



---

---

2021-2022 Employee Engagement  
Survey

Leadership Response & Action Steps

---

---

<b>Table of Contents</b>	
<a href="#">Introduction</a>	<a href="#">Sharing Results with Employees</a>
<a href="#">Navigating the Survey</a>	<a href="#">Tracking your Progress</a>
<a href="#">Responsibilities &amp; Expectations</a>	<a href="#">Reflection &amp; Action Tool</a>
<a href="#">Before You Start</a>	<a href="#">Summary</a>
<a href="#">How to Start</a>	<a href="#">Resources</a>
<a href="#">Ask for Assistance</a>	<a href="#">Fact Sheet</a>

## **Introduction**

According to the Society for Human Resource Professionals (SHRM), Employee engagement relates to the level of an employee's commitment and connection to an organization. If an employee has high levels of engagement, they are more likely to stay longer, putting forth greater discretionary effort, have fewer workplace accidents, fewer errors, and serve as ambassadors for the company.

Amidst the “great resignation,” housing challenges, pandemic, and understaffing issues of the past two years, employee engagement has become more important than ever. The purpose of the engagement survey is to ensure our efforts are directed to maximize ROI.

We are in our fourth year of the employee engagement survey. This survey is facilitated by a third-party vendor named Qualtrics. This survey provides us with employee feedback, with the meta-data to do deep (but anonymous) dives into general feedback and specific demographic data while still protecting the anonymity of the responders.

The following information will provide the basics to understand the data as well as recommended action steps to ensure the employees know their feedback was heard, considered, and acted upon.

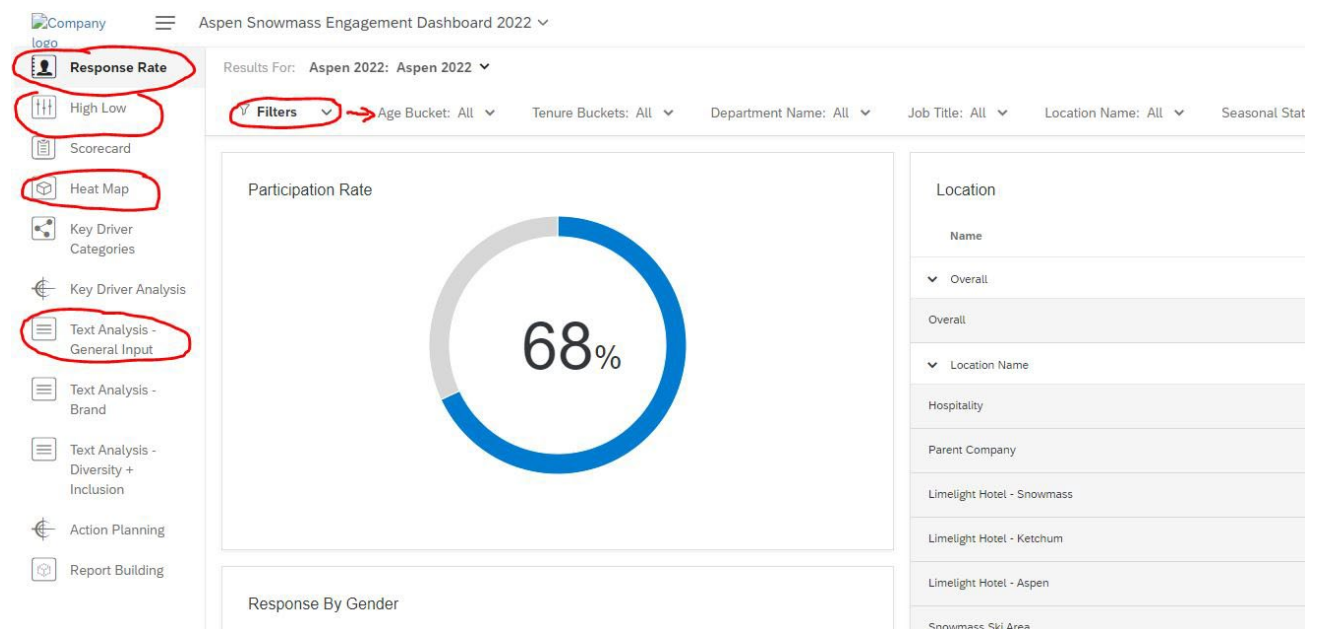
If we have learned anything this year, it is that our employees want to be heard. The guidelines below will walk you through your role in responding to employee feedback, which in and of itself, is a driver of engagement.

## Navigating the Survey

Each division leader was assigned access to their team’s dashboard. This means you can see and sort data for your division, drilling down to locations, age buckets, tenure, etc. Let [Susan Harig](#) or [Paul Bowman](#) know if you want to allow others within your division to have access to their particular area of responsibility.

The primary areas you will want to review include:

- **Response Rate** – this is an indicator in itself of engagement. Typically, the higher the participation, the more likely employees feel invested in the company’s success and safe to provide feedback.
- **Heat Map** – if you have five or more employees, you will see a color-coded guide to how your team’s feedback/ratings correlate to companywide data. Blue indicates your team’s scores are higher than the company’s average, red is below. The darker the shade, the more dramatic the difference.
- **High/Low** – these scores demonstrate where your scores rated highest as well as what your lowest rated sections were.
- **Filters** – allows you to drill down to responses based on tenure, age, gender, position, seasonal status, and more. Note: you must have five or more people/categories to see responses.
- **General Text Analysis** – this is the section provided to allow people to write specific comments to address and/or underscore the feedback they provided in the survey.



## Responsibilities & Expectations:

Employees become disengaged when leaders don't act on their feedback. According to one [resource](#), engaged employees are 87% less likely to leave their organization, while disengaged workers make errors at a 60% higher rate. It falls on all of us to make sure these results lead to action and improvement. Your responsibilities and expectations are:

- **Executives:** What gets measured, gets done. By reviewing your results, talking to your teams, and setting clear expectations around action and timelines, you increase the likelihood the survey will be taken seriously and attended to appropriately. Set employee engagement goals with your division leaders and check in frequently.
- **Division leaders:** Review the data with your direct reports and help them identify areas of need and methods to address. If issues are leadership/ supervisory related, celebrate and share best practices of those who receive positive feedback. If the feedback is negative, meet with the person to discuss and develop a plan to address it quickly and thoroughly. With other feedback, such as lack of resources, tools, etc., help your department managers identify short- and long-term priorities. Finally, check in frequently to ensure employee feedback and satisfaction does not fall off the radar as the season winds down.
- **Department Managers:** Schedule as many meetings as necessary to share the top and bottom five as well as any general themes you and your division leader identified. Ask employees open-ended, clarifying questions that provide a deep understanding of the issues and generate actionable solutions. When possible, ask the employees for their solutions to foster buy-in. Keep these conversations focused on what is within your control, such as tools, resources, recognition, and work vibe. Assure employees that issues like housing, cost of living, benefits, wages, etc., are being addressed at the executive level and will be reported frequently via communication channels.
- **Supervisors:** Participate in team conversations and check in frequently with the team to verify they are engaged in their daily work and can see action taken on feedback. Share new or ongoing concerns with your manager and together determine ways to address them.

## **Before you start:**

Interpreting the survey results can feel daunting. Before you dig in, consider the following:

1. Employees provided feedback because they want to be heard. It is up to us to listen.
2. Not all feedback is clear and/or consistent. Some demographics are more engaged and/or articulate than others.
3. Some feedback may be written harshly and/or attacking. Focus on what is actionable and look for themes. It's hard not to take feedback personally, but it's also important to remember that this is a snapshot taken on one day of the year.

## **How to start**

1. Dig in, read through your data. Read the comments.
2. Take a deep breath. Turn off your computer and go take a few runs. Give yourself processing time.
3. Come back to the survey and ask some key questions: what trends do you notice? What feels fair, what feels unfair? Where is there room for growth? What seems to be working, what needs improvement, and where can I improve as a leader?
4. Use [this reflection sheet](#) to jot down your reflections and ideas or create your own.
5. Choose manageable goals to tackle and no more than 3. You're likely to get farther with small actionable steps than with a grand all-at-once plan.

## **When to ask for assistance:**

If you discover themes that are concerning, such as supervisor-specific behaviors, or issues of inequity or discrimination, speak with your manager and/or your HR representative for advice on how to approach the situation. You do not need to tackle this alone!

## Sharing survey results with your employees:

1. Schedule dedicated time to meet with the team as a whole or in smaller groups, whichever works best for your operation.
2. Introduce the action-planning session and state its purpose. This will help employees understand what engagement is, why the survey was conducted and what it measures, what the survey items mean to them and to their workgroup, and why action planning is a vital step in improving employee engagement.
3. Thank them for giving feedback.
4. Distribute and explain the survey results. Share the top and bottom 5. Discuss what those results mean, item by item.
5. Solicit input as to what should be the top priority/area of focus.
  - a. Note: identify low hanging fruit and address quickly.
  - b. Ask open-ended questions that foster discussion.
  - c. Avoid getting defensive. If you appear defensive, justifying, or explaining away the feedback, your employees will be less inclined to give you feedback in the future.
  - d. [Practice active listening](#)—don't listen to respond. Listen to hear what others are saying.
  - e. If there are items that will take a while to address/resolve, share plan for updating progress and continuing the feedback loop.
6. Ask clarifying and open-ended questions along the way to ensure both managers and employees are clear on challenges and next steps.
7. Select two or three key items to work on over the next 12 months. Brainstorm follow-up actions and complete a plan for improvement.
8. Follow up regularly on the plan, and on how people are feeling about the team's progress toward meeting its goals.

## Track your progress | in Qualtrics or individually:

Creating action items or goals based on employee feedback is the best way to measure progress in a visible, reportable way. See the article below on how to create Smart Goals for yourself.

Qualtrics has the capability to create action plans, assign owners, and track progress. At the top of your dashboard, you will see this icon in the upper right corner:

---

 Action Plans  Export Page Responses **2,641**

Once you click on the Action Plans icon, you will be allowed to add action items.



Choose an area of focus that can relate to a survey question or category. After you choose your area of focus, click "create action plan."

Create an action plan

---

Select a focus area for this action plan:

---

[Cancel](#) [Create action plan](#)

From here, you can add notes, assign owners, and establish milestones to make the larger goal actionable.

## Increase Companywide Score 10%

### Actions

Add actions to improve this focus area

[+ Create action](#)

### Suggested actions

**Collect Additional Feedback**

Have conversations to better understand the what motivates employees while also helping to manage expectations around the appropriate level of involvement in various decisions.

[Add to action plan](#)

### Comments

  [Add](#)

### Details

I am involved in decisions that affect me.

Status:

Due date:

Owners:

Org hierarchy:

Related:

### Why it's important

Build connections with employees to better understand what "those" decisions are that affect them. At a company-wide level, we plan to improve the feedback loop through a variety of tactics - Launching more frequent pulse surveys, creating focus and affinity groups, hosting informal (small, conversation based) town halls - helping employees feel more heard. Managers should plan to have more intimate, two-way conversations to better understand the what motivates employees while also helping to manage expectations around the appropriate level of involvement in various decisions. Consistency in listening to and communicating with employees at all levels builds trust, driving employee engagement and increasing guest services scores and profitability.

## Tracking progress elsewhere:

Our primary objective is for you to take action on the feedback provided by employees, create a plan, and make reasonable progress in the areas you and your team have identified as a priority. If you do not choose to track your progress in Qualtrics, we ask that you track it somewhere that ensures the feedback remains top of mind. Return to your plan every few months to check in on your progress.

## Summary:

We have an obligation to employees, ownership, and each other to provide the best work experience possible. Retaining engaged, productive employees has never been so critical. If you have any questions, please contact Susan Harig at [sharig@aspensnowmass.com](mailto:sharig@aspensnowmass.com)

## Resources:

Below are a couple useful resources on how to think about engagement survey results and move forward.

<https://mileiq.com/blog-en-gb/smart-business-goals>



<https://www.greatplacetowork.com/resources/blog/what-to-do-with-employee-engagement-survey-results>

<https://www.gallup.com/workplace/238001/employee-survey-results.aspx>

[How to communicate employee engagement survey results](#)

## Engagement Survey Fact Sheet

### **I have a seasonal department. My employees will be gone in three months and then I'll have a new team. What do I do?**

Regardless of status, employees (both seasonal and year-round), have common needs. We encourage you to review trends and look back on previous year's data to see if there are consistent, year-over-year themes. Further, the goal is to retain employees and most departments see employees come back. Talk to those who plan to come back and get their input as to what can be done to keep the feedback and solutions going. Finally, seasonal employees can bring great ideas to the table as well.

### **Do I have to pay attention to the really mean comments?**

Those can be hard to read and often the meanest comments are vague and unhelpful. Look for the nuggets of truth. Some are better at articulating their frustrations than others, but it does not mean the angry comments lack validity. It is appropriate to share the importance of being clear and actionable in feedback when you meet with the group – not to call them out or sound dismissive but rather to highlight your commitment to action. "ASC Sucks" is not actionable.

### **How do I not take it personally when I read those comments?**

Take a deep breath and check how you're feeling emotionally. Often, the most important feedback we will ever get is the one that pains us the most. If your gut tells you the essence of the feedback is true, own it like a boss. Your employees will respect that. And don't forget—if you didn't have areas of improvement to work on, you wouldn't be human. If you believe it to be untrue, talk to a trusted colleague who can give their feedback. What we know does not work: defensiveness, dismissal, blaming, and excuse making.

### **There's a lot of feedback and noise. How do I decide what's most important?**

Share the top and bottom five with your team. Ask them if that is the best place to start and take their lead. The goal is to drill down to no more than 1-3 areas to tackle. Focus on gaining consensus then creating action plans and timelines on a few key items that will drive engagement. Note – some items are not quick fixes. They will take a while to fully tackle. Set those expectations with your team too.

### **What if I feel the feedback isn't fair or accurate?**

Often, we measure ourselves based on our intentions while our employees measure us based on our actions. You know the long hours you are working and the hard work you do. Take another deep breath and ask yourself, "is there any degree of truth to their statements?" If you strongly disagree, consider whether or not you have communicated properly with your team about the work you do to promote a positive work environment. Or, ask them how you can do better and go from there.

**I'm confused by the Direct Supervisor questions – how do I know who they are talking about when my team has multiple supervisors, managers, etc.?**

This is certainly a challenge given many teams' org structures. One way to address is to use the filters to drill down to location or position. We will address this differently and better in the future. Another way to address is to look at past surveys to detect themes or recurring scores and comments. If nothing else, look for trends and talk to your manager or HR Rep about ways to address.

**How will I be held accountable if I don't make a plan and keep track of my progress?**

Being a leader means owning the employee experience of those who work for you. It is one way we stay in integrity as leaders. Talk to your employees, gather their feedback, track your progress, and share with your manager regularly.