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employee engagement survey
toolkit

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Workforce Metrics Around the World



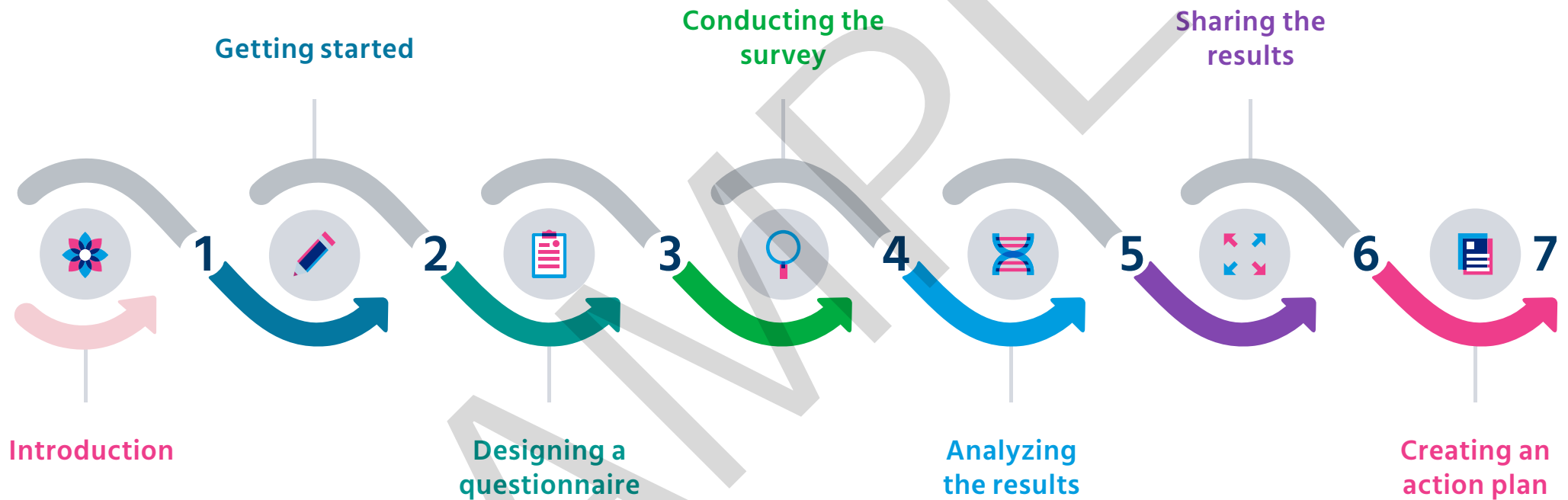
Workforce Turnover Around the World



Worldwide Benefit & Employment Guidelines

*Not included in Talent All Access®

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Introduction

The case for the employee voice

For modern organizations, developing an effective employee research program is a strategic imperative. In today's complex business environment, evidence-based human resources, people analytics and ongoing organizational learning are all critical for organizational performance.

Central to these practices is the employee perspective. Without regular feedback from the workforce, you will find that leaders, managers and decision makers are flying blind.

The degree to which employees think, feel, and act in ways that represent high levels of enthusiasm and commitment to the stakeholders of the company. The extent to which employees are willing to contribute their knowledge, skills, abilities, and effort to help an organization succeed.

- **Cognitive:** What employees think about their company. For example, considering everything, how would you rate your overall satisfaction at the company at the present time?
- **Affective:** How employees feel about their company. For example, I feel proud to work for the company.
- **Behavioral:** How employees act in relation to their company. For example, I am motivated to go beyond what is normally expected to help the company be successful. I would recommend this company as a place to work. I would choose to stay with the company even if offered the same pay and benefits elsewhere.



Report structure

This **Employee Engagement Survey Toolkit** provides actionable content to help you gather, analyze and action feedback from your workforce. The first page of each section provides you with an overview of each step in the survey process, along with a selection of links that allow you to download materials that guide you through the process, and that can be shared with other members of your team, or stakeholders within your organization. Use the tabs at the top of each page to navigate to the different report sections.

Getting started

Learn about the importance of collecting regular feedback, along with best practices for developing a survey. Learn about the fundamentals of gathering feedback from stakeholders as part of your planning process. Understand the different options for collecting feedback using anonymous or confidential data, and use the key features of a successful engagement program checklist to stay on track.

Designing a questionnaire

Use the checklist for building an effective annual feedback survey and learn why you might want to include a pulse survey in your engagement program. Access core sample text to include in your survey and a selection of sample survey questions. Find out why it's important to plan for your results output while designing your questionnaire.

Conducting the survey

Access sample text for a selection of recommended communications that should be shared with employees throughout the survey process. Use the communication needs by stakeholder checklist to ensure the right messages are going out at the right time. Get useful tips for promoting participation and follow our guidelines for conducting an online employee engagement survey. Download a set of already prepared FAQs to share within your organization!

Analyzing the results

Learn how to build a reporting hierarchy, and important considerations when analyzing results from an employee engagement survey. Get guidance for understanding your calculations and use the checklist to help ensure you're covering all the core analytical components. Find out the difference between meaningful and statistically significant results.

Sharing the results

Use the communicating the results of your survey checklist to ensure there is awareness of the findings across your organization. Share a selection of tools with key stakeholders so they can record their reaction to the results and document their story. Use the various meeting materials, including a sample executive summary PowerPoint to help disseminate the results through the various layers of your businesses.

Creating an action plan

Learn how to develop a “SMART” and effective action plan to improve your employee's experiences at your organization. Get tips for implementing your action plans and monitoring their progress.

Getting started

Develop your engagement survey strategy

There are various ways in which employee engagement can improve performance — from encouraging innovation to improved efficiency, and reduced employee turnover.

Many organizations conduct an engagement survey, some pulse surveys, as well as onboarding and exit surveys. The best programs will analyze these data together to create a model of the employee life cycle, and help to address a number of questions. What is it that sets your organization apart from others? What drives turnover? How are you treating your high potentials? What engagement profile provides the best model to better business outcomes?

Turning feedback into actionable change can have a big impact on your bottom line:

- More engaged employees means better customer service, and greater customer satisfaction. This resulted in an additional 28 million dollars in revenue for one company. Because happy customers spend more money!
- Companies with more engaged employees saw an increase in stock price of 16%.
- Within manufacturing firms, engaged employees improved the quality of their company's product by producing 75% fewer defect rates than less engaged colleagues.

- Efficiency was improved when engaged steel mill employees required 34% fewer labor hours to produce a ton of steel.

Here are a few considerations to help you get started in developing a plan to improve engagement in your organization:

- What are our survey goals? What do we want to achieve?
- Who will be our executive survey sponsor?
- Should we gather stakeholder feedback as part of the planning process?
- How many employees will participate?
- Which type of survey is right for our organization?
- What frequency of data gathering is right for our organization?
- How do we ensure our survey is successful?

Read this section to develop an understanding of the various considerations needed when creating a program for measuring employee engagement. Click the blue links on the right to download individual reference materials. Use the tabs at the top of each page to navigate to the different report sections.

Click blue items to download.

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Q&A: Best practice for developing an engagement survey

Learn: 6 guiding principles of an annual engagement survey

Learn: 5 fundamentals of conducting key stakeholder interviews

Learn: 5 fundamentals of conducting a focus group

Advantages and disadvantages to using sample or census data for engagement surveys

Unidentified (anonymous) vs. identified (confidential) engagement surveys

Advantages and disadvantages of conducting an identified (confidential) engagement survey

Learn: 3 best practices for using personal identifiers in an engagement survey

Checklist: Key features of successful engagement survey program

Designing a questionnaire

Designing a survey is about more than simply compiling a set of questions you'd like to ask your employees. There are several core text-based elements that should be taken into consideration:

- Include welcome or introduction text to help to set the tone and emphasize the importance of each and every employee's participation.
- Reassure your employees that their data will remain confidential at all times. Confidentiality — and communication regarding confidentiality — is paramount for a successful employee survey program. From the start, communications must emphasize the confidential nature of the survey and transparently communicate how information will be handled.
- Share a set of definitions to help create a common understanding among all participating employees and improve the accuracy of the responses you receive.
- If you operate across geographies where more than one language is common, consider whether you want to offer your survey in local languages too.

Along with your core text and your survey questions, you'll want to think about how you'd like to report out the results of this survey. If you're using the "identified" method of collection, does your HRIS contain all the demographics you'd like to be able to cut the data by? If not, you may want to include demographic questions in your survey. Similarly, if you're conducting an "unidentified" survey and would like to cut the data by department, or another factor, make sure you include the applicable questions in your survey.

Read this section to develop an understanding of the core elements of an employee engagement survey, including a selection of sample questionnaires, and sample text and guidance for designing your questionnaire. Click the blue links on the right to download individual reference materials. Use the tabs at the top of each page to navigate to the different report sections.

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Core text and language considerations
Organizing the output of your engagement survey

Checklist: Building an effective annual engagement survey

Q&A: Gathering employee feedback using a pulse survey

Excel: Sample surveys and questions to get you started

Choosing the right type of engagement survey based on your output needs

Conducting the survey

Once your survey is designed and programmed, you can prepare to launch the survey and begin participation. A core element of this is related to communication — but communication should begin before your survey does. You'll want to let your employees know that the survey is coming and explain why it's important for them to complete. It's critical they know that their responses will be kept confidential, and that their responses will help to guide actions that will improve the business and their experiences at your company.

Along with your employees, ensure you're communicating across all levels of your organization. For example, managers can be critical to the success of your survey. Their direct involvement and encouragement of team members will help to garner strong participation across the whole business.

Beyond the various email campaigns and communications, consider other methods for promoting the survey and encouraging participation too. Such as competitions across lines of business that offer a prize for the highest participation rate.

Read this section to develop an understanding of the various considerations when conducting your employee engagement survey. Click the blue links on the right to download individual reference materials. Use the tabs at the top of each page to navigate to the different report sections.

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Email: Heads up to all employees

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Email: Participation reminder to all employees

Email: Thank you for participating

Email: Next steps

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Learn: 6 guidelines for conducting an online engagement survey

FAQs: Frequently asked questions for an anonymous engagement survey

FAQs: Frequently asked questions for confidential engagement survey

Analyzing the results

Once your survey is closed, it's time to calculate and analyze the results so that you can identify areas of improvement. There are many ways to look at the results of your survey, for example, you can evaluate the overall sentiment of your employees, or you may want to review specific topic areas or questions to zone in on areas of your organization which are already strong, or may need improvement.

Additionally, where possible, it will be important to review the sentiment of specific areas of the business. The use of a reporting hierarchy can help you create a structure for reporting out results by department or business unit.

Read this section to develop an understanding of the various considerations when analyzing data from your employee engagement survey. Click the blue links on the right to download individual reference materials. Use the tabs at the top of each page to navigate to the different report sections.

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Understanding your calculations

Checklist: Start with the numbers when analyzing your engagement survey results

Q&A: Interpreting score differences — meaningful vs. statistical significance

Consider the context

Sharing the survey results

Communication is key

Sharing the results of your survey is critical to the success of your larger employee engagement program. It's important that an employee's effort to provide feedback is validated and they feel heard. Sharing summary findings from your survey shows them you are listening and, ultimately, actioning what you have heard.

As is the case for every step in this process, communication is key. But this typically begins higher up in your organization by sharing results with board members, divisional or group managers, line managers, and then your employees. Throughout each of these levels of communication there is opportunity for leaders to gather additional feedback and reaction to the results, and start to develop action plans that will help improve the employee experience.

Read this section to develop an understanding of the various considerations needed when creating a program for measuring employee engagement. Click the blue links on the right to download individual reference materials. Use the tabs at the top of each page to navigate to the different report sections.

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Recommended meeting structure

Discussion guide for feedback meetings

Ground rules to consider when conducting an engagement survey feedback meeting

Root cause analysis

PowerPoint: Sample executive summary presentation

Checklist: Best practices for managers sharing results from an engagement survey

Remember to keep it simple

Creating an effective action plan

Your action planning process should be strongly supported by communication. The way you undertake your action planning will determine the way you manage your communications, and what communications you use. But the main communication steps we recommend during action planning are:

Invite participants to take part

- If the action planning process is decentralized and delegated to line management, an action planning guide can prove to be valuable in providing information on how to manage action planning and communicating the need to build employee engagement.
- Operational messages about the action planning process (ongoing messages about meetings, workshops, plans, tasks).

- Presentation of action planning results to management (management levels involved depend on how centralized the process will be).
- Communication of the main action plan to employees.
- Communication of action implementation results to management and employees.

Read this section to develop an understanding of how to create an action plan based on the results of your employee engagement survey. Click the blue links on the right to download individual reference materials. Use the tabs at the top of each page to navigate to the different report sections.

Click blue items to download.

Section contents

Develop your action plan

Ensure your plan is “SMART”

Create an effective action plan

Prepare to implement your action plan

Implement your action plan

Navigate through the “change curve”

How to monitor progress on your action plans

Looking for more guidance?

Looking for more guidance?

Question level best practices

Action planning is typically focused at the question level, where targeted opportunities are more clear and progress can be monitored. The **Employee Engagement Best Practices & Benchmarking Report** is updated annually and includes a set of normative benchmarking data, and a robust question library of best practices.

[Contact Us](#)[Learn More](#)

The question library includes the following details for approximately 50 common engagement questions.

Business case



Describes the intent of the survey item — what is being measured.

Questions to ask yourself



As a leader, what aspects of myself, the situation, internal and external forces may be shaping how employees respond?

Ask your team



To facilitate a data review and action meeting, what are some questions related to the particular survey item that will best generate discussion?

Actions to consider



What are some particular actions that we could consider or use as a starting point?

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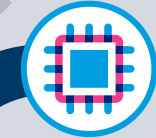
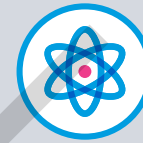
Helping companies engage their people to drive productivity and improve business performance



Measuring what matters
We build strategic employee listening programs that combine the right methodologies with validated content and agile technology.



Designing change and action
Our dynamic design-thinking strategies empower leaders, managers and HR to drive positive change.



Delivering people insights
More than data, dashboards and reports — we deliver integrative analytics and insights for action.

Listening Approach

Full-Census Survey



Pulse Surveys



Digital Focus Group



Preference Survey



Conjoint Survey



Description

Robust continuous listening to understand employee experiences and perceptions.

Agile, targeted continuous listening with strategic employee research programs.

Enable organizations to crowdsource people insights in a live, collective conversation.

Used to understand broad employee preferences across a large employee base.

Allow for data-driven decisions regarding what people say versus what they do.

Recommended use and timing

Every year for an organization-wide snapshot and to reset priorities.

Quarterly to track priorities and/or on-demand for on-boarding, exit, role transition, etc.

Periodically as needed to deep dive on a specific challenge.

Every 12 to 24 months check in on total rewards and benefits preferences.

Periodically to measure the relative perceived value of offerings as well as to test for changes.

Have questions?

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