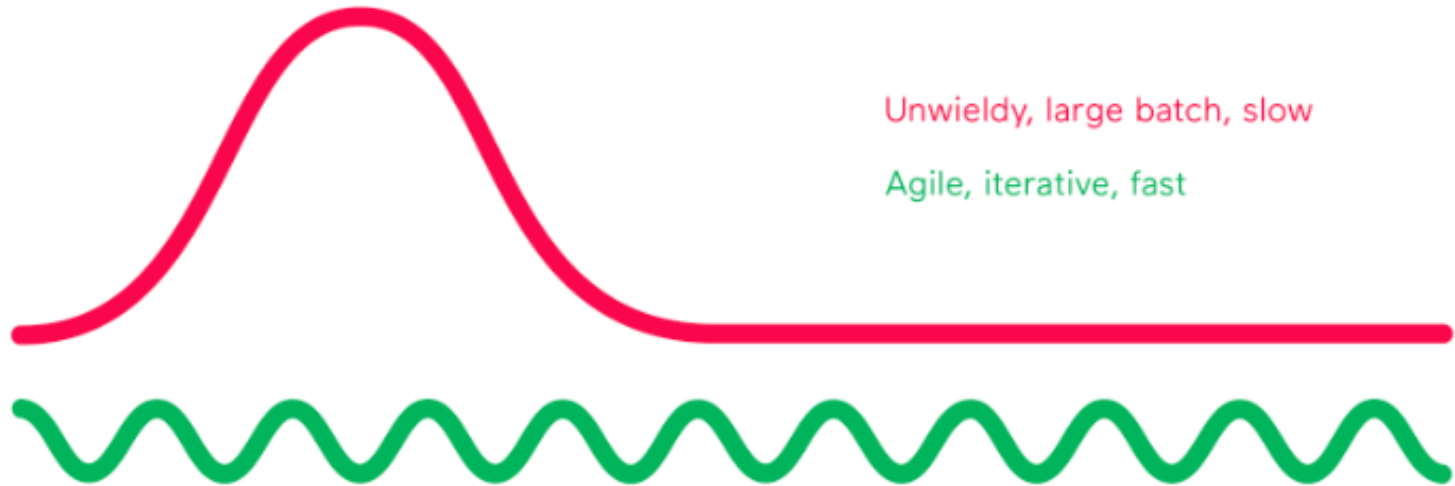


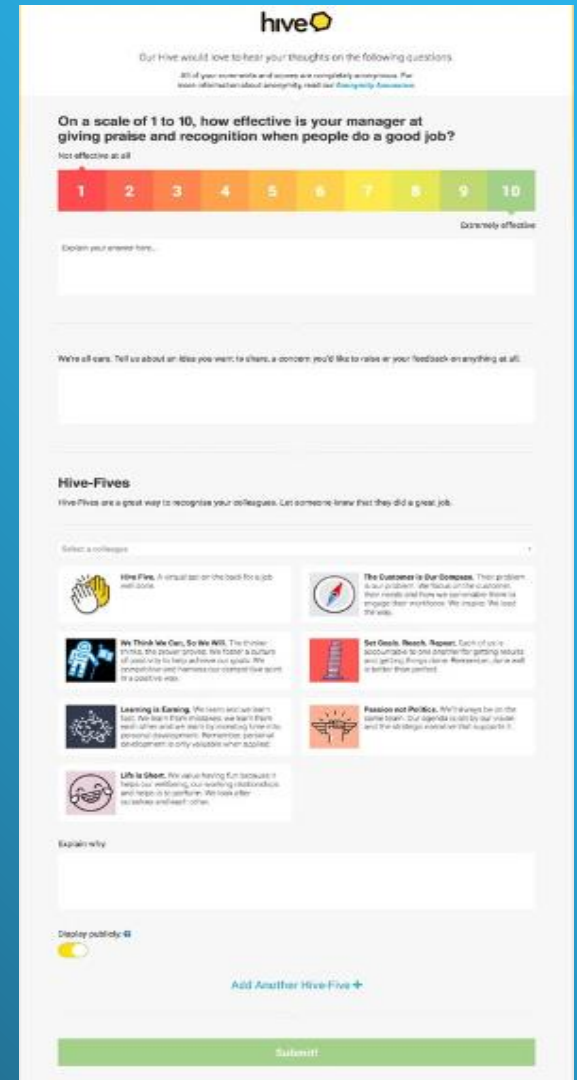
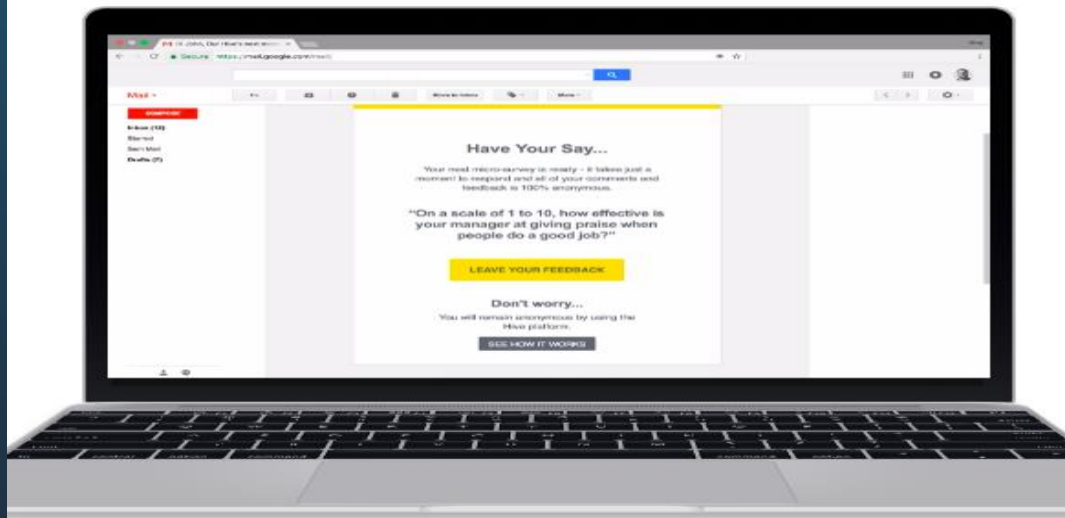
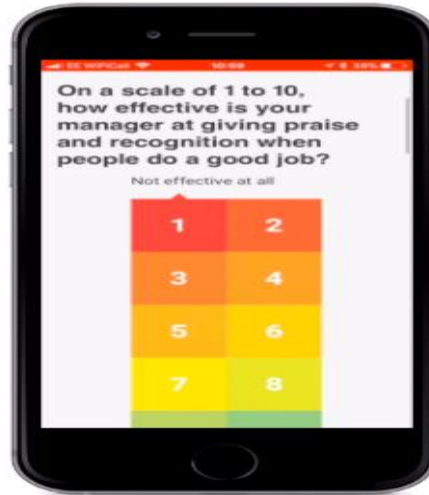
A photograph of three people (two men and one woman) jumping joyfully in a snowy field. They are all smiling and have their arms raised. The background shows a building and trees under a cloudy sky. The image has a yellow gradient overlay at the bottom.

**Drive engagement, manage change,
build an amazing workplace.**

- No engagement survey for a number of years - partnering with Hive to start the transition towards a more flexible and tech-enabled approach to employee feedback
- Lots of work on the Hallam Deal since the previous survey - key to understand where we are with regards to employee experience
- Data can form the backbone of our strategy, highlighting trends, driving targeted actions, and monitoring change over time
- As of yet, we have not utilised the true potential of employee data, by connecting it to some other critical people and organisational metrics
- We need real-time reflections on the staff experience
- Simply measuring employee opinion isn't enough it is important that the University understands the results, takes notice of feedback, uncovers areas of strength and acts to address areas for improvement

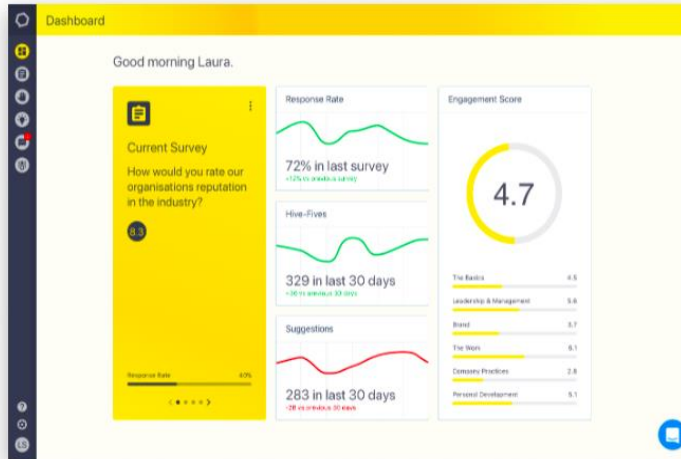
Your organisation is always on!





#	Where you work
1	I feel proud telling people about the work we do across the University
2	I understand what the strategic goals are for the University
3	The vision communicated for the University is one that motivates me
4	I am clear on how my role contributes to improving the student experience
5	I am optimistic about the future direction of Sheffield Hallam University
6	More often than not, I have a good day at work here
7	I feel encouraged to think creatively and contribute new ideas here
8	I am able to maintain a healthy work-life balance working here

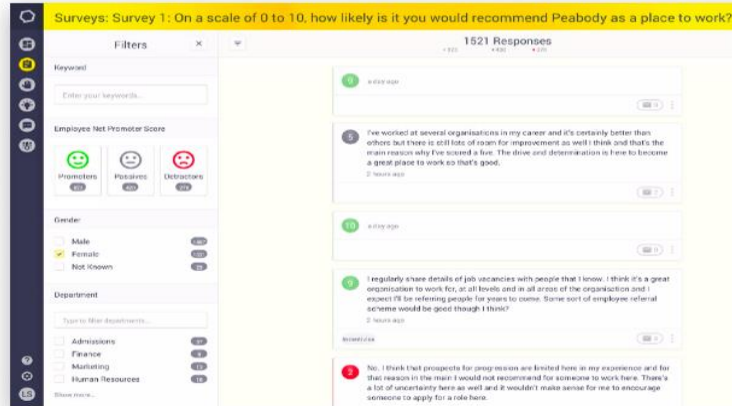
#	How you get rewarded
25	My manager gives me positive feedback/praise when I perform well in my job
26	I believe I am fairly rewarded for the work I do for the University
27	We spend sufficient time talking about our strengths here, not just our weaknesses
28	People are well recognised for their contributions here
29	I feel a sense of personal accomplishment doing the work that I do
30	My colleagues often say "thank you" or "well done" for the contribution I make



Heatmaps: Survey Score

Filters: Date, Department, Location, Gender

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Ave
Department: Marketing	7.7	8.4	7.1	9.2	7.4	8.1	7.2	8.4	7.1	9.3	7.4	7.8
Department: Human Resources	7.5	4.3	3.7	5.2	4.9	4.5	5.8	8.4	7.1	9.3	7.4	5.1
Department: Sales (Outbound)	7.6	8.3	7.3	9.1	8.5	8.2	7.6	8.3	7.3	9.1	8.5	8.2
Department: Sales (Inbound)	3.2	5.2	4.3	6.7	5.6	4.8	2.5	3.0	3.7	4.8	4.9	4.5
Department: Finance	6.4	7.4	6.4	6.7	4.5	6.1	5.9	6.9	7.1	6.4	5.8	6.7
Department: Logistics	7.2	7.6	6.5	7.4	6.8	7.0	7.6	8.3	7.2	9.1	8.5	8.2
Department: Warehousing	6.9	6.9	7.1	6.4	5.8	6.7	7.2	7.6	3.7	7.4	6.8	7.0
Department: Marketing (EMSA)	9	8.4	7.1	9.2	7.4	8.1	9	8.4	7.1	9.3	7.4	8.1
Department: IT	2.8	4.3	3.7	5.2	4.9	4.5	5.8	8.4	7.1	9.3	7.4	8.1
Department: Operations	7.5	8.3	7.3	9.1	8.5	8.2	7.6	8.3	7.3	9.1	8.5	8.2
Department: Customer Services	3.3	5.2	4.3	6.7	5.6	4.8	2.5	3.0	3.7	4.8	4.9	4.5
Department: R&D	6.4	7.4	6.4	6.7	4.5	6.1	6.8	6.9	7.1	6.4	5.8	6.7
Department: Business Unit	7.2	7.6	6.5	7.4	6.8	7.0	7.6	8.3	7.3	9.1	8.5	8.2
Department: Compliance	6.8	6.9	7.1	6.4	5.8	6.7	7.2	7.6	3.7	7.4	6.8	7.0



- Create a framework for measurement - gathering valuable insight through every survey used
- Better understand the links between the employee experience and performance - and what really drives employee experience across the University
- Establish a baseline measure for engagement and perceptions of progress made embedding the Hallam Deal
- Introduce more pulse surveys to deep dive into pertinent themes, such as change/restructures, leadership and management, wellbeing...
- Set some more measurable targets and key performance indicators (KPI's) around the employee experience - what does great look like for SHU?

Senior leadership expectation and mind-set

Sitting at the heart of business culture, we need our senior leaders to truly buy in to this work on the employee experience and help drive it forward.

Line-manager ownership and responsibility

Consistency of our management population when it comes to the maturity and skill-set required to handle survey data in the right way.

What can we do to coach and support them?

Employee perception

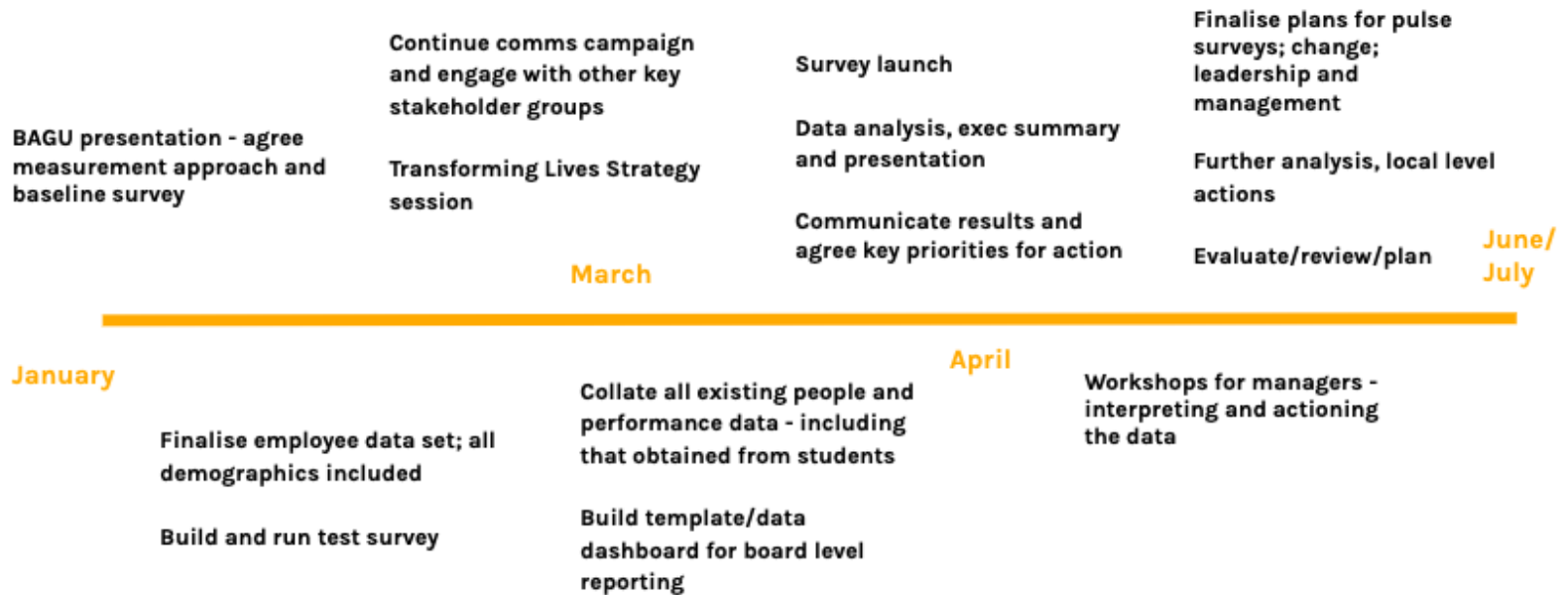
Surveys can create a fear of “survey fatigue”. Employees are not tired of being asked for their opinion, they are sceptical about action taking place off the back of it.

We need to get the frequency and focus of the surveys right.

Meaningful engagement

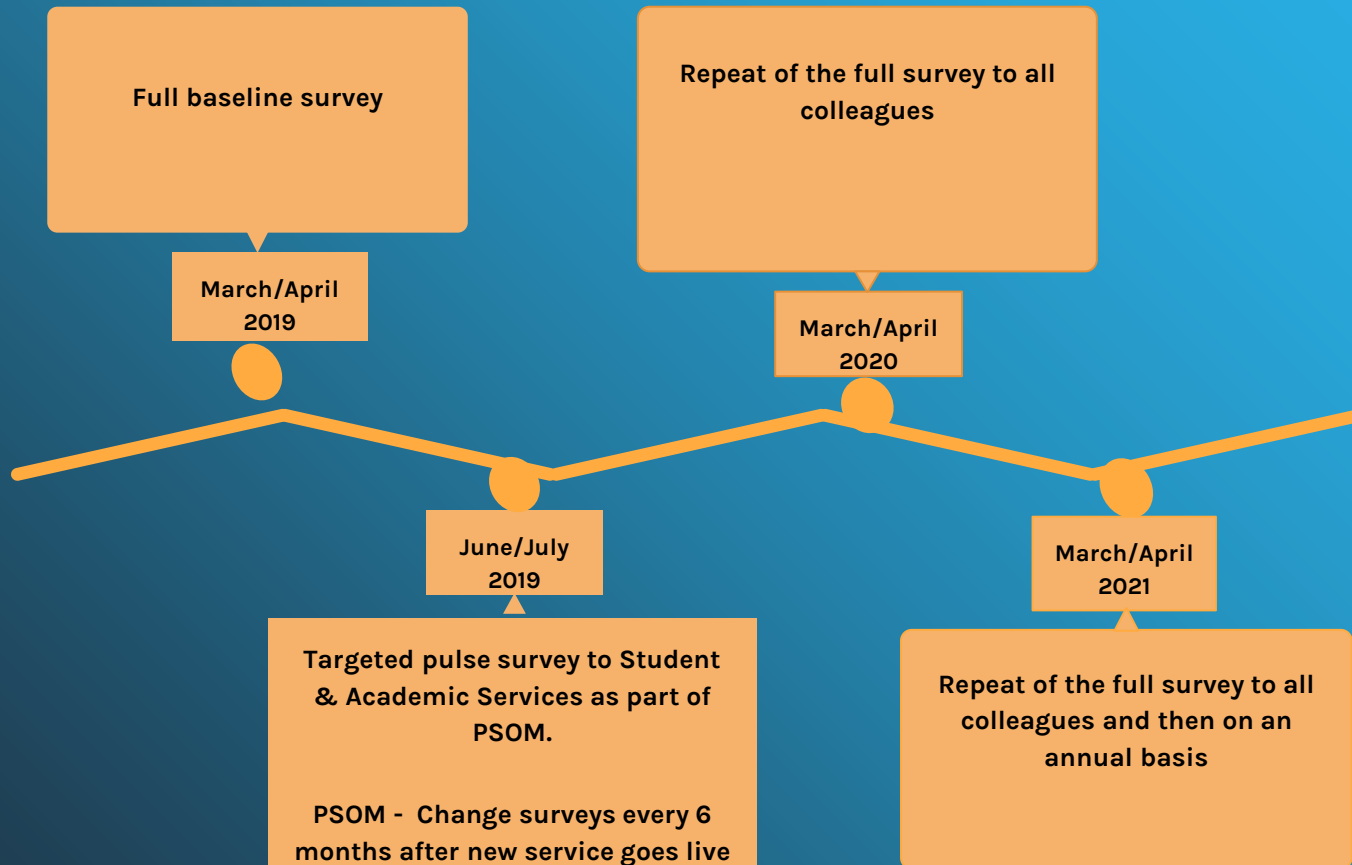
We need to ask people about the things that really matter to them and the business.

It makes sense to map our question design around the Hallam Deal, to keep the language consistent and measurement aligned to the broader people and OD strategy.



Two year timeline

Pulse surveys rolled out as and when required



Next steps



- Agree question set and demographical data of interest
- Consider the best way to involve and support managers throughout this process - they will be key to driving action and change
- Continue being a positive advocate of the work around engagement and encourage people to participate in the survey
- Set up drop-in sessions online to run through the dashboard in more detail, ahead of logins being sent out to you

Questions?