# Feedback Shouldn't Be Spooky!



October Supervisor Skill-Building Session

# The Forgotten Half: Asking **employees** for feedback

**What Do We Do?**

Formal Data Gathering

- 90 Day Survey
- 6 Month Survey
- Focus Groups
- Stay Interviews

Informal Data Gathering

- 1 Year Check-Ins
- Exit Interview

**What Else Do We Use?**

Working at Iowa Survey

CUPA Employee Engagement Survey



# Our Data

## 90-Day Survey

Purpose: to hear directly from new employees about their early experience: how welcomed, supported, informed, and connected they feel as they settle into their role

We ask new employees about:

- Their onboarding and transition into the role
- Clarity of responsibilities and expectations
- Supervisor and team support
- Training, tools, and resources
- Connection, belonging, and workplace culture
- Overall satisfaction and opportunities for improvement



# Our Data

## 90-Day Survey



Relationships are the foundation.



Learning the University takes time.



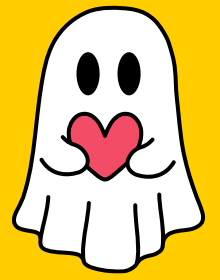
Meaningful work & student impact drive engagement.



Autonomy leads to job satisfaction.



Workload & Role clarity deserve continued attention.



Connection must be created intentionally.

# Our Data

## 6-Month Survey

Purpose: to understand how employees are settling into their roles once they've moved beyond the initial onboarding period.

The survey helps us learn more about:

- role clarity and expectations
- relationships with supervisors and colleagues
- connection and belonging
- workload and well-being
- opportunities for growth

and the employee's overall experience.



# Our Data

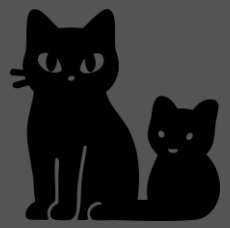
## 6 Month Survey



Confidence grows, but learning doesn't stop.



Employees start looking for growth and development.



Supervisor and team support remain incredibly important.



Belonging evolves to being truly included.



Workload and sustainability become more visible.



Clarity & communication still matter.

# Our Data

## Exit Survey/Interview

Purpose: To helps us understand the employee experience at the point of departure.

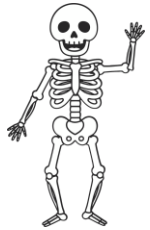
This survey helps us understand:

- Their overall experience
- Reasons for leaving
- and opportunities for improvement.



# Our Data

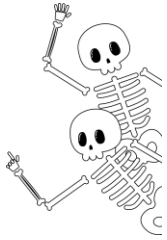
## Exit Survey/Interview



Growth and career development matter.



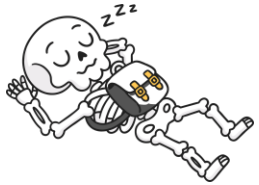
Feeling heard is different from being asked.



The supervisor experience has exponential impact.



Flexibility, relationships, & meaningful work are real strengths.

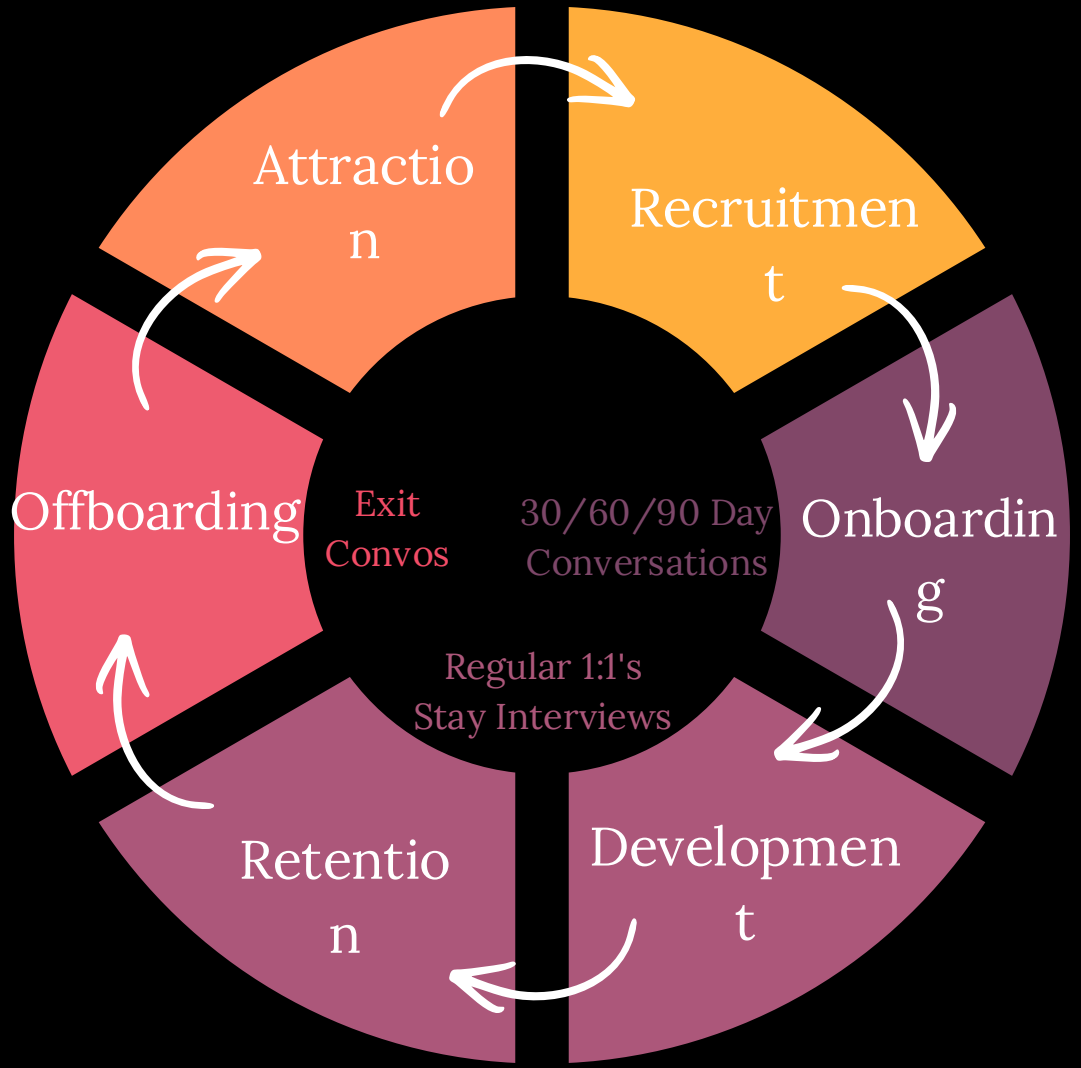


Workload & resources can erode experiences.



Recognition, belonging, and positive culture accumulate over time.

# Feedback is an Employee Lifecycle Strategy



# Feedback is an Employee Lifecycle Strategy

## Phase 1: First 90 Days

*“I’m excited to be here.”*

“I’m welcomed, supported, and excited to learn!”

## Phase 2: Around 6 Months

*“I know enough now to see a bigger picture”*

“I’m growing, gaining confidence, and becoming effective in my role.”

## Phase 3: Exit Interview Stage

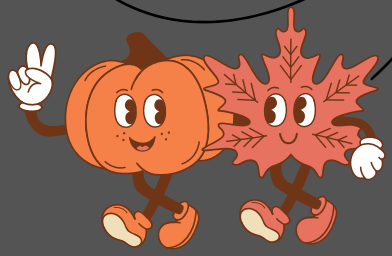
*“I’ve decided the gap isn’t closing.”*

“I still value the people and mission but other concerns influenced my decision to leave.”



# Ideas for YOU!

**Create More Listening Points**



## Build into 1:1 Conversations

What's going well for you right now?

What is making your work harder than it needs to be?

What's one thing I could do differently that would help you be successful?

Do you feel like you have the information you need to do your job well?

Is there anything about your workload or priorities that feels unclear?

What part of your work is giving you the most energy right now? What's draining it?

Is there anything you wish we talked about more often?

Are you getting the feedback and recognition you need from me?

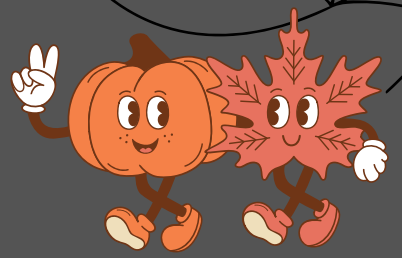
What's something you'd like to learn, try, or become more involved in?

What haven't I asked about that you think I should know?

# Ideas for YOU!

**Create More Listening Points**

Build into 1:1 Conversations



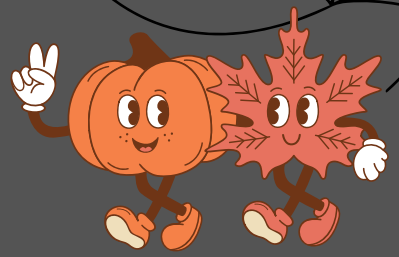
Team Meeting Information Gathering



- Start / Stop / Continue
- Keep/Change/Try
- What is one thing we could change that would make it easier for you to do your best work?

# Ideas for YOU!

Build into 1:1 Conversations



Team Meeting Information Gathering



Small Group Listening Sessions



**Create More Listening Points**

What is working particularly well in our department?

Where do employees experience unnecessary frustration?

What helps people feel connected and included here?

Where could communication be clearer?

What would make it easier to be successful in your role?

What is something leadership may not fully see or understand about the employee experience?

What should we be careful not to change?

# Ideas for YOU!

**Create More Listening Points**

What initially attracted you to this position or department?

What worked well/What challenges did you have?

Did you feel you received enough feedback and recognition?

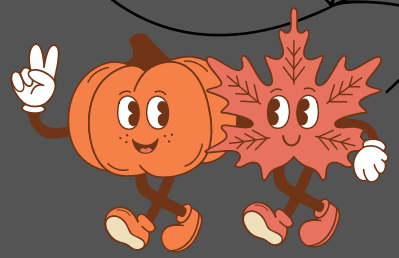
How would you describe communication within the department?

What should we absolutely continue doing?

What advice would you give the next person coming into this role?

Is there anything you wanted to share while you were here but didn't feel comfortable raising?

Build into 1:1 Conversations



Team Meeting Information Gathering



Small Group Listening Sessions



Department-Specific Exit Interviews



# Ideas for YOU!

**Work with your HR Team!**

Stay Interviews/Conversations



# Ideas for YOU!

**Work with your HR Team!**



Mirror our process--
Create New Employee Listening Points

Early days
What has been easier than you expected?
What has been harder?
What information are you still trying to find?
Is anything about your role different than you expected?

Around 90 days
Do you understand what's expected of you?
Where do you feel confident now?
Where would additional training or support help?
What could we have done differently during your onboarding?

Around 6 months
What makes you feel most connected to the team?
What parts of your role feel most meaningful?
Where have you experienced frustration?
Are there opportunities you'd like to have that you're not getting currently?
What would make the next six months a great experience?

# Your Role

Ask ⟶ Listen ⟶ Act ⟶ Close the Loop

## Build a Listening Strategy

Everyday Listening

Intentional Listening

Lifecycle Listening

