

# HRIC Town Hall: Employee Engagement Survey & Winter Updates

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January 13, 2026



# Agenda

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- 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

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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**)

■ — % favorable — ■ ■ — % neutral — ■ ■ — % unfavorable — ■

**STRONGLY  
AGREE**

**AGREE**

**NEITHER AGREE  
NOR DISAGREE**

**DISAGREE**

**STRONGLY  
DISAGREE**

# Survey Structure & Participation

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## 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*

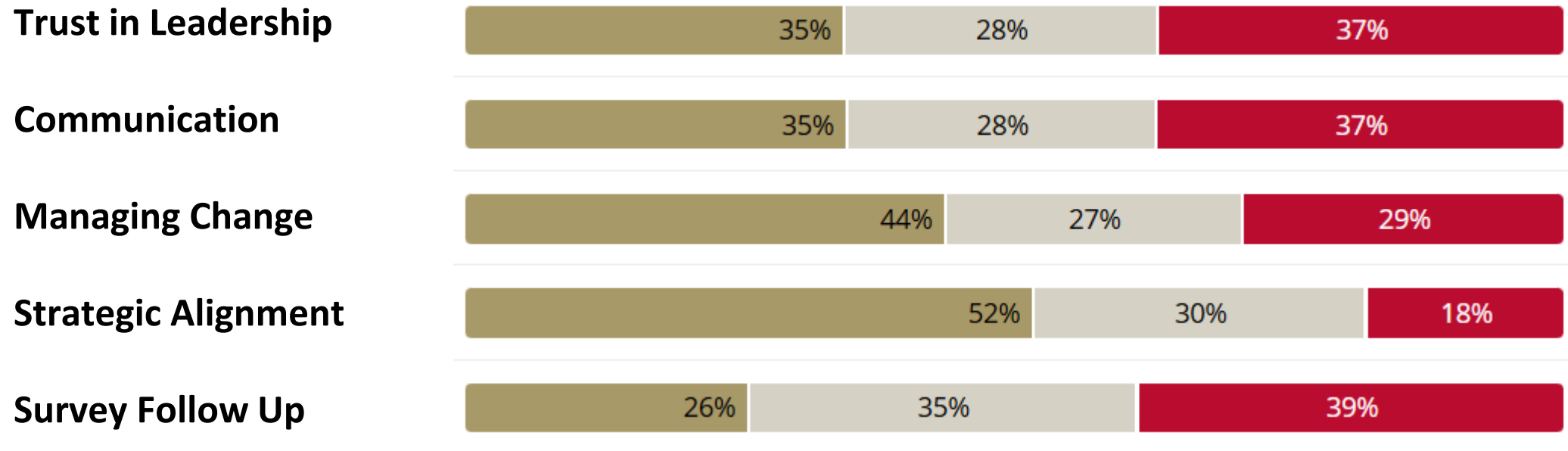
- Trust & Communication from Leadership
- Total Rewards & Recognition
- Work Experience & Support
- Culture, Inclusion & Belonging

## Participation rate

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



## Theme 1: Trust & Communication from Leadership



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

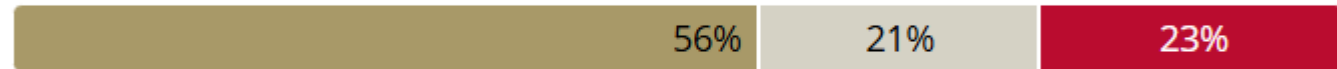
Pay & Benefits



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.”

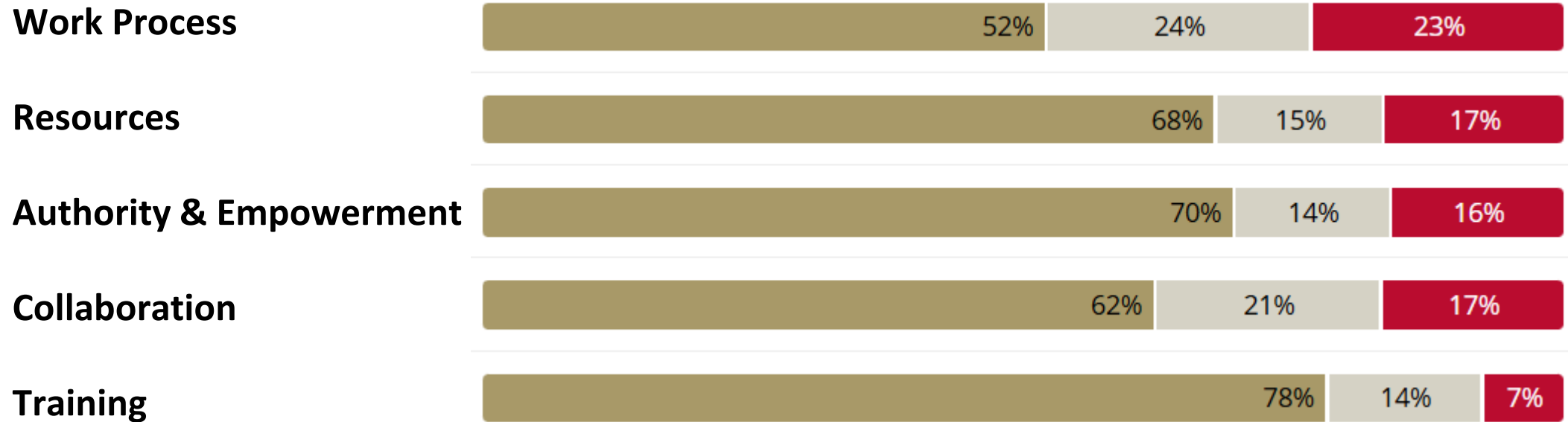
**Performance & Accountability** – “I have a clear understanding of what is expected of me.”

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





## Theme 3: Work Experience & Support



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.”

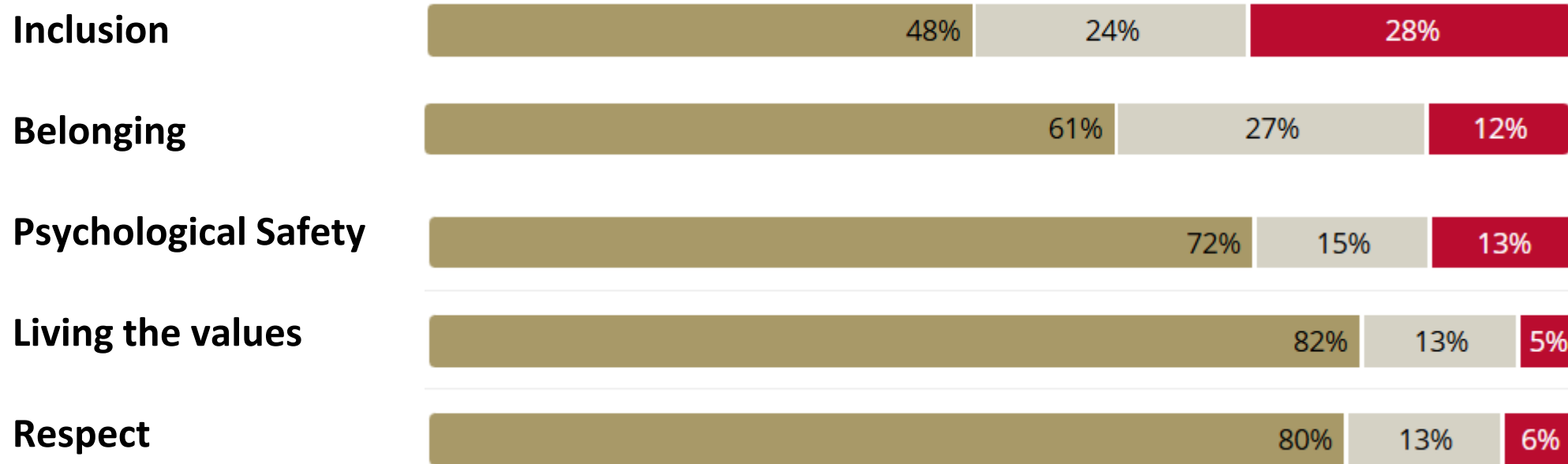
**Authority & Empowerment** – “I have the authority I need to make decisions and get work done.”

**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

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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

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## 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.



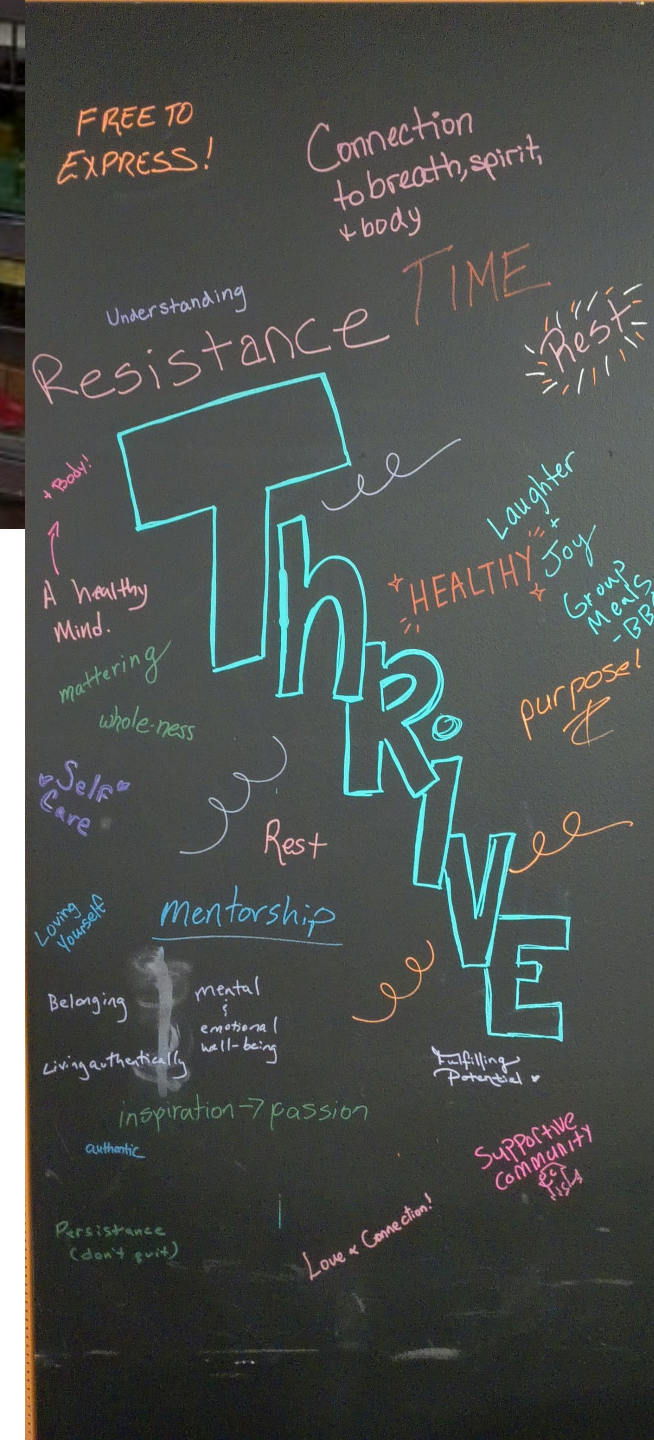
# Community Support & Engagement

UNIVERSITY OF DENVER

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

Community Commons, Third Floor, Suite 3200

cse@du.edu



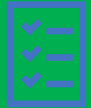


# Overview of Job Architecture Project



## Phase 1

Salary.com Contact  
Job Description Form Creation  
Initial Market Analysis



## Phase 2

Job Description Review for all staff by position number

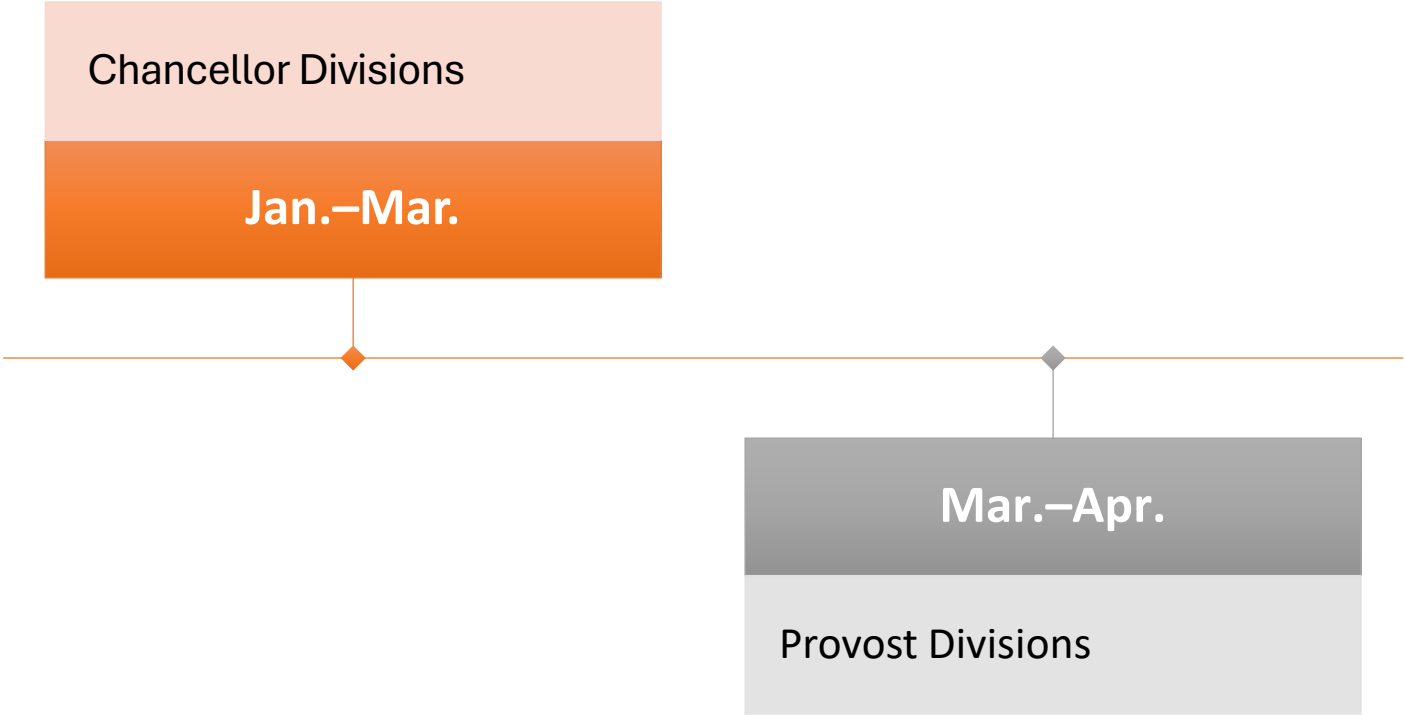


## Phase 3

Review Outcomes  
Update Salary Structures  
Align positions into new salary structures



# Proposed Schedule





Scan QR  
code to  
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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?

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# HRIC Resources:

[www.du.edu/human-resources](http://www.du.edu/human-resources)

## Additional questions please contact us:

[askhrpartners@du.edu](mailto:askhrpartners@du.edu) - General questions, policies or concerns

[benefits@du.edu](mailto:benefits@du.edu) - Benefits & open enrollment questions

[employmentservices@du.edu](mailto:employmentservices@du.edu) – I-9 processing, employment life cycle

[Leaves@du.edu](mailto:Leaves@du.edu) – Leave programs

[HR.Compensation@du.edu](mailto:HR.Compensation@du.edu) – Compensation and job classifications

[jobs@du.edu](mailto:jobs@du.edu) - Talent Acquisition and recruiting

[learning@du.edu](mailto:learning@du.edu) – Development and training programs

[PerformanceManagement@du.edu](mailto:PerformanceManagement@du.edu) - Performance management questions

[Well@du.edu](mailto:Well@du.edu) - Crimson Classic & Well-being programs



**THANK YOU**

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