BSA Employee Engagement Survey
Discussion and Action Planning Toolkit

WHAT MAKES AN EMPLOYEE HIGHLY ENGAGED?

Proportion of highly engaged employees experiencing this:

HIGHLY ENGAGED

92% Someone has talked about their progress

97% Someone encourages their development

88% They have been praised recently

98% They have opportunities to learn and grow

74% They have a best friend at work

98% Their manager cares about them

98% They view their job as important to the company

91% Their opinions count at work

93% Their colleagues are committed to quality work

99% They are able to do their best every day

98% They have equipment needed to do their job

99% They know what is expected of them at work

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Table of Contents

Employee Engagement Discussion and Action Planning Toolkit

This toolkit is designed to support leaders through the discussion and action planning processes that follow BSA's Employee Engagement Survey. The desired outcome is leader involvement and active interest with their employees in proactive, forward looking ways that ensures employees voices are heard, teams are strengthened as is the health of the organization and the organizational culture of BSA.

Leaders are encouraged to complete four steps to support employees through the Employee Engagement Survey process.

Employee Engagement Survey Process Action Steps:

1. Communicating the Survey Opportunity

2. Leading and Facilitating the Survey Report Discussion

3. Facilitating Action Planning Work Session(s)

4. Progress Check-Ins throughout the Year

Employee Engagement Survey Process Timeline (recommended):

The following chart reflects timing for action steps that are presented by the Employee Engagement Survey process. Each of these steps presents opportunities to include employees and make the survey experience relevant. It is not the survey that matters...it is what we do after, the "so what?" We encourage you to take the opportunities to demonstrate that your employees and their opinions matter.

Steps	Party Responsible	Parties to Include	Mode	Timing
1. Communicating the Survey Opportunity	Leaders	Employees	Email or in person	Within one week of receiving the email that notifies leaders of the survey time frame. Before the survey begins.
2. Leading and Facilitating the Survey Report Discussion	Leaders	Other Leaders and Employees (all)	In Person	Within two weeks of receiving the survey report. Recommend schedule in advance.
3. Facilitating Action Planning Work Session(s)	Leaders	Other Leaders and Employees (all)	In Person	Within two-four weeks of the Survey Report Discussion.
4. Progress Check-ins throughout the Year	Leaders and Employees	Leaders and Employees	In Person and via other methods (email, tracking document)	Ongoing- quarterly or more frequently recommended. Can be incorporated into scheduled, on-going meetings.

Definitions:

Lead/ leading: To take responsibility for an event occurring and its communications, coordination and scheduling.

Facilitate/ facilitating*: To guide a process and/or team event. Facilitators ensure that outcomes are clear, progress is made, parties are included (contributing their opinion and perspectives), and that outcomes for the process are achieved- in the immediate and long term.

*additial information about facilitation available in the attachments.

Step One- Communicating the Survey Opportunity

The opportunity to share information about the Engagement Survey is best received before the survey and throughout the survey window (usually two weeks). Leaders can encourage employees to take the survey and share their opinion and experiences. The following provides responses to Frequently Asked Questions (FAQs).

FAQ's

- *Is the survey confidential?*
  During the process of identifying themes within the responses, all information that identifies employees is removed.
- *Who receives the report?*
  There will be two reports that are shared. The system (entire organization) shared themes and leaders that have 3 or more employees participating.
- *What if I share that I am dissatisfied or unhappy with a person or something- will I be punished for sharing?*
  Everyone has to gauge their comfort with sharing. The best survey results are based upon honest information.
- *We have not done (anything/ much) with the survey results in years past, why should I participate?*
  BSA has a department that ne responsible for the ongoing employee engagement survey, which is new to the organization. This department, Organizational Development, will see through the annual administration of the survey and support of BSA leaders.

  Engagement efforts will be owned locally as well as system wide. This means your location will be responsible for identifying relevance and actions that you are committed to taking.

BSA Communications

The communications from BSA about the survey are listed below:

Receiver	Purpose	Timing
NOCM (National Officers Cabinet Members) and RADA (Reallocating and Deploying Assets) Team	Review and validate/ approve Employee Engagement Survey Content	Mid-Summer
BSA Leaders system wide	Notice that the Employee Engagement Survey is occurring (and when)	1-4 weeks in advance of the Employee Engagement Survey

(occurs via email and Scout Executive packet)		
BSA Employees- National and Local Councils, full and part time	Invitation to participate in the Survey (with a link)	1-2 weeks in advance of the Employee Engagement Survey
BSA Employees- National and Local Councils, full and part time	Reminder to participate in the Survey	Mid-way (approximately) within survey window (2 weeks)
BSA Employees- National and Local Councils, full and part time	Notice that survey window is ending, reminder to participate	Within 24-48 hours of last day
BSA Leaders system wide	Update on report status and timing	2-4 weeks after the survey closes
BSA Leaders system wide	Reports shared- system wide	Date TBD

Opportunities for Leaders to Communicate

Leaders are instrumental in encouraging employees to participate in the Employee Engagement Survey. They set the tone that every employee's participation and input is important and valued. It is up to the leader at each location to determine how and if they utilize the information provided by the survey.

SAMPLE COMMUNICATIONS

Emailed or Verbal Communication (options)

We are nearing the time for the BSA Employee Engagement Survey. I would encourage you to take the survey, because your experiences and your perceptions matter to the strength of our team, my effectiveness as a leader and the health of our system. The steps that follow the survey include:

- A discussion with our team about the themes that showed up throughout all of BSA
- Themes that could apply to us/ our location

- What is working for us? What is not?
- Action planning for items that we want to work upon over the next year, or longer (to include the recognizing the strengths that we have)

If you have questions about the survey, please reach out to me. If I cannot answer them, I will find someone who can.

Watch for an email invitation with a link to the electronic survey. I am told it can take 15-30 mins to complete, and should be at a time/ place where you can concentrate. You can access the link from any computer you receive BSA email through. If you like, we can request a link be sent to your personal email.

Thank you!

Leader

Employee Engagement Survey Flier 1 (available for download on the BSA Engagement 365 Website- Employee Engagement Action Planning and Toolkit home page).

This flier can be printed and posted or emailed to your employees:

You can also make your own.

PLEASE PARTICIPATE IN THE BSA

EMPLOYEE ENGAGEMENT SURVEY!

RECOGNITION   CLARI   AUTONOMY
WORKLOAD   EMPLOYEE ENGAGEMENT
FAIRNESS   GROWTH

YOUR VOICE, OPINIONS AND PERSPECTIVES MATTER!

WATCH FOR THE EMAIL AND LINK IN NOVEMBER

Questions?   REACH LISA GRAVEL, BSA ORGANIZATIONAL DEVELOPMENT PROFESSIONAL OR KRISTINA LUCAS AT: LISA.GRAVEL@SCOUTING.ORG /972.580.2030 OR KRLUCAS@SCOUTING.ORG/ 972.580.2582

Step Two- Leading and Facilitating the Survey Report Discussion

The Survey Report will be produced from the employee data received. Reporting could include system wide themes and trends to watch- concerning strengths and opportunities.

Leaders should plan on sharing the report and generating discussions about the findings.

The survey is the *beginning* of the conversation...

it is what we (leaders throughout the system) do with this information that matters.   Engaging people in conversations is an opportunity not to be missed.

Prepare for the Discussion

SAMPLE INVITATION

Invite your team members to a discussion about the Employee Engagement Survey Report. Schedule this in advance, and allow up to two hours for the conversation.

Sample Invitation Email

Many of you participated in the recent Employee Engagement Survey. What we do with the results, and how we apply the findings is up to us. I would like to schedule time to share and talk about the findings. Many things we learn about the system can be looked at through two perspectives- "What might this mean to all of BSA?" and "What might this mean to us?"

Please move your appointments to join in this discussion. At a later date, we will follow up with an Action Planning Work Session. This discussion will be an opportunity for us to understand the results.

Survey Report Discussion Agenda   (SAMPLE)

Recommended room set up: flip charts and pens available, copy of report for everyone

Note taker recommended.

10 mins.   **Leader Introduction to the discussion**

Why this matters

What you would like to see out of the time (for example: shared understanding, idea of next steps)

Agenda overview

Norms (optional, see page 9-10)

15 mins.   **Get Everyone into the Space**

Go around the room and have a short question to answer

Sample question for small groups:

   ▪   What is engagement to you? Why does it matter to us?

Sample question for large groups:
   ▪   What is one word to describe engagement?

30- 60 mins.   **Share high level findings**

Ask questions and allow for discussion (SAMPLE):

   ▪   What does this mean to us?
   ▪   What does it mean to all of BSA?
   ▪   Are we in here? Where?
   ▪   What are our strengths?
   ▪   What are our areas of opportunity?

10 mins.   **Next Steps**

Consider what these means to us and what we want to do with the information. We will be scheduling the Action Planning Work Session soon. The purpose of the session will be to determine what we want to do

and how throughout the rest of the year. We will focus upon strengths (what we are doing well) and areas of opportunity (what we could do better or differently).

10-15 mins.   **Closing Thoughts**

Go around the room and check in with everyone (SAMPLES):

- What matters to you in the findings?
- One word to describe where you are at…

Facilitating the Discussion

Facilitation of a discussion entails guiding the process and creating space for the necessary conversations and dialogue to occur. It does not entail having or presupposing solutions nor directing the outcomes. When a leader facilitates, they assume the role of process guide and step away from participating.

The role of the Leader- Leading and Facilitating

Leading the intention of the time together and opening "the floor" to dialogue is an opportunity the Employee Engagement Survey Discussion presents. As mentioned earlier, it treats the survey results as the beginning of a conversation and allows yourself and others to investigate what the results might mean to you. It places the power for sense making and application into the hands of the people in the room.

Facilitation is a skillful process that takes practice. As a leader, remind yourself, less is more. Less guidance, less input…more space and (if it occurs silent or blank space for people to fill.) If you would like, you may suggest that the group adopt a set of behaviors for the discussion. These agreed upon behaviors are "Norms" which everyone agrees to adhere to. The group determines and accepts (or rejects) the Norms that work for them. Here is a starter list for consideration:

- Be Present- treat this work and this time like it is important
- Be Honest- speak your truths and recognize we may have different versions of the same story
- Be Respectful- Differing opinions and perspectives are a rich part of BSA. Respect your opinion and that of others, without regard to similarities or differences to your own.
- Get Curious- Ask questions in order to understand what is meant. Avoid assumptions and the validation of your own (idea) of what is meant.

- ▪ Be Solution Focused- Look at, consider strengths and solutions. Problems and challenges are converted through solution focused discussions.

The roles of the Team- Owning, Informing and Activating

The team members in the space are with the onus of creating sense and applying the survey results. This is the answer to the question, "What does this mean to me, to us?"

It is always beneficial to consider the system as a whole and the team's relation to the system. "How can the team strengthen the system?" "How do they already?"

Informing and Activating are steps that will begin in the Survey Results Discussion and carry into the Action Planning Work Session. These steps entail putting into action the sense that you, together, make in the Survey Results Discussion.

The leader is instrumental in all of these processes and roles. However, the ability to allow the team (and other leaders) to own the solutions is powerful. More to come about this in the Action Planning Work Session section, beginning on page 11.

Step Three- Facilitating Action Planning Work Session(s)

Purpose of the Action Planning Work Session(s)

The Action Planning Work Session(s) have two primary purposes (and opportunities):

1- Engage your team in the next part of the Engagement Survey opportunity the "So WHAT?!"
2- Create a plan that can be activated, monitored and celebrated that is driven by your team and the sense that they made (and the values they placed upon) the Employee Engagement Survey Report.

The Action Planning Work Session begins with an invitation to a scheduled work session. You can gauge how much time you and your team will invest in this session according to your sense of value.

SAMPLE INVITATION

Remember, what you choose to do (or not do) sends a message to your employees about how much you value them and their engagement.

Sample Invitation

Greetings,

This is an invitation to an Action Planning Work Session to follow our discussion upon _____ (fill in date) about the Employee Engagement Survey.

As a next step, we will spend time deciding what/ if and how we care to apply findings to our team. We can carry these efforts throughout the year.

I have scheduled initially _____ hours, for this Work Session. If we need more time, we can add another date.

In advance of this time, please think about our strengths and opportunities and how we might apply these to Action Steps for the next year.

See you soon,

Leader

SAMPLE AGENDA

It is recommended that the work session is two hours (at a minimum). The sample agenda is based upon 2 hours. For longer session, add more time to the action planning section.   As with the Engagement Survey Report Discussion, Leaders facilitate and lead.

5-10 mins.   **Leader Introduction to the Work Session**

What we do with the Survey is up to us

Desired Outcomes (for example: 2-5 goals for us to activate and measure over this next year; 2-5 strengths that we possess identified)

Agenda overview

Norms (optional, see page 9-10)

Note: If Norms were used in the Engagement Survey Report Discussion use the same. Remind the participants what the Norms are and ask them if they agree to them. Do they have any additional norms to propose or changes to suggest?

10-15 mins.   **Get Everyone into the Space**

Go around the room and have a short question to answer

Sample question for small groups:

- What is a strength that you have?
- What is a strength that we have?

Sample question for large groups:
- What is one word to describe a strength of ours?

60- 90 mins. Action Planning *Note: the following Action Planning Process is a way to approach this work. You may have another way that your team uses or prefers. The key is to leverage the opportunity for the engagement conversations and successes to continue throughout the year.*

1. **Identify Goals**
    "Are there actions that we would like to translate to goals?"

    Note: ask the question and have someone write the responses on a flip chart page.

    "What are our strengths?"
    (How might we apply these to our goals?)

    Once everyone has shared their responses, ask the group if they would like to rate the top 2-5 goals (you choose the number).

    Ensure that each goal has an outcome (or change) that is explicit.

    SAMPLES:

    - We will work with Supply in a way that strengthens our relationship. Outcomes: We will ask Supply on the front end to evaluate our current interactions and ask them again- quarterly, semi-annual, annually. We will see (as will they) an improvement.
    - We will meet monthly as an entire team to ensure we are all communicating and connected. Outcomes: we all feel (and are) more informed and feel connected. How to measure?

2. **Choose the Top Goals**
    "Do we need to vote?"
    If you need to "cull down" your list of action options, you can vote. Provide each person with the 5 votes and have them distribute them as they like- all on one, 2 on one/ 3 on another, one on each, etc..

    When done, identify the top 2-5 Action Items that will be owned by the team over the next year.

3. **Identify Champions**
    "Who would like to serve as a champion for a goal?"

Identify "Champions" for each Action Item. Explain the role of a Champion- these employees will be managing this goal within the Action Plan.

They will be responsible for facilitating discussions about progress, what is working and not working in ongoing check ins. This will include carrying the progress into the Action Plan.

4. **Action Steps for Each Goal**
    "What steps does it take to complete each goal?"

Build the Action Steps for each goal together. Start with the outcome, work backwards to identify the steps that will accomplish the goal (get you there). Take note of potential progress and achievement milestones--points for recognizing changes and measuring progress.

Note: It is recommended that the Goals are all placed into a single Action Planning Document, sample on page 16. It is important to keep the goals "real" and "out front". You may want to have fliers or banners made.

5 mins.   **Next Steps**

This is the point where you can determine, due to time and energy if another Action Planning Session is in order.   If so, set the expectation that this will occur soon (recommended within 1 week to maintain momentum).

If Action Plan is complete, discuss how to share and input progress into the document (role of the Champions to input) and the entire team to achieve/ support.

Expectation for regular check ins- ask the team how frequently?
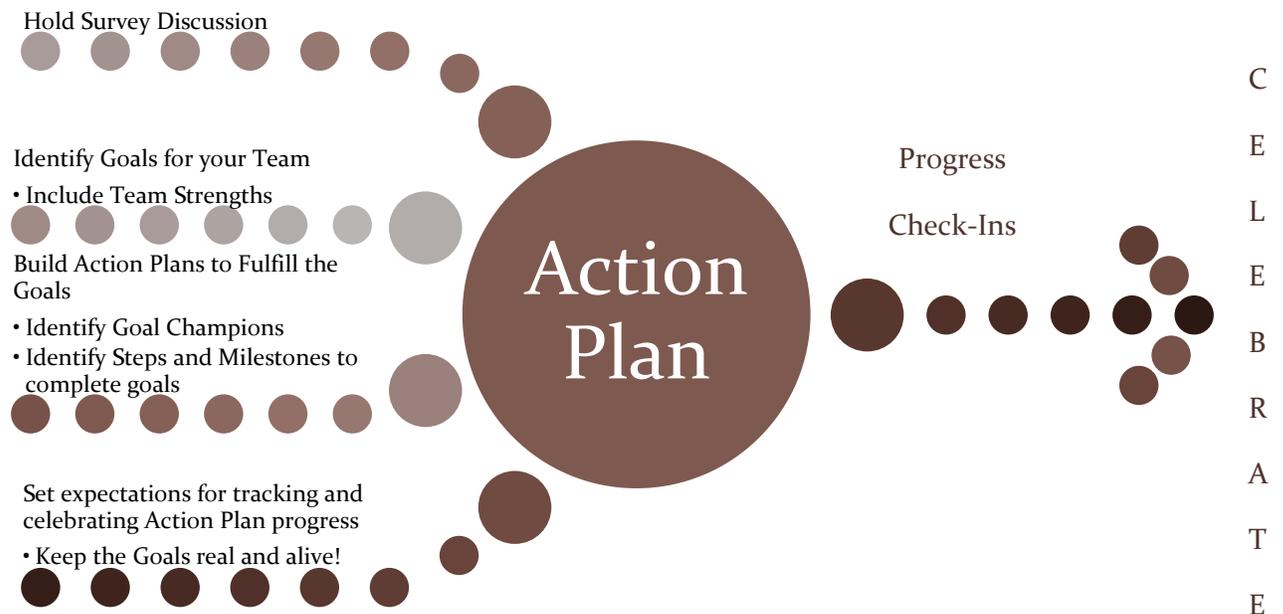
10-15 mins.   **Closing Thoughts**

Go around the room and check in with everyone (SAMPLES):

- What do you feel about our Action Plan progress?
- What is your commitment to our Action Plan Goals?
- How can we celebrate our goals when completed?

Understanding the Action Planning Process (as described)

The Action Planning Process suggested within the agenda, is represented visually and by step below. It is not the only approach, rather *an* approach. If you and your team are comfortable with, and familiar with another format...by all means, do what works for you!

Hold Survey Discussion

Identify Goals for your Team
• Include Team Strengths

Build Action Plans to Fulfill the Goals
• Identify Goal Champions
• Identify Steps and Milestones to complete goals

Action Plan

Progress

Check-Ins

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Set expectations for tracking and celebrating Action Plan progress
• Keep the Goals real and alive!

Steps	Questions to Ask	Outcomes	Notes
1. Identify Goals	*"Are there actions that we would like to translate to goals?"* *"What are our strengths?" (How might we apply these to our goals?)*	Goals for your team Identification of Strengths (which are also strategies to support the goal achievement)	Goals considerations: **S**pecific- what is it? **M**easurable- how will you know you have achieved it? **A**chievable- is it reasonable, within your control/ sphere of influence? **R**ealistic- are the parameters for success reasonable? If not, adjust. **T**ime bound- with an end (and milestones) in sight. This can be adjusted.
2. Choose the Top Goals	*"Do we need to vote?"*	Agreement upon top goals Reasonable number of goals	It is best for the team to consider the reasonable number of goals. If you are with a big goal- maybe one or two is enough. Be realistic. You want commitment and wins!

3. Identify Champions	*"Who would like to serve as a champion for a goal?"*	Goal Champions support the goal progress (and communication) while removing this from being leadership driven (although you may choose leaders to hold this role).	Champion responsibilities and roles can be established by you and your team. They are not "doers" insomuch as facilitators of the process and the communications surrounding process and progress.
4. Action Steps for Each Goal	*"What steps does it take to complete each goal?"*	Action steps that are "bite size." Remember this is how we eat an elephant...one bite at a time.	You can add to this if you miss steps. The entire process is iterative- you learn and respond as you go. Your way is the right way.
Progress Check-Ins	*"How frequently?"* *"In what format?"(note: should be in person)*	Conversations about what is working and is not working- dialogue and discussions as a team.	This is a connecting point that has been driven by your team. It is an ongoing opportunity to strengthen every day operations and ways of being together. Don't miss it!
CELEBRATE	*"How do we want to celebrate our Goal achievements, our wins?"*	Recognition of goal achievement and progress.	Celebrations are vital to teams. Put a sub team on this...let them plan it with a budget (or none) that accomplishes the goal- recognition of jobs well done together.

Step Four- Progress Check-Ins throughout the Year (and Celebrations)

The opportunities of Progress Check-Ins

Regularly scheduled progress Check-ins are central to the opportunities of engagement. These can be conversations about what is working and what is not working- an opportunity for building your team and their trust through dialogue and discussions.

Frequency and Format

It is recommended that Progress Check-Ins occur no less than quarterly. They can be a part of a regular meeting, or a stand-alone lunch or gathering opportunity.

Celebrations

Perhaps one of the most overlooked opportunities in any organization is that of celebrating wins and successes. Take the opportunity to recognize your team and their progress- their success, to wins big and small.

It is common to identify a work group that coordinates and plans these important part of the Employee Engagement journey.

Resources and Contact Information

The BSA Engagement 365 Toolkit is a place to visit for resources that support engagement throughout the year.

If you need additional assistance or suggestions for your team, you can also check in with people around the system through the 365 FORUM.

BSA's Organizational Development team is also a resource, and can be reached via:

lisa.gravel@scouting.org or by calling 972.580.2030 (CST)

For questions about the Employee Engagement Survey or with technical difficulties, please reach out to the Organizational Development Team or Research Team through research.team@scouting.org.

We wish you much success in your journey. Thank you for being a part of the BSA and the important work that we do. You matter.