Launching a Staff Advisory Council

Six steps to successfully Launch a Staff Advisory Council

Last revised 2/24/25

Contents

Key Terms

- **SAC** – Staff Advisory Council (SAC). Local SACs are formed by and consist of staff from a given unit, are officially recognized by that unit's leadership/administration, and serve as an advocacy body for staff for that unit. SACs connect with USAC, but operate independently.
- **Elective Unit** – A pre-determined set of units comprised of 22 campuses, 12 academic colleges, # academic units, and # administrative units. (*Note – These are budgetary units)
- **Elected Member** – An individual elected by their elective unit to serve as a member of USAC (University Staff Advisory Council).
- **At-Large Member** – A group of 15 individuals who apply and are selected for membership on USAC.
- **Ex-Officio** - Ex-Officio members are appointed by an external University organization or unit as outlined in the USAC Procedural Guidelines. They may be granted a seat if voted on and approved by the Council and may be replaced at the discretion of the USAC officers in coordination with the external organization's leadership. Ex-Officio members do not have voting privileges and are not eligible to hold elected office or committee Chair positions.

Introduction

A Staff Advisory Council (local SAC) is a vital tool for fostering collaboration, enhancing communication, and improving the overall work environment within an organization. These councils represent the voice and perspectives of staff, serving as advocates for their needs and providing a platform for meaningful engagement with leadership. Establishing a SAC can help create a sense of community, promote professional development, and ensure that staff contributions align with institutional goals.

This quick start guide is designed to help you launch a Staff Advisory Council on your campus, college, or unit. It outlines the key steps, benefits, and strategies to ensure the council's success and sustainability. By leveraging the collective knowledge and experiences of staff, an SAC can drive positive change, promote equity, and enhance workplace culture.

Why Create a Staff Advisory Council?

Creating a Staff Advisory Council (SAC) is an impactful way to give staff a collective voice, foster a sense of belonging, and enhance the workplace environment. A SAC serves as a bridge between staff and leadership, advocating for staff needs while aligning with institutional goals. It provides a platform for addressing staff concerns, promoting professional growth, and improving workplace policies and practices. By fostering open communication, collaboration, and inclusiveness, a SAC helps create a supportive and engaged community where staff feel valued and empowered. Its purpose is to represent diverse perspectives, enhance decision-making, and contribute to the overall success of the organization by aligning staff initiatives with strategic priorities and institutional values.

Considerations

Before you get started, there are some things to consider to help ensure your success.

1. Identify peers or colleagues to assist with establishing the SAC.
2. Align the goals of the SAC with institutional and unit priorities.
3. Set a realistic timeline for when you would like to accomplish each step based on your current workload.
4. Receive manager approval to dedicate time to establishing the SAC by articulating its benefits.

Overview of Steps to Launch your Staff Advisory Council (SAC)

1. **Define the vision and assess the needs**
   a. Clarify the purpose of the SAC
   b. Conduct a needs assessment
2. **Secure leadership support**
   a. Develop a proposal
   b. Present to leadership and secure support
3. **Build awareness and interest**
   a. Engage with staff for feedback on goals and to encourage participation
4. **Recruit and form the council**
   a. Identify members
   b. Define roles
5. **Establish structure and process**
   a. Draft bylaws
   b. Set initial goals
   c. Develop communication plans
6. **Launch your council and evaluate its impact**
   a. Hold your first meeting
   b. Track progress on goals and participation
   c. Evaluate progress to adapt and improve your efforts

Step 1: Defining the vision and need

Defining the vision of a Staff Advisory Council (SAC) and assessing the needs of staff are foundational steps in establishing an impactful and purpose-driven council. A clear vision provides direction, articulates the council's mission, and ensures alignment with institutional priorities. Conducting a thorough needs assessment allows you to gather data-driven insights into staff concerns, opportunities, and priorities. Together, these steps help create a council that represents diverse perspectives, addresses critical challenges, and supports the strategic goals of the organization. By investing time in defining the SAC's purpose and understanding the needs of your community, you lay the groundwork for meaningful and sustainable outcomes.

Defining the vision

By following these steps, your SAC will have a clear, shared vision that inspires action and aligns with the broader mission of the institution.

1. Understand the organizational context
    a. Review the mission, vision, and strategic priorities of your campus or unit (e.g., college, department, center).
    b. Consider the values and goals that should be prioritized such as diversity, equity, inclusion, and belonging (DEIB) initiatives.
    c. Align the vision of the SAC with institutional priorities to ensure relevance and support
2. Engage Stakeholders
    a. Consult leadership: Speak with leaders to understand their expectations for the SAC and its potential contributions
    b. Engage staff: Gather input from staff to learn their priorities, concerns, and aspirations for the council.
    c. Leverage existing resources: Review existing advisory council mission and vision statements for inspiration and alignment.
3. Identify Key Focus Areas
    a. Pinpoint the SAC's primary objectives, such as advocacy, professional development, community building, or enhancing communication between staff and leadership.
    b. Ensure focus areas reflect the needs and opportunities identified during stakeholder engagement.
4. Draft the Vision Statement
    a. Create a concise statement that captures the purpose and aspirations of the SAC.
    b. Ensure it reflects the SAC's role in improving the workplace environment, fostering collaboration, and supporting institutional goals.
    c. Include language that emphasizes inclusivity, representation, and continuous improvement.
5. Validate and Refine
    a. Share the draft vision statement with stakeholders, including staff and leadership, to gather feedback.
    b. Adjust the statement as needed to ensure clarity, alignment, and buy-in from all involved parties.
6. Communicate the Vision
    a. Incorporate the vision statement into key materials, such as proposals, promotional materials, and onboarding documents for council members.
    b. Use the vision to guide the SACs goals, activities, and decision-making processes

Conducting the needs assessment

Conducting a needs assessment is crucial for understanding staff priorities and aligning the SAC's efforts with their actual needs and organizational goals. It builds a strong case for leadership support, fosters stakeholder trust, and ensures the council's initiatives are focused and impactful.

1. **Define the purpose of the needs assessment**
   a. Clearly articulate why the assessment is necessary (e.g., to gauge staff challenges, opportunities, and alignment with institutional goals).
   b. Align the assessment with the university's and your unit's mission, vision, and strategic priorities.
2. **Plan the assessment approach**
   a. Identify the key focus areas (e.g., staff concerns, leadership priorities, professional development needs)
   b. Determine the type of data required (quantitative or qualitative)
   c. Decide on tools and methods for data collection (e.g., surveys, focus groups, a listening tour with group interviews, individual interviews, etc.)
   d. Determine who can help you: Plan for other individuals to assist you with the needs assessment and/or creating the SAC. Assign them roles and responsibilities.
      i. For example, you may want someone who can analyze survey data or other feedback responses if this is not one of your strengths.
3. **Gather input from stakeholders**
   a. Engage leadership: Understand strategic goals and priorities by consulting with leaders in your area (campus/college/unit).
   b. Engage Staff: Ask staff how they want to be supported, their challenges, and how they see themselves contributing to institutional goals
   c. Utilize existing data: Leverage previous reports, surveys, or other secondary data from sources like the Office of Planning Assessment and Institutional Research's (OPAIR) Data Digest, or USAC's listening session and focus group reports. Your unit may also conduct their own surveys or focus groups, and they may have data that you can review. It doesn't hurt to ask!
4. **Develop and distribute data collection tools**
   a. Surveys: Create anonymous surveys and work with your unit's communications department to send out to staff in your unit.
      i. Microsoft Forms, Google Forms, or other survey tools are available. You can change the settings so the responses are anonymous.
   b. Engagement Opportunities: Organize drop-in virtual sessions like office hours, setup focus groups, or town halls to gather insights.
   c. Promotional Efforts: Work with your units communication department to add information to a regular newsletter, post information on virtual boards, and post flyers with QR codes in high-traffic areas.
5. **Analyze Data**
   a. Look for patterns and themes in responses to identify shared concerns, opportunities, and goals.
   b. Categorize responses by demographics, such as staff roles, departments, or length at the university while maintaining anonymity.
   c. Highlight findings that align with institutional mission and strategic priorities.
6. **Define key themes and priorities**
   a. Identify the top 3-5 issues or opportunities based on staff input.
   b. Ensure these priorities are specific to your area (campus, college, unit) but are also in alignment with overarching university goals.

Step 2: Securing Leadership Support

Securing leadership support is an important step in establishing a Staff Advisory Council (SAC), as it ensures the council has the necessary backing, resources, and credibility to be successful. This process involves drafting a compelling proposal that outlines the SAC's purpose, the business need, and the value it brings to both staff and leadership. It also includes detailing any resource requirements, aligning with institutional goals, and developing a plan for ongoing engagement.

Drafting your proposal

Before you begin drafting your proposal, you can ask leaders what type of information they would need to see to approve support for the SAC. Below are some key elements to consider including within your proposal.

Key elements to include in your proposal
- **Cover Page with title and date**
- **Purpose of the proposal:** To request support for establishing a Staff Advisory Council.
- **Purpose of the SAC:** Clearly define the SAC's mission, vision, and objectives. Include the top priorities based on data from the needs assessment.
- **Business Need or Value Proposition:** Explain why the SAC is needed and how it will bring value to both staff and leadership, such as improving engagement, communication, workplace culture, and reducing turnover.
- **Scope of representation:** Identify the group the SAC will represent (e.g., specific departments, the entire unit, etc.) and its role.
- **Outcomes from the needs assessment:** Present findings from the needs assessment using charts and graphs to summarize quantitative data effectively. You can also use quotes or statements from qualitative responses to surveys or listening sessions to highlight the lived experience of survey participants. Using narratives is often powerful and helps to provide illustrative examples of challenges, or successes, when paired with quantitative data.
- **Resources Needs:** Clearly outline what resources will be needed to effectively run and sustain your SAC. For example, funding (for recognition awards, events), facilities (spaces to meet), administrative support, access to staff emails or being informed when new staff join the unit, etc.
  - Differentiate between essential resource needs and "nice-to-have" resources.
- **Needed Support:** The type of sponsorship or support that the community needs from leadership and how the leaders can be supportive (e.g., leaders can champion the SAC and share about it in updates to the unit).
- **Communication and Promotion Strategy:** Include plans for how you will communicate and promote the SAC. Outline mechanisms for ongoing communication and feedback between the SAC and stakeholders. How will you share feedback with leadership?
- **Alignment with University and unit goals:** Illustrate how the SAC's mission and activities will support university and leadership strategic objectives. Use specific language from university and/or unit goals and reference the specific goals. Which goals does your SAC help achieve?
- **Sustainability and continuous improvement:** Outline how your SAC will achieve

sustainability and continually adapt and improve. Showing that you are planning for the future will show leaders that you are being thoughtful and intentional and that you have a plan.

- **Conclusion:**

Presenting to Leadership

1. **Prepare the presentation**
   a. Ask the leader(s) you are planning to present to if they prefer a formal presentation with a slide deck, or a more casual conversation without a slide deck.
      i. Either way, creating a slide deck will help you hone key points to make, so you may want to develop one regardless.
   b. Create a concise slide deck that summarizes the key points of the proposal (no more than 10 slides typically).
   c. Keep slides clean and easy to follow, emphasizing the SACs mission, goals, findings from the needs assessment that support the business need and value of a SAC, and what you are asking for (resources and support).
   d. Determine how much time you want to use presenting vs. in discussion (Q&A)
2. **Present to leadership**
   a. Schedule a presentation with leadership following their typical scheduling protocols.
      i. For example, leaders may have an administrative assistant, coordinator, or executive assistant that manages their calendar for scheduling. You can ask if there is someone that you can work with that manages their calendar to find a preferred time to meet. Their calendars tend to be very full, reach out at least 2-3 weeks before you plan to present to get a meeting scheduled.
      ii. Include a topic/title for the meeting, whether it is in-person or virtual, and the duration of the meeting (60-minutes is reasonable for this type of presentation and discussion).
   b. Once the meeting is confirmed, provide the proposal to leadership as a read-ahead document. You can ask the person who scheduled the meeting to include it in the meeting invite as an attachment, or you can send a follow-up email confirming the date and time of the meeting and mention you are including the proposal for them to review ahead of time.
   c. Ask the leader if they are able to make a decision about resource allocation during that meeting, and/or if you can provide any additional details to help them decide.
3. **Follow-up**
   a. Send a follow-up email thanking the leader for their time and consideration of your proposal and that you are looking forward to collaborating on this important topic. Briefly outline what was discussed and agreed upon in the conversation and plan to follow-up in 2-3 weeks if you have not heard back. Sometimes it takes leaders a few weeks to make connections "behind the scenes" to put an initiative in motion, so be considerate of that.

Is the Proposal Approved? Not Approved? No Problem!

The proposal to leadership is the plan to execute an idea to persuade others to support or adopt your idea. There are various components (outlined above) that need to be agreed upon before leadership may recognize the SAC as official. Don't be dismayed if leadership requests revisions on your initial proposal before receiving approval to proceed.

Your Proposal is Approved

Once your proposal for a Staff Advisory Council (SAC) is approved, it's essential to move forward efficiently to establish the council and set it up for long-term success. By following the below steps, the SAC can establish a strong foundation, gain credibility, and create a meaningful impact for staff and the organization. Note that the first few steps may not happen sequentially. For example, you may recruit members prior to setting up initial structure and formalizing governance (ByLaws).

1. Organize and setup initial structures
2. Formalize Governance
3. Recruit Members
4. Launch communications and branding
5. Host the first meeting
6. Develop initial goals and activities
7. Engage staff and leadership
8. Monitor and evaluate progress towards goals and priorities
9. Ensure sustainability
10. Celebrate successes

Your Proposal is NOT Approved

If your proposal to establish a Staff Advisory Council (SAC) is not approved, it's important to view this as an opportunity to refine your approach and build further support. By taking these steps, you can address the barriers to approval, build stronger support, and create a more compelling case for a SAC. Persistence and adaptability are key to turning an initial "no" into a future "yes."

1. Seek feedback
2. Reassess and refine the proposal
3. Engage stakeholders for additional perspectives
4. Continue advocacy efforts
5. Update and resubmit the proposal
6. Maintain momentum
7. Explore alternative opportunities

Step 3: Build Awareness and Interest

Now that you have approval to establish the SAC, you will want to continue to raise awareness of the SAC initiative to build interest and engagement. By communicating the SAC's purpose and plans you will lay the foundation for membership recruitment and active participation.

You've developed the vision, goals, and other key information in Step 1: "Defining the vision and need" and Step 2: "Securing leadership support." During Step 3 "Build awareness and interest" you are now putting that information into action by communicating it widely to your unit through various channels and methods to enhance participation and ensure representation of diverse staff in your unit.

While you are building awareness this is an excellent time to identify individuals that would be interested in participating as an active council member, for example by including a short survey in an email or newsletter for people to provide their name and email if they are interested. You may have also identified interested individuals through Step 1 during the needs assessment.

What to Communicate

Communicate the goals, purpose, and benefits of the council and that you have leadership support. You may also want to include other key information such as if you received financial support from leadership, time commitment required for council participation, initial planned events or information sessions, and how the council will represent staff from your unit/campus. In other words, how will the council establish feedback loops between staff, the council, and leadership to ensure that diverse staff interests are being represented.

Ideas for Spreading Awareness

1. Work with your unit's communication department to promote the SAC initiative.
    a. Unit newsletter
    b. Unit social media
    c. Unit website
    d. Digital signage in relevant buildings
    e. Flyers to post around the building
2. Create a SAC SharePoint Collaboration Site and Teams for adding members, sending messaging, and other communications.
3. Collaborate with unit leadership to send out a joint message/email
4. Host an informational session
5. Ask and encourage others to share the message. Word of mouth helps.
6. Include sign-up sheets/surveys to identify members who would like to serve as representatives on the council and who would actively collaborate in establishing the SAC.

Step 4: Recruit Members and form the Council

The council members will serve as representatives of staff for your unit. There are different models to consider when establishing your council. Below are considerations for member recruitment and size.

Considerations for member recruitment

1. **Determine what work needs to get done at SAC Start-up, and then on-going.**

a. Think about what type of work there is, what you need to do, and what can be delegated out.

2. **How many people will you need to help the SAC get started and then keep it going?**
   a. Typically, you will not want more than 8-10 committee members, since groups larger than this can become difficult to manage.
   b. Starting with an initial smaller group of committee members (3-4 individuals) will help spread out the work while maintaining efficiency of managing a smaller group of people. You can also brainstorm ideas with this group.
   c. Consider finding a co-chair if you'd like to share leadership responsibility with another person.

3. **Develop a formal application process and eligibility criteria for members**
   a. Are there key characteristics or requirements you'd like to make sure that members have or meet? For Example:
      i. They can make the time commitment
      ii. They have supervisor approval
      iii. Full-time staff with at least 1 year of tenure at the university.
      iv. Brief statement(s) on why they are motivated to participate and what they hope to get out of the experience.
   b. Review the Staff Advisory Council Application Process Template for other information and ideas.

4. **Set initial term lengths. How long will these new members be active?**
   a. Define the on-going membership terms. 2- or 3-year terms are typical.

5. **Diversity, representation, and inclusion**
   a. Councils should be comprised of people from diverse backgrounds, roles, and varying experiences to encourage healthy discussion and broad representation and perspectives.
   b. Consider identifying representatives from each department within a given unit to ensure all departments are represented.
   c. Individuals serving as representatives on a council should consider the needs and experiences of those within the department and/or unit that they represent.

6. **Supervisor approval and/or good standing with HR**
   a. Potential members should discuss their interest in serving on the SAC with their supervisor. There is a real commitment of time and energy to consider.
   b. Checking with your unit/campus HR that the employee is in good standing will help to ensure that the employee is able to take on work outside of their regular job responsibilities.

Step 5: Establish Structure and Process

This step of establishing a SAC involves several key activities to define how the council will operate effectively and sustainably.

Reminder: The Staff Advisory Council is more than a format for discussion. The SAC should identify key issues concerning unit/campus staff, and ways to address those issues. The SAC serves as a governance structure within the unit to aid leadership in decision-making and enhancing the staff voice.

Key Activities

1. **Define the mission and scope**
   a. Revisit and finalize the council's mission.
   b. Determine the focus areas for the SAC such as advocacy, professional development, communication, or diversity initiatives.
2. **Create governance documents**
   a. Draft Bylaws: Develop operating rules that define the SAC's mission, roles, responsibilities, decision-making processes, and structure.
   b. Voting procedures: Establish how decisions will be made, including voting protocols for key issues.
   c. Membership terms: Specify the duration of terms for members, leadership roles, and the process for rotations or reappointments.
   d. Establish meeting cadence: How often will the SAC meet?
   e. Identify time commitments for committee members: What is the expected time commitment that committee members will need to dedicate to the SAC?
3. **Establish leadership roles**
   a. Define leadership positions: Identify key roles such as chair, vice-chair, secretary, and committee leads.
   b. Assign responsibilities: Clearly articulate the duties and expectations for leach leadership role, including meeting facilitation, communication, and record-keeping.
4. **Determine membership structure**
   a. Set council membership size: Decide the number of members.
   b. Ensure Representation: Strive for diversity in department, role, and demographic representation to reflect the broader staff community.
   c. Establish selection criteria: Develop an application or nomination process to recruit and select members fairly.
5. **Develop meeting and communication processes**
   a. Schedule meetings: Set a regular meeting schedule, including frequency (e.g., monthly or quarterly) and format (in-person, hybrid, virtual).
   b. Create agendas: Standardize how meeting agendas are developed and distributed in advance.
   c. Record meeting minutes: Assign responsibility for documenting meeting discussions and outcomes.
6. **Build subcommittees (if needed)**
   a. Create task-specific groups/teams: Form subcommittees or teams to focus on key areas like events, professional development, policy review, or other topics.
   b. Assign members: Match members to subcommittees based on interests, skills, and availability.
7. **Establish communication channels**
   a. Internal Communication: Develop processes for sharing information among members, such as email lists, a SharePoint shared folder, or Teams group.
   b. External Communication: Plan how the SAC will communicate with staff and leadership, including newsletters, town halls, or reports. Consider partnering with your units communications department to send out a monthly staff newsletter.

8. **Develop processes for accountability and transparency**
   a. Set goals: use SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals to guide the council's work. See below chart for more details about SMART goals.
   b. Track progress: Define metrics to measure success.
   c. Share Updates: Commit to regular updates to staff and leadership on the SAC's activities and outcomes.

SMART Goals Defined	
S	Specific: What needs to be accomplished?
M	Measurable: Quantifiable or descriptive. How will you know when the goal has been met?
A	Achievable: Realistic. Something that can reasonably be accomplished.
R	Relevant: Aligned with unit/institutional priorities. How will this goal help the unit achieve its objectives?
T	Time-bound: A target date for completion has been set.

Considerations

- Structure and Format
  - Cadence/frequency and format of meetings (e.g., in-person, hybrid, virtual)
  - Open meetings for unit staff, council meetings
- Group Processes and Expectations
  - Attendance and participation
  - How decisions are made (e.g., rough consensus, voting, etc.)
  - How feedback is solicited from unit/campus staff members
- Representation
  - Who does the SAC represent? E.g., Full-time exempt and non-exempt staff
  - Representation across departments within the unit/campus
  - Diversity of opinions, experiences, roles
- Demographic diversity (e.g., culture, race, age, sexual orientation, gender identity/expression, disability, socioeconomic status).

Step 6: Launch the Council and Evaluate its Impact

Launching the SAC

- **Announce the launch**
  - Begin by sharing the news of the SAC's formation widely across the organization. Use email campaigns, newsletters, listening sessions, and town hall meetings to communicate its purpose, mission, and anticipated benefits. Emphasize inclusivity by highlighting the SAC's goal to represent diverse perspectives and invite staff to engage with its initiatives. Leadership endorsement in these announcements can add credibility and encourage participation.
- **Host the first meeting**
  - Organize an inaugural meeting to formally kick off the SAC. Start with

introductions among members to foster collaboration and camaraderie. Review the SAC's mission, vision, and alignment with institutional goals to ensure a shared understanding of its purpose. Use this meeting to establish expectations for communication, collaboration, and accountability while identifying initial priorities based on the needs assessment.

- **Build initial momentum**
  - Focus on implementing small, achievable projects that demonstrate the SAC's value early on. These "quick wins" can build trust and credibility among staff and leadership. Host initial events, such as workshops or staff forums, to encourage involvement, showcase the SAC's commitment to staff needs, and gather additional feedback for future planning. Note that you can use information from the needs assessment and interviews that you conducted to prioritize what tasks you take on first.

- **Define communication channels**
  - Set up internal systems, such as email lists, Teams groups, or shared drives, to ensure effective communication among SAC members. Externally, develop a communication strategy to keep staff informed about the SAC's activities, such as periodic newsletters, website updates, or scheduled town halls. Clear communication channels ensure transparency and encourage ongoing engagement.

- **Develop a plan for sustained engagement**
  - Establish a regular meeting schedule to maintain momentum and ensure consistent progress on SAC initiatives. Create opportunities for staff to provide feedback through surveys, drop-in sessions, or open forums. This ongoing engagement ensures that the SAC remains responsive to staff needs and aligned with its mission.

Evaluating the SAC'S Impact

By evaluating its impact, the SAC can demonstrate its value to stakeholders, ensure alignment with organizational priorities, and adapt to meet changing needs. The SAC will need to determine the necessary data to show progress on its goals.

Key activities involved in evaluating impact include:
- **Define metrics for success**
  - To evaluate the SAC's impact effectively, identify clear metrics that align with its goals. Track participation rates in SAC meetings, events, and initiatives to measure engagement levels. Use surveys or other feedback tools to gauge staff satisfaction and understand the perceived value of the SAC's efforts. Additionally, monitor the SAC's influence on organizational policies by documenting the recommendations made and the rate of their adoption by leadership.

- **Regularly review progress**
  - Schedule periodic evaluations to review the SAC's progress against its established goals. This includes assessing whether specific initiatives are meeting their objectives and identifying areas for improvement. Document key activities, decisions, and outcomes to maintain a comprehensive record of the SAC's work and to facilitate transparency and accountability.

- **Report to stakeholders**
  - Keep leadership and staff informed about the SAC's activities and achievements. Provide periodic updates to leadership, highlighting successes, challenges, and the SAC's overall impact on the organization. For staff, share impact reports or newsletters that outline the SAC's contributions and showcase the positive changes resulting from its initiatives.
- **Adjust strategies based on feedback**
  - Use the feedback collected from staff and leadership to evaluate the effectiveness of SAC initiatives. Analyze the data to determine which efforts are most impactful and identify opportunities for improvement. Refine goals and adjust strategies as needed to address evolving staff needs and institutional priorities, ensuring the SAC remains relevant and effective.
- **Celebrate achievements**
  - Recognize and celebrate the accomplishments of the SAC to build momentum and morale. Publicly acknowledge the efforts of SAC members and the positive outcomes their work has achieved. Share success stories through internal communications or events to inspire continued engagement and reinforce the SAC's value within the organization.

Examples of Metrics to track

The specific metrics that you track will depend on the goals you set and how you plan to achieve those goals. For example, if one of the goals of your SAC is to increase employee engagement in unit activities, you may want to take an initial assessment of attendance before you make any changes. Once you have that baseline starting number, you would then implement the change you want to make. For example, the change could be the development of a staff newsletter that promotes events. After the changes have been implemented, you would then look at attendance rates again to assess if what you did (implement a staff newsletter) had an impact on attendance.

1. Employee engagement and satisfaction
2. Participation
3. Feedback and suggestions
4. Impact on policy and practice
5. Diversity and inclusion
6. Communication and reach
7. Conflict Management

Resources
USAC and Additional Resources
- List of established Staff Advisory Councils: https://hr.psu.edu/usac/local-staff-council
- USAC Mission and Vision: https://hr.psu.edu/usac/about-us
- Example Leadership Transition Form (Office 365):
  - https://forms.office.com/r/Msz89ZviRY
- USAC Community Engagement Team: USAC Community Engagement Group | General | Microsoft Teams

Accessibility Tools
- Penn State Accessibility Resources: https://accessibility.psu.edu/

Related Employee Engagement Articles
- SHRM (Employee Advisory Committees): https://projectionsinc.com/employee-advisory-group-employee-engagement/
- Projections Inc. (Employee Voice): https://projectionsinc.com/employee-voice/

Developing SMART Goals
- What are SMART goals? https://asana.com/resources/smart-goals
- Penn State HR SMART goal concepts: https://hr.psu.edu/current-employee/your-career/performance-mgmnt/set-goals
- How to write SMART goals: https://www.smartsheet.com/blog/essential-guide-writing-smart-goals?srsltid=AfmBOoqJiK3v4UjSFQAT-j7eZP5UuT7MiF6K9YwXtR5x-J8ThPeeA6Yy

Survey Tools and Resources
- Penn State Survey Research Center: https://survey.psu.edu/
- Center for Survey Research, Penn State Harrisburg: https://csr.hbg.psu.edu/
- Microsoft Forms for Online Surveys: https://www.microsoft.com/en-us/microsoft-365/online-surveys-polls-quizzes
- Google Forms for Polls: https://forms.google.com/
- Qualtrics at Penn State: https://pennstate.qualtrics.com

Evaluation and Assessment Resources
- Penn State Office of Planning, Assessment, and Institutional Research Assessment Team: https://opair.psu.edu/assessment/
- Assessment Resources from Penn State Student Affairs: https://studentaffairs.psu.edu/assessment/resources
- Asana (Needs Assessment Resource):
  - https://asana.com/resources/needs-assessment
- Indeed Article on Needs Assessments:
  - https://www.indeed.com/career-advice/career-development/needs-assessment