

December 12, 2018

Dear Colleagues,

As division administrators, unit heads and your supervisors review the Employee Engagement Survey results and work with you to develop 2019 action plans, some of you have asked Heather Roberts-Wrenn and Dominic Rodriguez questions about the survey methodology. I have had some questions myself.

The CALS academic unit heads had thirteen specific questions. Heather and Dominic have posted these questions, and some follow-up questions, as [FAQ on the survey website](#). There are other questions still in the process of being answered. They are working through these with the *TalentKeepers* organization.

If you have additional questions, please email them to [Heather](#) and [Dominic](#). They will post the questions/answers on the survey website.

If you have a question you'd like to ask anonymously via the [ALVSCE Grapevine](#), these questions and answers will be posted to the survey website as well.

I hope this demonstrates the serious intent to "get it right" that I and many others are investing in this process.

The initial action of being open to an engagement survey is the transformational step, i.e., "The first step in solving a problem is admitting you have one." Everything from then on should be about iterative improvement. If we work smart with engagement, then each time we repeat our diagnostic process and our resulting actions, we will get incremental improvements in our outcome.

One good example from this current survey is that we know the terms "senior leaders" and "my organization" were ambiguous. This means that these results are harder to interpret. Our next iteration must fix this. I do want to highlight the initial benefits we've received from the 2018 survey:

- *TalentKeepers'* survey is developed by PhD professionals in the social science of engagement and organizational performance;
- The survey was shorter than last year. If we continue with *TalentKeepers*, it may be even shorter in future;

- We can now benchmark ourselves against peer organizations;
- Responses were received from all categories of employees: faculty, staff, service appointed professionals and academic appointed professionals;
- Using *TalentKeepers* overcomes a serious anonymity concern some participants in any internal survey have. We had an 11% increase in response rate over the 2017 survey and this could be attributable to addressing the anonymity concerns.

While some of you have opinions about the survey instrument itself, we are a lot further ahead than we were three years ago. We are all sincerely listening to each other. I and every appointed administrator are acting upon the information you have given us. I hope that you also will commit to working together, not just with these leaders but with everyone, to make positive changes in our workplace.

Regards,

A handwritten signature in blue ink, appearing to read "Shane".

Shane C. Burgess