MEMORANDUM

Date: May 2012

To: All Managers and Supervisors

From: The Johns Hopkins Employee Survey Planning Team

RE: Johns Hopkins Employee Engagement Survey (June 1-21)

We are pleased to announce our system-wide Johns Hopkins Employee Engagement Survey. This annual survey is an opportunity for all employees to identify our strengths and weaknesses as a workplace. It is one of the most important ways in which we learn how to improve—as both a place to work and as an organization that sets standards of excellence in medical education, research and clinical care.

As a manager or supervisor, you play a crucial role in this effort. When you speak, employees listen. We need your help to ensure that all employees know about the Johns Hopkins Employee Engagement Survey, why it is important to participate and that their responses will result in positive change.

Please read the following Managers' Toolkit about the upcoming Johns Hopkins Employee Engagement Survey. The toolkit includes questions and answers for managers and talking points to use with your employees.

We hope you'll find the toolkit helpful for use at a staff meeting or in informal conversations. We developed the toolkit for general use, so feel free to include information specific to your work group. We've also included a poster for you to display in your work area.

To ensure confidentiality, we will once again partner with Gallup, a trusted and independent organization and one of the nation's leading health care consulting and measurement firms. At the end of the summer, Gallup will provide you with a summary report for your team. You can be sure—and assure your teams—that no Johns Hopkins or affiliate employee, manager, or senior leader will have access to individual results.

The survey will only take about 10 minutes to complete and there are just 30 questions to answer. Most employees will take the survey online. The survey will be accessible 24 hours a day, seven days a week, from home or work. Certain employees will take a paper survey they receive from their manager. We will send separate information to the managers who will distribute paper surveys.

Our goal is 100 percent participation. It is very important that all employees have the opportunity to provide opinions and contribute to the action-planning process that will follow this fall. Many groups have worked together to make positive changes as a result of previous years' surveys. Only with your help can we achieve the participation of all.

If you have any questions about the Johns Hopkins Employee Engagement Survey, please contact your human resources representative.

Thank you for your support and work to make Johns Hopkins a place of excellence and an excellent place to work.

Talking Points
for Managers and Supervisors

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While employees will read information about the Johns Hopkins Employee Engagement Survey on the intranet, in emails and in newsletters, what they hear about it from you is even more important.

Below are talking points you can use to describe the Johns Hopkins Employee Engagement Survey to your team. They cover the essential details, as well as what the survey means for employees and the contribution they can make to our organization by taking it.

- The Johns Hopkins Employee Engagement Survey is happening June 1-21. It gives all of us the opportunity to identify our strengths and weaknesses as an institution, and to help build a better workplace.

- What does engagement mean? Engagement refers to the psychological connection employees feel to their jobs. It goes beyond job satisfaction and how happy employees are. It reflects how invested and connected employees feel in the success of their teams and the organization.

- I know we ask you to take a lot of surveys. I really encourage you to complete this one, because participating is one of the most important ways we have to examine and improve our own work lives and Johns Hopkins overall.

- Beginning June 1 through June 21, you can take the survey at home or work by going to **https://gx.gallup.com/jhmq12.gx**, seven days a week, 24 hours a day. It only takes 10 minutes to complete and has 30 questions.

- You can trust that Gallup will conduct the survey and communicate the results with complete confidentiality.

    - Johns Hopkins has partnered with Gallup since 2007 for the survey and our entire employee engagement initiative because it is a trusted and independent organization.

    - Your access code will be a random number that is unique to you. Gallup will email the code to you in the June 1 invitation to take the survey. The code won't have anything to do with your birth date or Social Security number. During the survey period, if you have questions or lose your unique code, contact Gallup Client Support at 1-800-788-9987

    - Gallup will give only anonymous summaries of the results, and only departments with more than five employees will receive results summaries for that department. If fewer than five employees respond, their results will be rolled into those of the unit at the next level. We will share the results with you early in the fall, soon after we receive them.

    - I won't have access to any individual responses and no Johns Hopkins employee, manager or senior leader will either. So please be honest. We'll get an accurate picture of how we're doing and what we can do better.

- In the fall, I will work with you and the rest of our team to use the results to develop plans for positive change and to put those plans into action.

    - Please let me know if you have any questions I can answer. You also may visit the employee engagement website at http://hrnt.jhu.edu/working_here/curr_employees/ees.cfm.

2012 Johns Hopkins Employee Engagement Survey

Frequently Asked Questions

As an employee of Johns Hopkins, you're invited to offer your opinions about your workplace by taking the Johns Hopkins Employee Engagement Survey anytime from June 1 through June 21. To learn more about the 2012 survey, read through these frequently asked questions and answers.

Survey Overview

What is the Johns Hopkins Employee Engagement Survey?

It is a brief, annual survey that provides an opportunity for employees to identify Johns Hopkins' strengths and weaknesses as a workplace. It is one of the most important ways we have to improve our own work lives and Johns Hopkins overall. Please set aside about 10 minutes to share your opinion about 30 questions.

What does the term "engagement" mean? Why does it matter?

Engagement refers to the psychological connection employees feel to their jobs. It goes beyond job satisfaction to reflect how invested and connected employees feel in the success of their teams and the organization. We know through research conducted by Gallup that high levels of employee engagement link directly to positive organizational outcomes, including productivity, retention and cost-efficiency. Most importantly, engaged employees get more out of their work. They have opportunities to do what they do best every day.

Why is the Johns Hopkins Employee Engagement Survey being conducted?

Johns Hopkins is committed to the annual Employee Engagement Survey as an ongoing opportunity for employees to identify issues and to help make positive changes at their workplace. Johns Hopkins' senior leaders believe in the value of the survey and take the results very seriously.

Who is invited to participate this year?

Participating are: Staff of The Johns Hopkins University (excluding bargaining unit employees), faculty and staff of the school of medicine (including bargaining unit employees), and staff of The Johns Hopkins Hospital and Health System Corporation, Howard County General Hospital, Johns Hopkins Bayview Medical Center, Johns Hopkins Community Physicians, Johns Hopkins HealthCare, Johns Hopkins Home Care Group and Sibley Memorial Hospital. Residents, posts docs and fellows will not take the survey.

Why should I participate?

Sharing your thoughts about your work will help drive real change. It is one of the best ways we have to voice our opinions with the goal of improving our own work lives and Johns Hopkins overall. The survey is also an investment in us as employees to ensure that we have what we need to be successful.

I just took a survey like this in my department. How is this different?

The best places to work regularly ask for feedback from their employees on various topics. The Johns Hopkins Employee Engagement Survey is a system-wide survey that obtains benchmark data that will allow us to compare our employee responses with employee responses at other esteemed health care organizations. Also, after you receive the results of this survey, you'll participate in an impact planning process with your manager and team to make real changes in the work life of employees throughout Johns Hopkins.

Is the survey voluntary?

Yes. Participating in the survey allows you to express your opinions and help make a difference in your workplace. We really hope you will complete it.

Why do some questions have specific wording?

Particular wording is used in several of the questions, such as “I have a *best* friend at work” and “At work, I have the opportunity to do what I do best *every day*.” Research shows that this type of question language reveals qualities that differentiate teams on critical outcomes, including productivity, safety and retention.

Who is administering the Johns Hopkins Employee Engagement Survey?

Once again, Gallup will conduct the survey for Johns Hopkins. Most well known for conducting polls on myriad topics, Gallup provides research-based consulting for workplace leadership, marketing and customer practice. Gallup has been around for more than 70 years and is acclaimed as a trusted and independent research organization.

Survey Confidentiality

Is the survey confidential?

Yes. Gallup administers the Johns Hopkins Employee Engagement Survey according to strict confidentiality policies. At no time does Gallup share data with Johns Hopkins or any other client in a way that would directly connect you to your responses.

During the survey administration period, you can call the Gallup Client Support line (1-800-788-9987) if you have any questions regarding the confidentiality of the survey or your responses.

Who will have access to my responses? Will my manager or someone from Hopkins see my answers?

No. All personal responses to this survey will be kept completely confidential. Gallup will collect, report and analyze the data. At no point will anyone at Johns Hopkins or an affiliate, including senior leaders and managers, be privy to the origins of specific feedback. All results will be reported at the team level. Managers will receive a scorecard in which all individual responses will be aggregated into group averages and percentages, as long as there are five or more responses to a given item.

What if my team contains fewer than five people? Will my manager be able to figure out how I responded to the survey?

No. Gallup’s experience has shown that when there are five respondents in a group, it is very difficult to figure out one person’s answers. That’s why they only report the results at the workgroup level if there are at least five people in the group. If there are not five, it is reported at the next higher level.

What is the difference between anonymous and confidential?

Anonymous means that no one knows who is answering. Gallup's goal is not to collect information anonymously. In order to know which people to group together for team reports, Gallup needs to be able to identify which people belong to which teams. However, any information that is provided to Gallup is kept completely confidential and private. Confidential means that your identity and answers will not be revealed or released. In addition, Gallup follows exceptionally strict procedures so that aggregated data that is reported remains anonymous and cannot be attributed to a specific employee.

Survey Logistics

When and how do I take the survey?

On June 1, you will receive an invitation from Gallup with a secure website address to participate in the survey. This email will include your unique access code, which you will enter to take the survey. The survey is accessible online 24 hours a day, seven days a week, from work or home, and you have until June 21 to complete it.
Selected employees will be given the option to complete paper surveys and will receive them from their managers. They can complete and submit these paper surveys with the same confidentiality.
You can familiarize yourself with the survey by reviewing the Help Sheet.

How long will it take to complete the survey?

It will only take about 10 minutes to complete the survey. The survey has 30 questions.

What is my survey access code? Why is it necessary?

You will be asked to enter a unique access code before you take the survey. This code will be included in your email from Gallup or on your paper survey. It ensures that each employee can participate only once. The code allows Gallup to identify you, but Gallup will not disclose your access code to Johns Hopkins, nor will it give out any data individually affiliated with that code.

Will I be given time to take the survey during work hours?

Yes. Completing the survey is very important and each employee will have time to complete it. However, if you don't have a chance at work, you can take the survey at home if you have Internet access.

My reading skills are not that strong or English is my second language. Will there be someone who can help me with the survey?

Yes. Arrangements can be made to help you with the survey. Please talk to your manager or contact your HR representative.

What are the methods of taking the survey this year?

You can begin taking it online on June 1. Additionally, selected employees will be given the option to take the survey in a paper format. If your HR department does not notify you that you can take

the survey in the paper format, you should look for an email invitation and take it online June 1 through 21.

How does Gallup report the data to Johns Hopkins?

When Gallup conducts an employee engagement survey, five people on a team must respond to the survey, and to an individual question, in order for Gallup to report that team's results. So, if five people make up a Johns Hopkins workgroup and only two respond, Gallup doesn't throw out the results. Instead, it "rolls" the responses into a larger group so that the group's opinions can be heard, but the individual employees cannot be identified.

Whom do I call if I have general questions about the survey?

Please contact your immediate manager or HR representative. If it is a matter you think Gallup can answer, call the toll-free Client Support Desk at 1-800-788-9987. If your question requires attention from a Johns Hopkins or Gallup project team member, the Client Support Desk will route your inquiry accordingly.

Next Steps

Will we find out the results for our department?

Yes. Management will receive summary data for employees in their work groups sometime in the late summer. The information will be shared with employees in the early fall. Then employees can participate in developing impact plans to change their work environment for the better.

What are managers expected to do with their team's results?

Managers are crucial to employee engagement and the Johns Hopkins experience. By discussing the survey results with their teams and working with them to facilitate and implement the action planning process, they can effect positive change. Managers should meet with their teams to develop an impact plan, implement it and make progress throughout the year. While managers won't be able to address everything, they will make every effort to tell employees why certain changes can or can't be made.

When will I learn about my organization's survey results and exactly what management plans to change?

Gallup will share results by late summer. Johns Hopkins leadership will review the results and complete results will be shared with employees this fall. Management will give serious consideration to all survey responses. Managers and their teams will create impact plans to respond to their teams' results.