

2023 Staff Engagement Survey Action Planning Guide



VANDERBILT
Human Resources

ACTION PLANNING OVERVIEW

This document provides guidance on best practices for creating and implementing an effective action plan based on engagement survey feedback

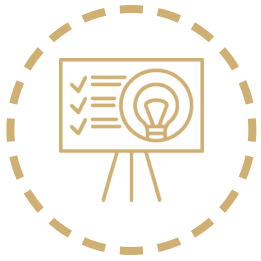
- The **purpose** of an action plan is to convert feedback from the survey into positive change for your organization
- The **importance** of an action plan is that employees will judge the value of the survey based on whether or not positive changes occurred as a result of it

Positive timely changes based on survey feedback have been consistently shown to improve engagement which increases productivity and retention

TIMING: 30-60-90 DAY STRATEGY



ACTION PLANNING STRATEGY



CREATE FOUNDATION FOR SUCCESS

- Establish roles, expectations and accountability for action planning process at senior level leadership and manager levels
- Use the SMART goals model for action planning goals to create the ability to measure results and define measurable deliverables
- Set timelines and determine how success will be measured



COMMUNICATE

- Thank employees for participating in the survey
- Discuss results with senior leadership, managers, HR
- Demonstrate leadership engagement by keeping employees updated on actions being taken



DEVELOP ACTION PLAN

- Identify areas for improvement based on survey results
- Select 2-3 priority areas based on potential impact to organization, engagement, retention
- Work with HRC to develop plan which may include focus groups to gather more detailed feedback from employees



IMPLEMENT PLAN

- Communicate plans and changes to staff
- Market leaderships commitment to making improvements based on staff feedback and to supporting professional development



MEASURE SUCCESS

- Utilizing established timelines, review results of SMART goals and deliverables typically at a quarterly and annual basis
- Have those who were responsible for specific deliverables provide report outs/updates at set intervals to measure progress
- Consider having an action planning project team to ensure action plans are completed and to measure success
- Assess results of future VU surveys to measure progress

WORK

Recommendations for Consideration

- Review current position descriptions and organizational charts and update accordingly
- Work with HRC on implementing succession planning and creating individual development plans for staff
- Ensure employees understand the [mission of VU](#)
- Have new hires enroll in [CUPA's understanding higher ed](#)
- Implement regular leadership check-ins with employees new in positions
- Evaluate internal onboarding process
- Assess professional development goals and develop plan to communicate and support developmental opportunities for all employees
- Identify opportunities for staff members to take part in a committee (WAVE council, etc)
- Encourage employees to participate in the [Vanderbilt Staff Mentorship Program](#)
- Encourage [Conversation Circles](#) attendance
- Review performance management process
- Conduct a SWOT analysis on team operations
- Explore enrollment in Business at VU
- Explore enrollment in [Facilities University](#)
- Ensure goals and OKRs are stepping in organizational mission
- Nominate employees for [staff awards](#)
- Encourage participation in the [Career Growth](#) series
- Schedule a [Clifton Strengths workshop](#)
- Partner with ELE / submit online request form for [customized workshops](#)
- [Self-paced learning](#)
- Encourage interest [Vanderbilt Leadership Enrichment](#)
- Check SkillSoft offerings (consider the email etiquette SkillSoft training)

BALANCE

Recommendations for Consideration

- Review current position descriptions and organizational charts and update accordingly
- Encourage employees to take time off
- Encourage employees to use Lyra benefits
- Review remote/hybrid plan for each department/position and be open to making changes
- Conduct a SWOT analysis on team operations
- Work with HRC on implementing succession planning and creating individual development plans for staff

TOOLS

Recommendations for Consideration

- Inventory equipment and address any concerns with outdated tools
- Schedule a focus group to determine technology gaps and brainstorm solutions
- Conduct a continuous improvement exercise specifically related to tools, resources, and technology
- Create SOPs
- Ensure employees understand how to express concerns with process, tools, and resources

SUPERVISOR

Recommendations for Consideration

- Require participation in [Leading at VU](#)
- Encourage interest [Vanderbilt Leadership Enrichment](#)
- Conduct a 360 feedback review (work with HRC and ELE)
- Address concerns through performance reviews
- Check SkillSoft offerings
- Conduct a SWOT analysis on team operations
- Review [Leader Central](#)
- Consider manager consultations through [Lyra](#)
- Encourage supervisors to participate in the [Vanderbilt Staff Mentorship Program](#)
- Implement regular leadership check ins with staff
- Evaluate internal onboarding process
- Review current position descriptions and organizational charts and update accordingly
- Work with HRC or ELE on focus group sessions
- Ensure goals and OKRs are stepping in organizational mission
- Enroll in the [Coaching Lab Series](#)

COLLABORATION

Recommendations for Consideration

- Ensure collaboration between teams and work units through sharing of information, combined area meetings and cross team projects
- Model a respectful and professional culture at all levels through how you communicate and share information
- Refine how your leaders interact with their teams collectively and individually
- Schedule focus sessions to understand gaps in collaboration efforts

LEADERSHIP

Recommendations for Consideration

- Ensure your area has a clearly defined mission that all employees are familiar with
- Incorporate your mission in the way you hire, train, develop, and lead
- Reach out to ELE/HRC to help with facilitating a mission building workshop / strategic planning retreat, help with obtaining buy-in, and developing goals and tracking progress
- Attend Chancellor all-staff meetings as a team and discuss afterwards
- Review survey results for feedback on leadership and consider working with HRC and ELE to have focus groups to get additional feedback on leadership and mission value and impact
- Create a strategic communication plan that aligns with your mission, culture and values
- Review how you communicate internally and externally. How is information shared and how do managers communicate with their staff?
- Ensure employees understand the [mission of VU](#)
- Ensure goals and OKRs are stepping in organizational mission

SENSE OF BELONGING

Recommendations for Consideration

- Have new hires enroll in [CUPA's understanding higher ed](#)
- Identify opportunities for staff members to take part in a committee (WAVE council, USAC, etc.)
- Encourage [Conversation Circles](#) attendance
- Evaluate internal onboarding process
- Encourage participation for [in-focus sessions](#) (DOA staff)
- Explore enrollment in Business at VU
- Explore enrollment in [Facilities University](#)
- Ensure goals and OKRs are steeping in organizational mission
- Participate in ELE workshop on [positive psychology](#)
- Enroll in the microlearning series on [acknowledging our realities](#)
- Schedule a team outing on campus (through Facilities or DOA or Athletics)
- Nominate employees for [staff awards](#)
- Evaluate internal staff award / recognition programs and consult with ELE for enhancement ideas
- Ask team to volunteer at Commencement, Reunion and other VU and local community initiatives
- Encourage participation in [Employee Affinity Groups](#)
- Work with [VU Identity Centers](#)
- Attend or serve with [University Staff Advisory Council](#)
- Encourage employees to participate in the [Vanderbilt Staff Mentorship Program](#)
- Encourage [Conversation Circles](#) attendance ([admin professionals](#))
- Ensure employees understand the [mission of VU](#)
- [Employee Appreciation Events](#) (basketball, football, turkey toss)
- Consider having each team identify an onboarding buddy to assist employees new in their role
- Develop an onboarding checklist for the department
- Consider purchasing swag for your team members

EMPLOYMENT CONDITIONS

Recommendations for Consideration

- Assess professional development goals of each team member
- Develop plans to communicate and support developmental opportunities for all employees
- Define and communicate career framework
- Partner with Compensation team and HR Consulting for equity and market adjustments
- Review remote/hybrid plan for each department/position and be open to making changes
- Encourage employees to take time off
- Encourage employees to use [Lyra](#) benefits
- Conduct a SWOT analysis on team operations
- Review current position descriptions and organizational charts and update accordingly
- Work with HRC on implementing succession planning and creating individual development plans for staff

SATISFACTION / INTENTION TO STAY

Recommendations for Consideration

- Build awareness of core values and mission then incorporate into expectations for leaders and staff, evaluations, and communications
- Contact ELE for a psychological safety course / 5 dysfunctions of a team / perspective taking workshop - expanding beyond your viewpoint
- Review turnover data
- Review survey data and track progress / communicate actions taken
- Conduct follow up pulse surveys
- Conduct exit interviews
- Work with HRC to implement STAY interviews
- Work with HRC and ELE to schedule focus groups for target area(s) to get more information on issues and concerns to help develop a plan for improvement

For more information, contact us!

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HR Consultants

To find your HR consultant, visit <https://hr.vanderbilt.edu/hrconsulting/index.php>

Employee Learning & Engagement

Please direct all inquiries to ele@vanderbilt.edu.



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