

2017 NETWORK ENGAGEMENT SURVEY

LEADERSHIP TOOLKIT



“Growing our Culture to Increase our Service Delivery”

Dear NMSDC Leadership Team and Affiliate Council Presidents,

We are pleased to announce the annual NMSDC Network Engagement Survey that provides an opportunity for all employees to identify strengths and weaknesses in our network engagement and the national office. 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 for our members and minority businesses to Certify, Develop, Connect, & Advocate.

We have enhanced this year's approach to include Culture and Diversity. A secure online portal will be available for you to access your specific council or team survey information at any time. You will also receive articles to assist with improving engagement and leadership development

As leaders, you play a crucial role in this effort. When you speak, your employees listen. We need your help to ensure that all employees know about the NMSDC Network Engagement Survey, why it is important to participate, and that their responses will result in positive outcomes.

This toolkit includes questions and answers for managers and talking points to use with your employees. We hope you'll find it helpful for use at a staff meeting or for informal conversations. In addition, the toolkit was developed for general use, so feel free to include information specific to your council. A poster is included for you to display in your council or on your intranet website.

The National Office will once again partner with McPherson|Berry, to conduct the NMSDC Network Engagement Survey to get a better understanding of employee morale, satisfaction, and engagement at NMSDC. Please be assured that no staff employees will have access to their responses. **The results will be shared at the national and council level based on having more than 5 participants responding.** The results will be included in your National office performance dashboard.

The survey will only take about 15 - 20 minutes to complete. All of your employees will take the survey online. The survey will be accessible 24 hours a day, 7 days a week, from home or work. You are asked to begin conversations with your staff now to make them aware of the survey, and to look for notification to participate via email. **Ensure special effort is made to check junk mail and spam filters starting June 12, 2017 to receive all correspondence and reminders.**

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. Only with your help can we achieve the participation of all. Please look for correspondence referring to the survey regularly.

If you have any questions about the NMSDC Network Engagement Survey, please contact the National Office's human resources representative at human.resource@nmsdc.org, or reach McPherson|Berry directly at connie@mcphersonberry.com. Thank you for your support and work to make the NMSDC network an enterprise with excellence.

Talking Points for the National Office Leadership Team and Affiliate Presidents

While employees will read information about the NMSDC Network Engagement Survey in emails, what they hear about it from you is even more important.

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

- ❖ **The NMSDC Engagement Survey is happening June 12-23, 2017.** It gives all the opportunity to identify strengths and weaknesses as a national and regional nonprofit organization, and to help build a better workplace.
- ❖ **What does engagement mean?** Engagement refers to the psychological connection employees feel to their place of employment. It goes beyond job satisfaction and how happy employees are at their perspective councils. It reflects how invested and connected employees feel in the success of their teams, the national office, and the network.
- ❖ The results of this survey are important to your council for several reasons. They will help to build upon your success by improving your work environment. The survey is also very important to your Key Performance Indicator dashboard, which impacts one of your revenue sources.
- ❖ Encourage staff to participate in this process, because participating is one of the most important ways to examine and improve your workplace and NMSDC overall.
- ❖ Beginning June 12 through June 23, you can take the survey at home or work by going to the **LINK** specifically created for you that will be provided via email, seven days a week, 24 hours a day. It only takes 15-20minutes to complete. **No one should forward their survey invitation.** Each participant will receive their own invitation to participate in the survey. If you need assistance in getting an invitation, contact Connie Varnum at connie@mcpersonberry.com
- ❖ By the end of August, the results will be used to develop impact plans for positive change and action.

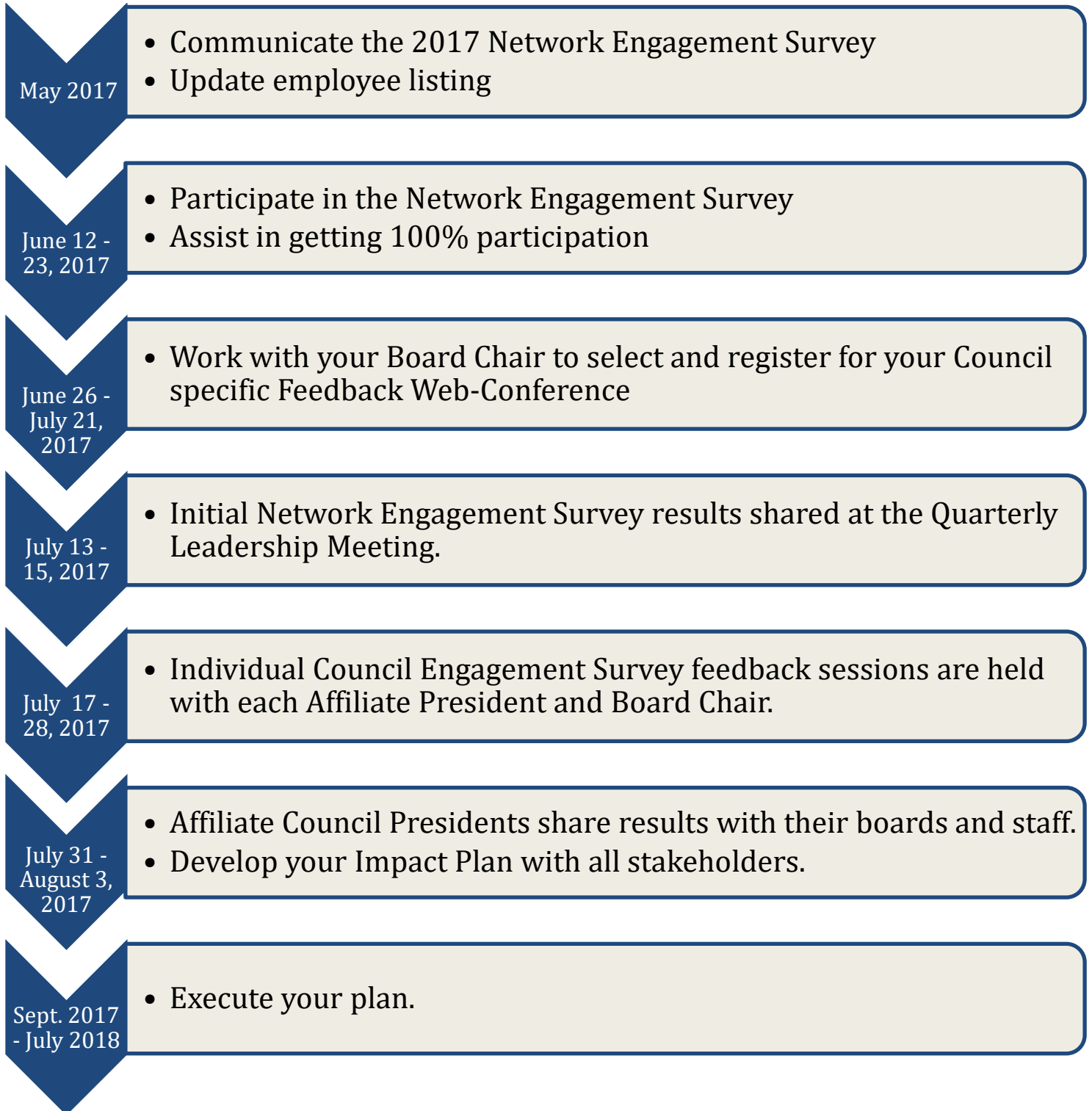


Survey Checklist

The National Office and the affiliate councils all have a vested interest in the success of the NMSDC Network Engagement Survey. We need your help in executing the survey process. To assist with the execution of the survey, we have provided the following checklist:

- Share the NMSDC KPI initiative with your employees.
- Communicate to your employees the engagement survey importance, process, timeline, expectations, and how they will participate. Explain that they should check their email (including junk mail) regularly starting June 12, 2017.
- Encourage your employees to participate and timely respond to the survey request.
- Respond to correspondence about the survey timely to increase the success of the process. Reminders will be sent to complete the survey.
- Remind your employees at least twice a week to complete the survey.
- Post the signage provided in your office to remind and encourage participation.
- Remember to complete your survey by the requested deadline.
- Look for the survey initial results in July for the Councils and August for the National Office.
- Schedule time for your web conference (requires your Board Chair attendance) to share your Council results by July 14, 2017
- Schedule time with your team to discuss the results and prepare an impact plan by August 30, 2017.
- Meet with your Leadership Team (Board Chair/Board) to review the Plan.
- Keep the results confidential to the Council and the NMSDC network.

2017 Network Engagement Survey Timeline



NMSDC Network Engagement Survey Frequently Asked Questions

1. What is the NMSDC Network Engagement Survey?

It is a brief, annual survey that provides an opportunity for employees to identify the Council's strengths and weaknesses as an organization. It is one of the most important ways we have to improve our own work lives and the NMSDC network overall. Please set aside about 15 – 20 minutes to answer and share your opinion in 19 questions.

2. Why is the NMSDC Network Engagement Survey important?

Organizations care about revenue, the quality of their products and services, and whether their customers are having positive experiences. The NMSDC is using this method to gather data about these important elements to ensure every affiliate council is aligned with the values and mission of the network. Employee engagement is a proven driver of all three of these concerns. The engagement survey will provide a benchmark and address the KPIs established to measure the affiliate's performance.

3. 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 such organizations like 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.

4. Why is the NMSDC Network Engagement Survey being conducted?

The NMSDC is committed to an annual engagement survey as an ongoing opportunity for employees to identify issues and to help make positive changes at their workplace and the entire National network. NMSDC's leadership team, Affiliate Presidents, Board Chairs, and other stakeholders believe in the value of the survey and will take the results very seriously.

5. Who is invited to participate?

Participating are: Staff of the NMSDC National Office, Affiliate Presidents, and the Affiliate Council employees of all 23 affiliate councils. Contractors, vendors, and other non-employee team members will not participate in this survey.

6. Will contract, vendor, 1099 and/or consultants be included in this survey?

This survey is targeted to help the affiliate councils determine their staff's level of engagement and receive feedback from their employees, as defined by the IRS standards. In the future, we will determine the best approach to help the affiliate councils obtain feedback and input from non-employee team members that support the council operation in the delivery of services.

7. Why should I participate?

Sharing your thoughts about your work and the council 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 the NMSDC network overall. The survey is also an investment in us as an enterprise to ensure that we have what we need to be successful.

8. Is the survey voluntary?

All employees are strongly encouraged to participate in the survey. This survey allows you to express your opinions and help make a difference in your workplace and the entire enterprise. We really hope you will complete it.

9. Who is administering the NMSDC Network Engagement Survey?

McPherson|Berry will once again conduct the survey. McPherson|Berry provides human resources consulting and tools for workplace leadership, performance management and employee engagement. Their team members have more than 18 years of experienced in providing HR services.

10. Is the survey confidential?

Yes. The survey will be administered according to strict confidentiality policies. At no time will NMSDC share data with the individual councils, leadership team or staff in a way that would directly connect you to your responses. Councils or departments with less than 5 employee participants will be provided overall results and comments.

11. Who will have access to my responses? Will my leadership or someone from the national office see my answers?

No. All personal responses to this survey will be kept completely confidential. McPherson|Berry will collect, report, and analyze the data. At no point will anyone at NMSDC or an affiliate, including senior leaders and managers, be privy to the origins of specific, individual feedback. All results will be reported at the Council or department level for the National Office. All individual responses will be aggregated into the perspective averages and percentages, as long as there are five or more responses to a given question for a specific group.

12. What if my council or department contains fewer than five people? Will my manager be able to figure out how I responded to the survey?

No. McPherson|Berry'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 department or council level if there are at least five people in the group. If there are not five, results will be aggregated and reported at the national level.

13. What is the difference between anonymous and confidential?

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

14. When and how do I take the survey?

On June 12, you will receive an invitation 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 23 to complete it. The invitation should not be shared with anyone.

15. How long will it take to complete the survey?

It will only take about 15-20 minutes to complete the survey. The survey has 19 questions.

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

You will be provided a unique access to take the survey. This code will be included in your email. It ensures that each employee can participate only once.

17. 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 anywhere you have Internet access.

18. How does McPherson|Berry report the data to the specific groups?

When McPherson|Berry conducts an engagement survey, five people on a team must respond to the survey, and to an individual question, in order to report that council's or department's

results. So, if five people make up a department and only two respond, we don't throw out the results. Instead, it "rolls" the responses into the national results so that the staff member's opinions can be heard, but the individual employees cannot be identified.

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

Please contact your immediate manager or President. If there are specific concerns that you believe cannot be handled by your local council leaders, contact McPherson|Berry at connie@mcpersonberry.com or call toll-free 1-800-325-5269. If your question requires attention from NMSDC, contact Judith Cockrell at 212-944-2430 or judith.cockrell@nmsdc.org.

20. Will we find out the results for our council?

Yes. The Affiliate Presidents will receive summary data at the Quarterly Leadership Meeting in July. The National Office staff will receive their results by August 30, 2017. Employees can participate in developing impact plans to change their work environment for the better.

21. What are the Affiliate Presidents and National Office Leadership Team expected to do with results?

Discuss the survey results with your council staff and board. Work with them to facilitate and implement the action planning process to drive positive change. The National Office leadership team should meet with their teams to develop an impact plan, implement it, and make progress throughout the year.

22. Please share the overall survey process.

This will be an annual survey that provides an opportunity for all employees to identify our strengths and weaknesses. 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 for minority businesses to Certify, Develop, Connect, & Advocate. It is an anonymous, online survey administered by an outside firm. Please see the timeline and key tasks above.

23. What are the areas we are trying to measure with the survey?

- Leadership & Planning
- Culture / Delivery
- Role within the Council
- Professional Development & Resources
- Overall Employment Experience

24. Will you provide the questions prior to the execution of the survey?

The survey questions will not be provided prior to the survey being administered.

25. What does success look like for the overall process?

Organizations care about revenue, the quality of their products and services, and whether their stakeholders are having positive experiences. NMSDC is using this method to gather data about these important elements to ensure every affiliate council and the national office are aligned with the values and mission of the network, provide more consistent services to the members, and provide greater support to the MBEs.