



CREATING AN EMPLOYEE ENGAGEMENT SURVEY



HOW CAN EMPLOYEE ENGAGEMENT SURVEYS HELP YOU?

Employee engagement surveys are designed to measure and assess how motivated and engaged your workforce is and how employees can perform their best at work each day. By creating engagement surveys, you will gain insight into employees' thoughts and attitudes towards their work and the overall working environment.

In this resource, you will find the tools needed to start planning, communicating and designing your internal engagement survey, along with a bank of template questions to kick off your approach.

Employee engagement surveys...



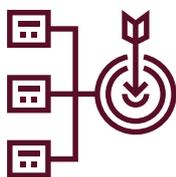
Give you the opportunity to understand how happy your employees are at work and how likely they are to stay



Give your employees the chance to feel valued and that you care about how they are feeling



Allow you to keep an eye on patterns and trends around employee engagement



Give you some constructive guidance on where things need to improve within the organisation



Can be tailored to fit the company's needs



Can help with your recruitment planning, as the survey can allow you to understand if retention is likely to be an issue in the near future



Can spark some change if things have been a little stagnant within the business



Can help to improve your HR processes and procedures



Can increase communication between senior leadership and their teams

PLANNING YOUR APPROACH

What goals and targets are you hoping to see from the results?

Who do you want to complete the survey?

Do you want to filter results by teams/departments, so that you can review individual teams, as well as the whole business?

What are your key drivers for doing this?

Will you have leadership buy in from the off?

Make sure they understand why this is being done and what the process looks like.

What do you really need to know vs what would you like to know?



COMMUNICATING YOUR PROCESS

Employees can quite often be concerned about completing surveys, due to anonymity. They may worry that the employer will figure out their responses and that there will be repercussions, so they may not complete the survey or answer truthfully. It is important to communicate that you want employees to be honest, and that they will not be treated differently if their responses are negative. Help them understand that this is why you are doing the survey and truthful completion is the only way to make things change for the better. Ensure your senior and departmental managers understand this too!



How will you ensure your employees understand the process and why this is being done?



How will you distribute your survey to collect responses?

• *I.e. link on your email, intranet, internal social media platforms*



What are your timescales for completion?

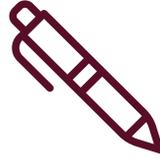
• *Will you build the survey completion into employees KPIs to show how engagement should be a top priority for all in the business?*

DESIGNING YOUR SURVEY

Remember internal engagement surveys (especially the first one you do) can be tough to review. Open ended questions can quite often be used for employees to vent their built up frustrations. So, to give the reviewers a break, make sure you ask questions about what is going well so that they don't focus too much on the negative side of things



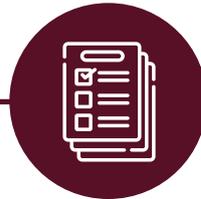
RULES TO REMEMBER WHEN DESIGNING YOUR SURVEY



Ensure you have a mix of open and closed questions, so you can measure from both a quantitative and qualitative point of view



Keep it short (15 - 20 minutes max.) or people won't have the time to complete it, and you will end up with unfinished surveys



Make sure you keep it simple. If it is too difficult to complete you will reduce respondent numbers



Start with questions about your employees' general engagement with the business
I.e. motivation, pride, job satisfaction and intention to stay



Group into question themes
I.e. communication, senior leadership, reward and recognition, training and development, health and safety and employer branding



TIME TO START DESIGNING!

If you are going through a period of change or have a big project on the horizon, include a couple of additional questions regarding this

TAKING ACTION



It can take a lot of time, effort and cost to plan, design and implement an internal engagement survey so make sure you are doing it for the right reasons. Ensure that the analysis and subsequent action is followed through afterwards, or there is no point in doing it.



Not following up on a completed employee engagement survey is worse than not doing one at all, because it may look to your workforce like you don't really care about their thoughts and feelings and that it has been completed merely as a tick box exercise - it would also make them less likely to complete a future survey.



When sharing the results with your employees, ideally you will have communication from the senior leadership team to show that they have listened and will be taking action. The next step, and best way to communicate the results, is through your team leaders in smaller meetings. This will ensure that the employees feel part of the process.



Following on from initial communications of the results you may want to think about how you keep the communication flowing consistently. Do you have engagement champions within each department that meet regularly to ensure on track?



Do you create a communication campaign that includes a variety of methods such as focus groups, online forums, or visual comms boards such as 'You Said, We Did'.



Pulse surveys are smaller surveys that can be completed periodically after the larger engagement research. They allow you to review the progress following any changes you have made, and to see if this is having a positive effect with your employees.

EXAMPLE SURVEY QUESTIONS

To gain a continuous stream of helpful feedback, you need to ask the right survey questions at the right time. The best way to analyse your closed questions is to have a Likert Scale, this will help you to analyse your results easily.

Likert Scale

This is a psychometric scale commonly used in questionnaires, and is the most widely used scale in survey research. When responding to a Likert questionnaire item, respondents specify their rating or level of agreement with a particular statement or question. A Likert Scale is a question which contains 5 or 7 response options. The choices range from Strongly Agree to Strongly Disagree. The survey maker can get a holistic view of people's opinions and their level of agreement. All Likert Scale survey questions also include a mid-point, for those who are neutral on the subject matter.



EXAMPLE SURVEY QUESTIONS



Employer Brand/CSR

- I am proud to be part of this company
- My company is a socially and environmentally responsible company
- My company has an excellent reputation in my community
- My company delivers on the promises it makes to its employees
- I feel my company values diversity (e.g. age, gender, ethnicity, language, education qualifications, ideas, and perspectives)



Senior Leadership

- Senior leadership is open and honest in communication
- Senior leadership in this company provides clear direction for the future
- Senior leadership is appropriately accessible to employees
- Senior leadership treat employees as their most valued asset
- Senior leadership makes good business decisions
- Senior leadership fills me with excitement for the future of my company



Teamwork

- My team works effectively together
- My colleagues regularly share knowledge and best practice
- There is good communication and cooperation between different teams and departments in my company
- My team communicates effectively



Reward & Recognition

- I receive appropriate recognition (beyond my pay and benefits) for my contributions and accomplishments
- I feel fairly paid and rewarded for the work I do



Empowerment

- I am trusted to do my job
- At work, my opinions and ideas seem to count
- I think it is safe to speak up and challenge the way things are done here