

HRIC Town Hall: Employee Engagement Survey & Winter Updates

January 13, 2026



Agenda

- Opening Remarks by Jeff Banks & Chancellor Haefner
- Engagement Survey Results
- Guest Speaker: Division of Community Support and Engagement
- Job Architecture Project
- Employee Appreciation Event
- Q&A
- Thank you!

Fall 2025 Employee Engagement Survey

Key Themes & Next Steps

| Craig Miller, Director, Talent Acquisition & Development
| Andrea Groth, Manager, Employee Engagement & Wellbeing

What is Qualtrics EX?

Qualtrics Employee Experience at DU

- Part of the Qualtrics XM (Experience Management) suite
- Helps us measure and improve the employee experience over time
- Supports engagement surveys, pulse listening, and lifecycle feedback

Survey methodology & credibility

- Uses research-based questions developed by organizational psychologists
- Applies consistent scoring and analysis methods
- Provides benchmark comparisons to broader datasets
- Measures key concepts using validated frameworks

Confidentiality

- Results are shared in aggregate only
- Reporting thresholds are applied to protect anonymity

Survey & Results Structure

Survey Components

- 65 core statements designed to capture your experience
- Optional 25 statements for deeper insights
- Quick responses using a Likert scale (Strongly Agree → Strongly Disagree)

Example statements

“I would recommend DU to people I know as a great place to work.”
“My manager’s behavior is consistent with DU’s Mission, Vision, & Values.”

Scoring & Color Key

- **Favorable** = Strongly Agree + Agree (**Gold**)
- **Neutral** = Neither Agree Nor Disagree (**Light**)
- **Unfavorable** = Disagree + Strongly Disagree (**Crimson**)



Survey Structure & Participation

Engagement definition

Engagement is the strength of an employee's emotional commitment and connection to their work, team, and DU — reflected in purpose, motivation, and willingness to contribute.

Domains assessed (5)

- Engagement (Commitment & Motivation)
- Experience vs. Expectations
- Well-being
- Inclusion
- Intent to stay

Key drivers assessed (33)

Summarized today through four themes

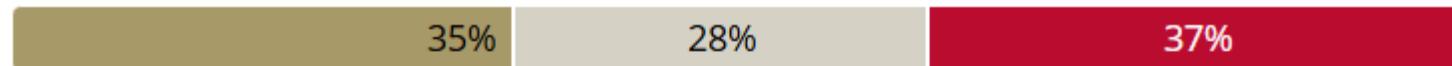
- Trust & Communication from Leadership
- Total Rewards & Recognition
- Work Experience & Support
- Culture, Inclusion & Belonging

Participation rate

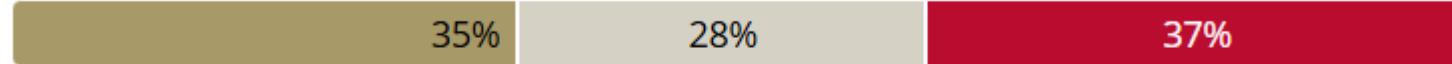
Overall: 36% | Staff: 49% | Faculty: 29%

Theme 1: Trust & Communication from Leadership

Trust in Leadership



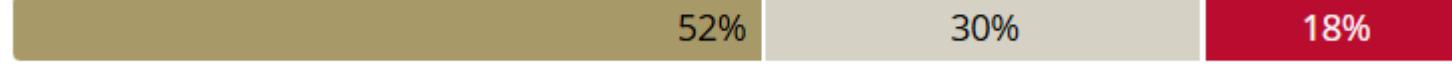
Communication



Managing Change



Strategic Alignment



Survey Follow Up



Agree (Gold) | Neutral (Light) | Disagree (Crimson)

Trust in Leadership – “I have confidence in senior leadership to make the right decisions.”

Communication – “There is open and honest communication at DU.”

Managing Change – “I understand how changes will affect my work.”

Strategic Alignment – “I can see a clear link between my work and DU’s strategic objectives.”

Survey Follow Up – “I believe positive change will happen as a result of this survey.”

Theme 2: Total Rewards & Recognition

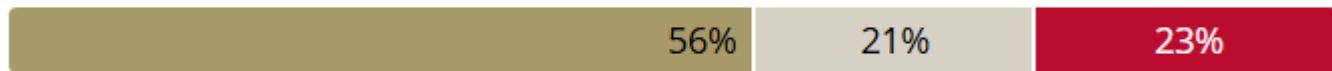
Pay & Benefits



Recognition



Growth & Development



Performance & Accountability



Role Fit



Agree (Gold) | Neutral (Light) | Disagree (Crimson)

Pay & Benefits – “I am paid fairly for the work I do.”

Recognition – “I receive meaningful recognition when I do a good job.”

Growth & Development – “Overall, I feel that my career goals can be met at DU.”

Performance & Accountability – “I have a clear understanding of what is expected of me.”

Role fit – “My job makes good use of my skills and abilities.”

Theme 3: Work Experience & Support

Work Process



Resources



Authority & Empowerment



Collaboration



Training



Agree (Gold) | Neutral (Light) | Disagree (Crimson)

Work Process – “Work processes and procedures enable me to do my job effectively.”

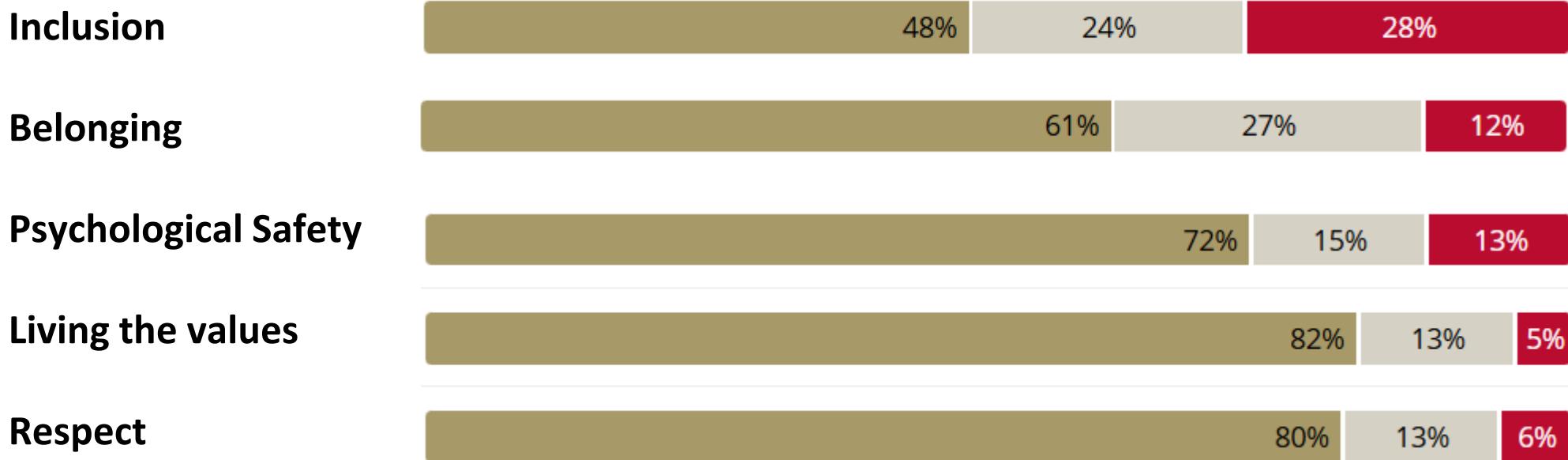
Resources – “I have the resources I need to do my job well.”

Authority & Empowerment – “I have the authority I need to make decisions and get work done.”

Collaboration – “People work well together to get the job done.”

Training – “I have access to the training I need to succeed in my role.”

Theme 4: Culture, Inclusion & Belonging



Agree (Gold) | Neutral (Light) | Disagree (Crimson)

Inclusion – At DU, everyone can succeed to their full potential, no matter who they are (e.g. all ages, cultural backgrounds, genders, races, religions, etc)

Belonging – “I feel as if I belong at DU.”

Psychological Safety – “I feel safe speaking up and sharing my perspective.”

Living the Values – “My manager's behavior is consistent with DU's values.”

Respect – “I am treated with respect at work.”

Momentum: What's Already in Place – and What's Next

As we look ahead, here are several updates already in place:

- **Expanded vacation time:** Employees with <7 years of service now earn up to 22 days annually from day one (previously 15).
- **Extended bereavement leave:** Increased to five working days, regardless of location.
- **Added floating holiday:** Eligible employees now receive one additional floating holiday each year.
- **Extended Winter Break closure:** University closure expanded to include Dec. 22–24.
- **Adopted Tuition Exchange:** Eligible employees now have access to tuition scholarships at 700+ institutions, available immediately upon hire.
- **Protected health premiums:** DU is absorbing employee health insurance premium increases this year.
- **Expanded Tuition Waiver eligibility (1 credit):** BUS 4700 Excel Cert Lab and Insights Discovery — a 1.5-day team workshop (~15 participants) focused on communication, trust, and psychological safety.
- **Establish University Culture and Engagement Committee:** Enhance leadership engagement, Increase Student, Faculty and Staff Engagement, Enhance Community Building and Well-being

The Path Forward



30 Days

- With support from IR, build and validate division dashboards (including confidentiality thresholds) to identify key strengths and opportunities



60 Days

- Share division/department results back with local teams (where thresholds allow), with leader-ready resources and HRIC support



90 Days

- Unit leaders share results and identify priority focus areas with support from HR Business Partners



120 Days

- Unit leaders submit action plans with measurable next steps and checkpoints

Support throughout: TAD and HR Business Partners will partner with unit leaders and employees along the way.



Community Support & Engagement

UNIVERSITY OF DENVER

<https://www.du.edu/cse>

Community Commons, Third Floor, Suite 3200

cse@du.edu





Overview of Job Architecture Project



Phase 1

Salary.com Contact

Job Description Form Creation

Initial Market Analysis



Phase 2

Job Description Review for all staff by position number



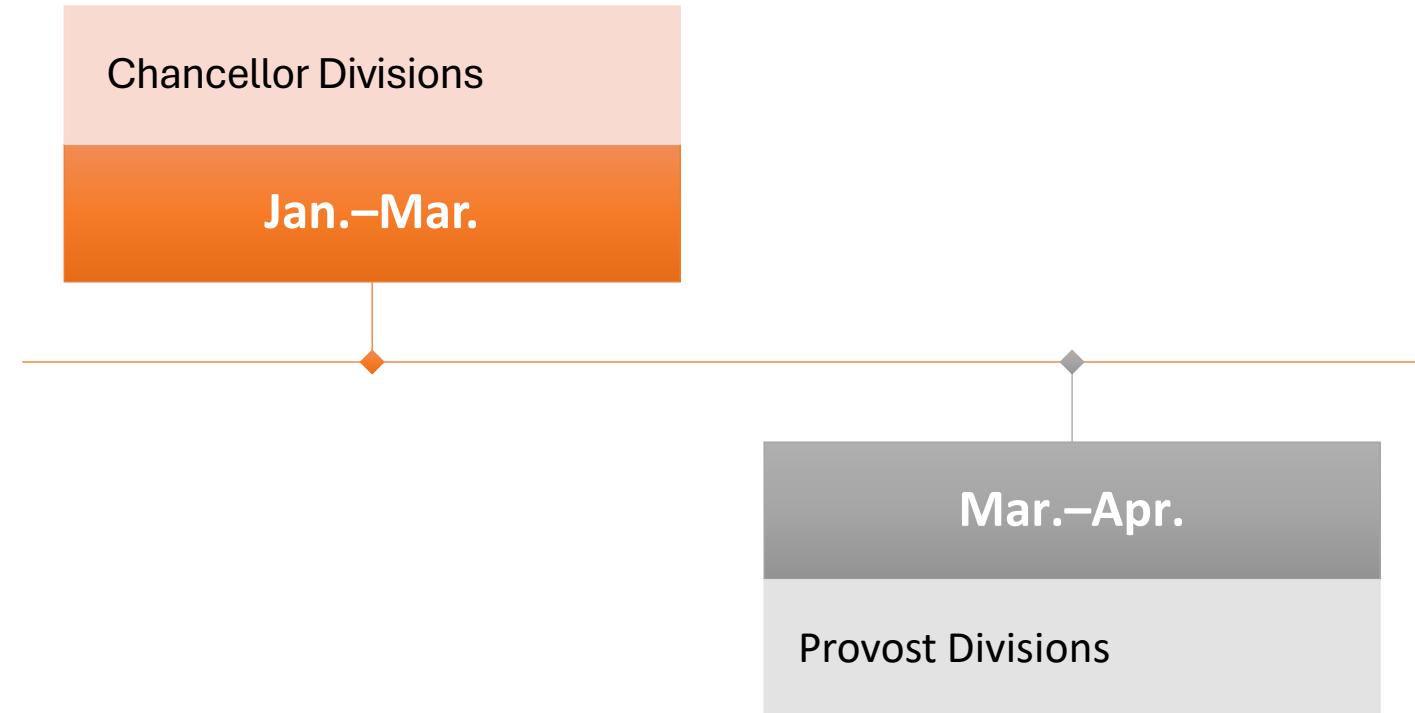
Phase 3

Review Outcomes

Update Salary Structures

Align positions into new salary structures

Proposed Schedule



Scan QR
code to
RSVP on
Crimson
Connect!



FACULTY, STAFF & RETIREE
CHEER US ON!
APPRECIATION NIGHT



JOIN US FOR
FOOD, FUN AND
BASKETBALL



EMPLOYEE/RETIREE APPRECIATION NIGHT

THURSDAY, JANUARY 22
DOORS OPEN @ 6:00PM, GAME @ 7:00PM
HAMILTON GYMNASIUM

THANKS FOR YOUR CONTINUED SUPPORT
DENVER'S HOME FOR COLLEGE SPORTS



Questions?



HRIC Resources:

www.du.edu/human-resources

Additional questions please contact us:

askhrpartners@du.edu - General questions, policies or concerns

benefits@du.edu - Benefits & open enrollment questions

employmentservices@du.edu – I-9 processing, employment life cycle

Leaves@du.edu – Leave programs

HR.Compensation@du.edu – Compensation and job classifications

jobs@du.edu - Talent Acquisition and recruiting

learning@du.edu – Development and training programs

PerformanceManagement@du.edu - Performance management questions

Well@du.edu - Crimson Classic & Well-being programs

THANK YOU

