digital board.
3. Ask your team to write one idea on a sticky note or post to the digital board.
4. Ask your team to place the sticky note on the chart paper or on the digital board.
5. Move related stickies next to each other to form clusters based on themes.
6. Involve the group in the process as much as possible.
7. Discuss as a group and vote on action ideas.

Round-Robin Brainstorming

1. Clearly define the survey strength or opportunity that you want to brainstorm.
2. Ask a facilitator to write down ideas.
3. Seat team members around a table to discuss the brainstorming topic in person or create an MS Teams meeting to discuss the topic virtually. (Divide large groups into smaller groups and ask each group come up with one idea.)
4. Go around the table clockwise and allow each member to state one idea while others listen and the facilitator writes down ideas.
5. Continue until everyone has had an opportunity to participate.
6. Conclude with a group discussion and voting if needed.

Start, Stop, Continue

1. Use three sheets of chart paper for in person discussions or three areas on a digital board for virtual discussions.
2. Write down the survey strength or opportunity for which you wish to generate action ideas.
3. Write "Start," "Stop," and "Continue" on each sheet of chart paper.
4. Distribute sticky notes.
5. Ask the group to consider the current situation or goal and individually brainstorm actions in these three categories and place their sticky note under the corresponding title.
   • What should we START doing? List ideas that the team is not doing but think they should be.
   • What should we STOP doing? List ideas that are not working for the team or are impractical.
   • What should we CONTINUE doing? List ideas that are working and the team wants to keep.
6. Ask individuals to share their results.

Learn More with LinkedIn Learning

• Brainstorming Tools (1h 10m)
• Seven Rules for Running a Better Brainstorm (8m 33s)
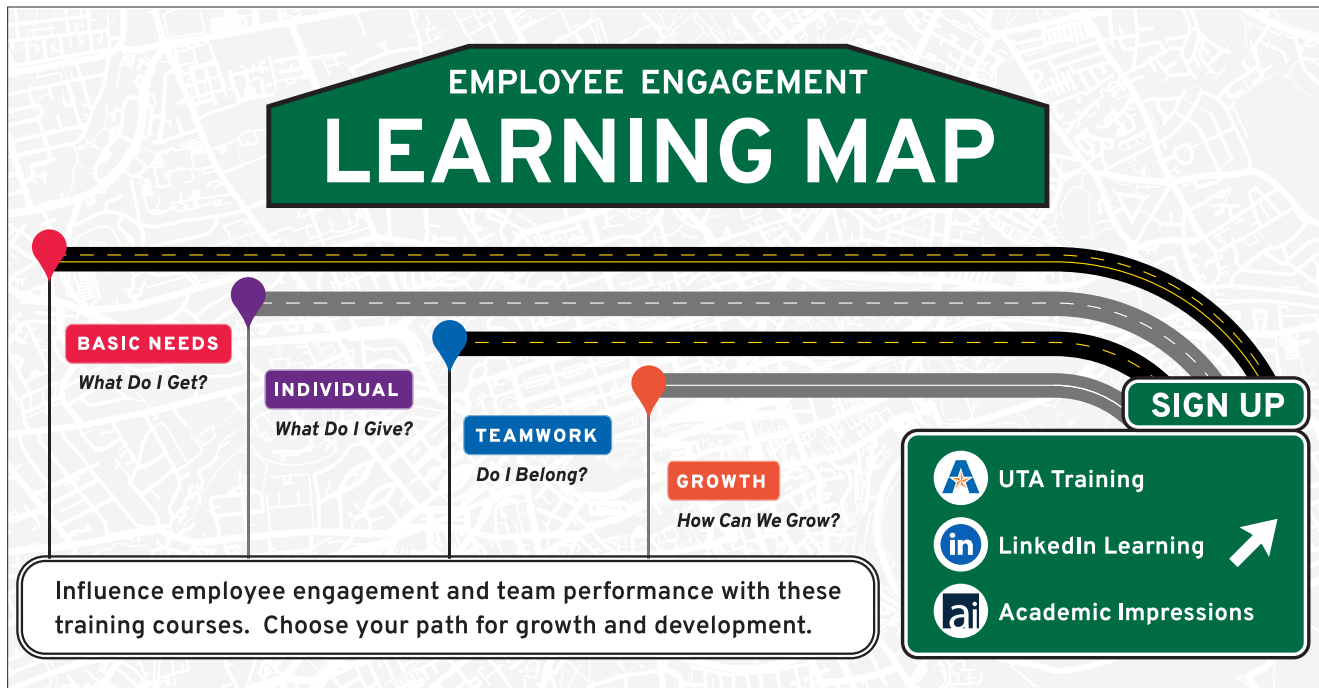• Remote Brainstorming (22m)

Engagement Action Plan

LEARN MORE

Access the Employee Action Plan template online. Teams with less than five members (or surveys with fewer than five respondents) should use the results from the next level manager to complete this template. There is no need to send this to TCE.

Learning Map

EMPLOYEE ENGAGEMENT
LEARNING MAP

BASIC NEEDS
What Do I Get?

INDIVIDUAL
What Do I Give?

TEAMWORK
Do I Belong?

GROWTH
How Can We Grow?

SIGN UP

UTA Training

LinkedIn Learning

Academic Impressions

Influence employee engagement and team performance with these training courses. Choose your path for growth and development.

LEARN MORE

Access the Employee Engagement Learning Map online for a list of courses you can take to futher your growth and development.

Key Engagement Highlights

UTA is committed to creating an environment in which employees feel valued and engaged in their work. Here are key statistics from the 2023 Employee Engagement Survey.

2,900

Over 2,900 employees provided feedback.

64%

64% of faculty and staff shared their insights.

2.9:1

There are 2.92 engaged employees for every 1 disengaged employee.

45%

UTA received an overall engagement mean of 3.85 on the Q12 employee engagement index, which measures an organization's performance on meeting employee needs that drive business outcomes. This score ranks UTA in the 45th percentile when comparing to other R1 institutions, meaning UTA scores higher than 45% of R1 institutions.

53%

Gallup's Culture of Inclusion Index measures components of inclusion, including respect, being appreciated for one's uniqueness and feeling like one's voice is being heard. UTA received an overall score of 3.83 for the culture of inclusion index. This score ranks UTA in the 53rd percentile, meaning UTA scores higher than 53% of higher education institutions.

Source: Gallup

Office of Talent,
Culture, and Engagement

THE UNIVERSITY OF TEXAS AT ARLINGTON
1225 W. Mitchell St., Ste. 213 Arlington, TX 76019
T 817-272-7091   F 817-272-3361   uta.edu/hr