Employee Engagement Survey

GUIDE

Introduction

Employee engagement refers to the level of an employee's emotional commitment, involvement, enthusiasm, and sense of belongingness toward their work and organization. It also encompasses their feelings of being included and trusted within the organization. Understanding employee engagement helps organizations assess workplace sentiment, the effectiveness of talent programs, trust in leadership, and areas for improvement. Engaged employees are 87% less likely to leave an organization, fostering a positive work culture and driving better business results.

This resource will help you understand the drivers of employee engagement and how to design, implement, and analyze employee engagement surveys effectively. By using this guide, you can capture valuable insights into your workforce's satisfaction and commitment, identify opportunities to boost employee morale, and foster a more productive and engaged work environment. Engaged employees contribute significantly to enhanced employee satisfaction, higher productivity, and, ultimately, better organizational performance.

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Types of Employee Engagement Surveys

Organizations implement various types of surveys at different frequencies based on their needs. These survey types include:

Annual/bi-annual employee engagement surveys

- Organization-wide surveys with a wide variety of questions based on key engagement attributes
- Surveys providing a detailed overview of employee engagement across the company
- Detailed analysis and actionable outcomes

Targeted audience surveys

- Pulse checks at the team or department level
- Focused on specific groups to identify localized issues and improvements

Minipulse surveys

- Quick, 1–3 questions based on a single theme or attribute.
- Example: "How's Monday going?" with simple response options

Single NPS question surveys

- Typically used at the end of a policy or training session
- Measures the likelihood of employees recommending the experience

On-the-go feedback

- Surveys seeking immediate feedback about policies or company intranet
- Using simple response methods like emojis (thumbs up or down, smileys, etc.)

> By utilizing these various surveys, organizations can gather detailed and actionable insights into employee engagement at different levels and contexts.

Methods for Measuring Employee Engagement in Surveys & Employee Engagement Measuring Models

EMPLOYEE ENGAGEMENT SURVEY MEASUREMENTS

- **Likert scale:** Use a numerical scale (e.g., 1–5) to gauge the level of agreement or satisfaction with various aspects of the workplace. This method provides quantifiable data on employee perceptions.

- **Open-ended questions:** Allow employees to share their thoughts and opinions in their own words, providing rich, qualitative insights that highlight specific issues, ideas, or concerns that may not be captured through structured questions.

Incorporating the right mix of question types ensures that you capture both quantitative and qualitative data, providing a more complete picture of employee engagement.

EMPLOYEE ENGAGEMENT MEASURING MODELS

Various methodologies, models, and frameworks are used to measure employee engagement, each emphasizing different aspects. Organizations typically customize their engagement surveys based on their specific needs and critical metrics. For example, they could focus on measuring equity, trust, or motivation.

Common employee engagement measuring models include:

- **Gallup Q12:** Measure 12 core elements that are linked to performance outcomes, providing an overview of their impact on productivity.

- **Maslach burnout inventory (MBI):** Evaluate burnout levels, identifying key indicators of disengagement and areas for intervention.

- **Utrecht Work Engagement Scale (UWES):** Measure vigor, dedication, and absorption, offering insights into the intensity and quality of employee work-related experiences.

- **Aon Hewitt's engagement model:** Focus on Say, Stay, and Strive components to gauge how likely employees are to speak positively about their organization, remain with the company, and exert extra effort to achieve goals.

EMPLOYEE ENGAGEMENT MEASURING MODELS

When deciding on a measuring model for your employee engagement survey, provide insights at various levels while maintaining the anonymity of respondents. A comprehensive survey report should include:

- **Team level:** aggregated results for team performance and dynamics

- **Organizational level:** overall engagement trends across the company

SCORES AND COMPARISON

- **Question level score:** individual scores for each question

- **Attribute level score:** aggregated scores for each attribute

- **Survey level score:** overall engagement score from the survey

These scores should be compared at the team, peer, and organizational levels to identify strengths and areas for improvement. To ensure confidentiality and foster a safe space for honest feedback, detailed manager-level reports should only be available if there are more than five survey responses. This approach mitigates the risk of managers guessing who gave specific feedback, thereby promoting trust and candor among employees.

> **Tip** 💡
>
> Comparing engagement scores with industry benchmarks can provide additional context and highlight critical areas for improvement, such as compensation and benefits (C&B), retention, and career development.

Identifying Employee Engagement Drivers & Survey Attributes

To effectively gauge employee engagement, organizations must identify the key drivers that align with their talent strategy, organizational values, and ongoing engagement initiatives. These drivers form the foundational attributes of an employee engagement survey.

By focusing on specific attributes, organizations can develop a comprehensive survey that captures the essential factors influencing employee engagement.

Key attributes for an employee engagement survey include, but are not limited to:

Wellbeing
Physical, mental, and financial wellbeing of employees

Work-life balance
Balance between work responsibilities and personal life

Leadership
Quality of leadership and management support

Career development
Opportunities for growth and advancement

Job satisfaction
Overall satisfaction with the job and work environment

Communication
Effectiveness of internal communication

Recognition
Appreciation, acknowledgment, and rewards of employees' work

Organizational culture
Alignment with company values and culture

Manager effectiveness
Effectiveness of the reporting manager or first-line manager

Common Employee Engagement Metrics & KPIs

To quantify engagement levels and identify areas for improvement, organizations should establish clear metrics and KPIs.

COMMON METRICS AND KPIs

- **Engagement index:** a composite score derived from multiple engagement survey questions to provide an overall measure of employee engagement

- **Net promoter score (NPS):** measures employees' likelihood to recommend the organization to others, a key indicator of satisfaction and loyalty

- **Employee retention rate:** the percentage of employees who stay with the company over a given period, indicating employee stability and loyalty

- **Absenteeism rate:** the frequency and duration of employee absences, which can reflect levels of engagement and wellbeing

- **Productivity metrics:** measures output per employee, quality of work, and other performance-related indicators, highlighting the impact of engagement on productivity

- **Turnover rate:** the rate at which employees leave the organization, providing insight into potential engagement issues and areas for improvement

- **Training and development participation:** the extent of employee involvement in training and development programs, reflecting commitment to growth and engagement

- **Employee satisfaction score:** general satisfaction levels derived from survey responses provide a broad view of employee contentment

- **Wellbeing index:** measures related to physical and mental health support within the organization indicating the company's commitment to employee welfare

- **Communication effectiveness:** evaluates how well information flows within the organization, which is an important factor in maintaining engagement and alignment

By monitoring these metrics and KPIs, organizations can track their progress in improving employee engagement and its impact on business outcomes. Regular analysis of these metrics can inform strategic decisions and highlight areas for targeted improvement.

Some of the critical postengagement survey actionable items are analyzing the feedback, identifying areas for improvement, creating cohorts for improvement, tracking them, etc. HR must look at an engagement survey holistically, adopting an iterative process of measuring employee engagement and making improvements.

Survey Solutions: Finding the Best Fit

A critical part of the presurvey is to decide where the employee engagement survey will be sourced from. Organizations can either develop and analyze their own surveys or use external service providers. There are various considerations when making this key decision.

In-house survey

✓ **Pros**

Customizable, cost-effective, direct control over data

✕ **Cons**

Requires internal resources and expertise in survey design and analysis

External provider

✓ **Pros**

Professional expertise, benchmarking capabilities, advanced analytics

✕ **Cons**

Higher cost, less customization

ℹ Deciding between an in-house survey and an external provider depends on your organization's resources and specific needs. External providers can offer benchmarking data and advanced analytics that might be beyond the scope of an in-house team, helping you align employee engagement with business objectives.

In case you craft your employee engagement survey in-house, use the cheat sheet on the following page as a starting point. Make sure to adjust it to your organization's context.

Employee Engagement Survey Cheat Sheet

This cheat sheet provides a foundational framework for creating an employee engagement survey. Use it as a source of inspiration to develop your own survey that aligns with your organization's unique context and goals.

HOW TO CREATE AN EMPLOYEE ENGAGEMENT SURVEY

1. Define the survey objectives.

Determine the primary reasons for conducting the survey, such as understanding employee satisfaction, identifying areas for improvement, or measuring the impact of recent organizational changes.

2. Determine the scope.

Identify the target audience for the survey. This includes deciding which employee groups will be surveyed, such as specific departments, levels of seniority, or the entire organization.

3. Craft the questions.

Start with the provided questions and customize them to align with your unique engagement metrics and goals. Ensure the questions cover key engagement drivers like wellbeing, career development, recognition, work-life balance, and more.

4. Tailor survey attributes.

Adjust the survey's design to reflect your organizational values, culture, and ongoing engagement initiatives. Make sure the survey language and tone are consistent with your company's communication style.

5. Set clear metrics and key performance indicators (KPIs).

Define the KPIs you will use to measure and analyze engagement levels. These metrics should help you gauge overall engagement and identify specific areas that need attention.

6. Create a postsurvey strategy.

Plan for how you will analyze the survey results, communicate findings, and implement actions based on the insights gained. This includes setting timelines for follow-up actions and sharing feedback with the team.

7. Decide on the survey delivery method.

Decide whether to use a survey platform, a custom-built solution, or another method to distribute the survey. Survey platforms like SurveyMonkey, Google Forms, or your organization's HR software offer ease of use and robust analytical tools. Alternatively, consider custom-built solutions if you require specific features or integrations. Ensure that the chosen method supports anonymous responses to encourage honest feedback.

Wellbeing

1. The company provides adequate support for my wellbeing needs.

2. I have access to resources to support my physical health, stress management, and financial security.

Career development

3. The company offers sufficient resources for my professional development.

4. I have opportunities for growth and advancement within the company.

Recognition

5. I feel appreciated and recognized for my contributions.

6. I feel valued by this company.

Work-life balance

7. The company supports a healthy balance between my work responsibilities and personal life.

8. I feel that my work schedule allows me to maintain a healthy work-life balance.

Job satisfaction

9. I am satisfied with my overall job experience at this company.

10. I would recommend working at this company to a friend.

Organizational culture

11. The company's values align with my personal values.

12. I feel comfortable being myself at work.

Leadership

13. I trust the decisions made by the leadership team.

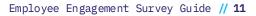14. Leadership provides a clear vision and direction for the company.

Communication

15. I feel comfortable providing feedback to my manager and team.

16. I feel sufficiently informed about important company updates.

Manager effectiveness

17. My manager provides effective guidance and support.

18. I have clarity about my role and responsibilities.

Pulse Surveys

Pulse surveys are short, frequent surveys designed to gauge ongoing employee engagement and counteract survey fatigue. They provide real-time insights into employee sentiment without overwhelming employees with lengthy questionnaires.

Example questions

- *How valued do you feel at work this week?*

- *Did you receive any recognition for your efforts this week?*

- *How would you rate your overall job satisfaction this week?*

- *Do you have any concerns about your workload this week?*

SURVEY

Key Tenets of Survey Implementation

When implementing an employee engagement survey, there are several key factors to consider to ensure its success and effectiveness:

Clear objectives and design

Clearly define the purpose of the survey and communicate it effectively to employees. Ensure the survey design aligns with these objectives.

Data-handling transparency

Inform respondents about how their data will be used, whether the survey is confidential or anonymous, and if any employee information will be captured.

Effective communication

Develop a comprehensive communication plan that includes presurvey, during-survey, and postsurvey communication. This plan should be transparent and prompt to build trust in the survey process.

Actionable insights and follow-up

Share survey results with employees and create actionable items based on the findings. Follow up on these actions to demonstrate commitment to improvement.

Iterative, continuous improvement

Establish processes for regularly checking engagement levels and measuring the impact of action items through minisurveys, fostering an agile and responsive approach to employee engagement.