VIDERITY
STRATEGIC, CREATIVE, TECHNICAL

The essential guide to employee experience surveys

VIDERITY
STRATEGIC, CREATIVE, TECHNICAL

Table of Contents

VIDERITY
STRATEGIC, CREATIVE, TECHNICAL

SECTION 1

Engagement surveys

Engagement surveys

Employee engagement, is a measure of someone's connection to their work and how they think, feel and act towards helping their organisation meet its goals.

Why are they so important?

Intuitively, it's a no-brainer – we all want employees who have the desire and drive to move the organisation forward. But there are also many other benefits.

ENGAGEMENT HAS AN IMPACT ACROSS THE BUSINESS

+ Increased performance Research shows that business unit-level engagement is predictive of future customer experience metrics, productivity, and financial performance[1]

+ Lower attrition Engaged employees are 87% less likely to leave[2] their organisation, which means reduced costs in having to recruit new staff, train them and wait for them to ramp up to full productivity

+ Increased revenue According to Bain & Company, companies with highly engaged workers grew revenues 2.5x as much as those with low levels of engagement[3]

+ A better customer experience 70% of engaged employees indicate they have a good understanding of how to meet customer needs; only 17% of non-engaged employees say the same[4]

WHAT MAKES A GOOD EMPLOYEE ENGAGEMENT SURVEY?

Engagement is not just one value – there are multiple areas that make up a holistic measure of engagement. Viderity engagement index measures the following:

+ **Discretionary effort** employee's willingness to contribute above and beyond their core role

+ **Organisational commitment** employee's feeling of pride in and advocacy toward the organisation

+ **Intention to stay** employee's desire to remain with the company

+ **Work Involvement** employee's feeling of accomplishment in their role

We recommend designing your employee engagement survey in the following way:

+ **Engagement items** these questions go at the front of your survey, and measure: pride in the organisation, work involvement, advocacy for the organisation, intention to stay and discretionary effort

+ **Core Drivers** these ask about the universal conditions that might contribute to levels of engagement with questions about: growth and development, collaboration, communication, company leadership, inclusion, work processes, strategic alignment, performance and accountability, manager effectiveness, and customer focus

+ **Additional Drivers** you can see if any other themes are critical to your organisation and, if so, add them in as well. Avoid throwing them all in, as they will probably make your survey too long, unfocused and difficult to engage with. Instead, cherry pick what you need, and use them for shorter surveys in the future, if necessary

IDENTIFYING CORE DRIVERS

When you create your own engagement survey, you'll want to measure employee engagement itself (outcome measure), as well as the outside factors (engagement drivers) that may influence engagement in your organisation.

Over the years there has been extensive research about what makes an environment engaging. Common themes that impact engagement include:

+ **Collaboration** Are people able to easily work together and share knowledge within and across teams?

+ **Growth & Development** Are there opportunities for people to grow and develop in the company?

+ **Communication** Are they getting enough info from the company about what's happening and what affects their role?

+ **Company Leadership** Do they have confidence and trust in their senior leaders?

+ **Inclusion** Do people feel like they are part of the team and company, feel valued and that their opinions matter?

+ **Strategic Alignment** Do they understand where the company is going and understand how their role contributes?

+ **Performance & Accountability** Do people understand their goals, have clear expectations, and receive feedback?
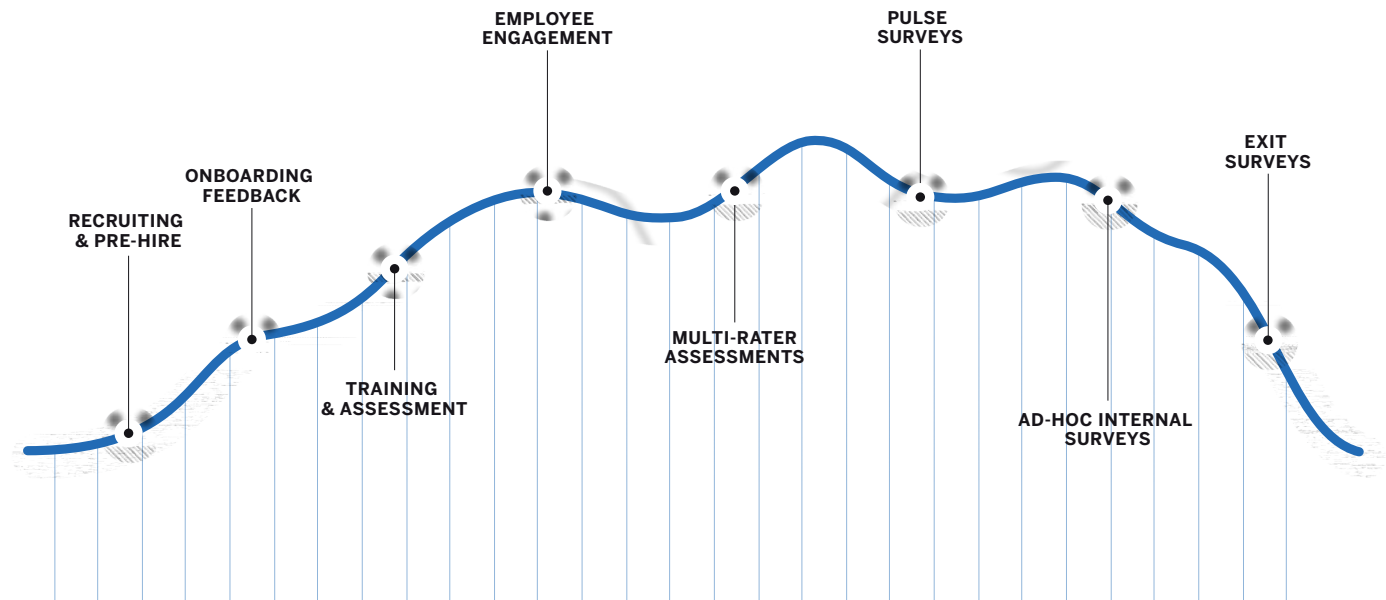
SECTION 2

Lifecycle surveys

Lifecycle surveys

WHAT ARE EMPLOYEE LIFECYCLE SURVEYS?

Consider the lifetime of an employee at your organisation – there are numerous key milestones along the way, whether it's their interview, onboarding process or their performance reviews. Employee lifecycle feedback is event-triggered feedback that gets employees' views at key milestones in their journey with a company.

WHY ARE THEY SO IMPORTANT?

Lifecycle surveys help you gather feedback at important touchpoints in an employee's journey with a company and provide a more complete understanding of an employee's experience with your organisation.

EMPLOYEE ENGAGEMENT

PULSE SURVEYS

EXIT SURVEYS

ONBOARDING FEEDBACK

RECRUITING & PRE-HIRE

MULTI-RATER ASSESSMENTS

TRAINING & ASSESSMENT

AD-HOC INTERNAL SURVEYS

WHAT MAKES A GOOD EMPLOYEE LIFECYCLE SURVEY PROGRAM?

Employee lifecycle feedback is typically broken down into 4 clear stages:

1. Recruitment this includes all the steps which lead to hiring a new employee. This is often referred to as candidate experience.

2. Onboarding once a new hire starts, this stage is where they get up to speed with the tools, systems and processes as well as understanding expectations in the role.

3. Employment an ongoing stage in an employee's lifecycle, with individual employees developing at different rates and across a variety of competencies. The goal is then to keep them performing, developing and contributing to the company's success.

4. Exit the final stage of the lifecycle. Employees can leave for a whole host of reasons.

SECTION 3

Ad-hoc survey

Ad-hoc survey

WHAT ARE AD-HOC SURVEYS?

Ad-hoc surveys are typically implemented on a one-off basis. They could, for example, help measure employee reactions on a new initiative or a recent organisational change. These surveys don't usually need to be repeated on regular intervals like lifecycle or engagement surveys.

WHY ARE AD-HOC SURVEYS IMPORTANT?

Ad-hoc surveys should be a crucial part of your employee feedback program. This is because they complement your engagement and lifecycle surveys. It helps to have surveys that you can run occasionally to test the temperature of what's working and what isn't.

The engagement survey still has its place of course – little else can give you the same depth and robustness of data – but it's part of a larger toolkit of feedback mechanisms. It sets the priorities for improvement with action plans that can be followed up and monitored with more frequent surveying.

Are ad-hoc surveys the same as pulse surveys?

No. Pulse surveys are their own category. They usually measure engagement-type constructs on a faster cycle than the annual survey.

Engagement surveys

Employee engagement, is a measure of someone's connection to their work and how they think, feel and act towards helping their organisation meet its goals.

Why are they so important?

Intuitively, it's a no-brainer – we all want employees who have the desire and drive to move the organisation forward. But there are also many other benefits.

ENGAGEMENT HAS AN IMPACT ACROSS THE BUSINESS

+ Increased performance Research shows that business unit-level engagement is predictive of future customer experience metrics, productivity, and financial performance[1]

+ Lower attrition Engaged employees are 87% less likely to leave[2] their organisation, which means reduced costs in having to recruit new staff, train them and wait for them to ramp up to full productivity

+ Increased revenue According to Bain & Company, companies with highly engaged workers grew revenues 2.5x as much as those with low levels of engagement[3]

+ A better customer experience 70% of engaged employees indicate they have a good understanding of how to meet customer needs; only 17% of non-engaged employees say the same[4]

BEFORE YOU GET STARTED

Planning effective employee survey program needs careful thought and buy-in from stakeholders to return the best possible results and data. Here are the steps you need to take to create a program suited to your organisation.

1. **Establish a culture of feedback and transparency** Forward-thinking organisations encourage employees to say what they think through regular feedback surveys throughout their employee lifecycle. Be quick to share the results, favourable or otherwise, for the common interest of improvement.

2. **Get executive leaders on board** Empower managers to embrace feedback as an integral driver of enhanced employee experience and organisational improvement. Set them up with analysis tools and dashboards so they can access and understand the data readily and be able to draw up action plans for improvement.

3. **Have the right tech** Set up a system with the right tech and tools to be able to gather and analyse feedback at every stage along your employee lifecycle. It's important that your tech platform is scalable so that even if you start small, your program can grow with your business.

STRATEGIC, CREATIVE, TECHNICAL

Here are some things to consider before you begin the task of designing your questionnaire:

+ Decide whose input you need to include

+ Decide whose input you don't need (and manage expectations by explaining why you are not consulting them)

+ Set clear deadlines and turnaround times right from the start

+ Ask participants to let you know upfront if they cannot meet the timeframe, so you can assign someone else

+ Establish one person for the final sign-off, and make it clear to everyone in the sign-off process that when they say it's final, it's final

+ Distinguish 'nice to have' questions from 'must have' questions

+ Avoid designing your survey by committee

VIDERITY

SECTION 4

Sample questions

ENGAGEMENT SURVEY TEMPLATE AND SAMPLE QUESTIONS

The people I work with cooperate to get the job done.

○ Strongly disagree

○ Disagree

○ Neither agree nor disagree

○ Agree

○ Strongly agree

I am empowered to make decisions to best serve my customers.

○ Strongly disagree

○ Disagree

○ Neither agree nor disagree

○ Agree

○ Strongly agree

I have confidence in the senior leadership team to make the right decisions for this company.

○ Strongly disagree

○ Disagree

○ Neither agree nor disagree

○ Agree

○ Strongly agree

This company is making changes necessary to compete effectively.

○ Strongly disagree

○ Disagree

○ Neither agree nor disagree

○ Agree

○ Strongly agree

I receive feedback that helps me improve my performance.

○ Strongly disagree

○ Disagree

○ Neither agree nor disagree

○ Agree

○ Strongly agree

I have open and honest communication with my manager.

◯ Strongly disagree

◯ Disagree

◯ Neither agree nor disagree

◯ Agree

◯ Strongly agree

Overall, I feel that my career goals can be met at this company.

◯ Strongly disagree

◯ Disagree

◯ Neither agree nor disagree

◯ Agree

◯ Strongly agree

My job makes good use of my skills and abilities.

○ Strongly disagree

○ Disagree

○ Neither agree nor disagree

○ Agree

○ Strongly agree

I believe that positive change will happen as a result of this survey.

○ Strongly disagree

○ Disagree

○ Neither agree nor disagree

○ Agree

○ Strongly agree

Work is well coordinated on my team.

○ Strongly disagree

○ Disagree

○ Neither agree nor disagree

○ Agree

○ Strongly agree

I am proud to work for this company.

○ Strongly disagree

○ Disagree

○ Neither agree nor disagree

○ Agree

○ Strongly agree

I would recommend this company to people I know as a great place to work.

- ◯ Strongly disagree
- ◯ Disagree
- ◯ Neither agree nor disagree
- ◯ Agree
- ◯ Strongly agree

I am comfortable voicing my ideas and opinions, even if they are different from others.

- ◯ Strongly disagree
- ◯ Disagree
- ◯ Neither agree nor disagree
- ◯ Agree
- ◯ Strongly agree

I have the training I need to do my job effectively.

○ Strongly disagree

○ Disagree

○ Neither agree nor disagree

○ Agree

○ Strongly agree

I can see a clear link between my work and this company's strategic objectives.

○ Strongly disagree

○ Disagree

○ Neither agree nor disagree

○ Agree

○ Strongly agree

I rarely think about looking for a new job with another company.

○ Strongly disagree

○ Disagree

○ Neither agree nor disagree

○ Agree

○ Strongly agree

ONBOARDING SURVEY SAMPLE QUESTIONS

Overall, how well do you understand your role, including the responsibilities of your job?

◯ Extremely well

◯ Very well

◯ Moderately well

◯ Slightly well

◯ Not well at all

How accurately was your role described to you during your interviews (i.e., Are you doing what you expected you'd be doing)?

◯ Extremely accurately

◯ Very accurately

◯ Moderately accurately

◯ Slightly accurately

◯ Not accurately at all

◯ Not applicable / My role was not described to me during interviews

How satisfied are you with the training that you have received for your new role?

◯ Strongly satisfied

◯ Somewhat satisfied

◯ Moderately satisfied

◯ Slightly satisfied

◯ Not satisfied at all

How likely are you to be working at this company in two-years time?

○ Extremely likely

○ Very likely

○ Moderately likely

○ Slightly likely

○ Not likely at all

What feedback do you have for us on your onboarding experience?

WORK-LIFE BALANCE SURVEY TEMPLATE AND SAMPLE QUESTIONS

I can manage my job responsibilities in a way that enables a healthy work-life balance.

○ Strongly disagree

○ Disagree

○ Neither agree nor disagree

○ Agree

○ Strongly agree

I have the flexibility I need in my work schedule to meet both work and personal needs.

○ Strongly disagree

○ Disagree

○ Neither agree nor disagree

○ Agree

○ Strongly agree

My manager cares about my well-being.

○ Strongly disagree

○ Disagree

○ Neither agree nor disagree

○ Agree

○ Strongly agree

My workload is manageable.

○ Strongly disagree

○ Disagree

○ Neither agree nor disagree

○ Agree

○ Strongly agree

This company supports my efforts to balance my work and personal life.

○ Strongly disagree

○ Disagree

○ Neither agree nor disagree

○ Agree

○ Strongly agree

GROWTH AND DEVELOPMENT SURVEY TEMPLATE AND SAMPLE QUESTIONS

I have a clear understanding of my next steps for growth at this company.

○ Strongly disagree

○ Disagree

○ Neither agree nor disagree

○ Agree

○ Strongly agree

I know what skills I will need in the future to be a valuable contributor at this company.

○ Strongly disagree

○ Disagree

○ Neither agree nor disagree

○ Agree

○ Strongly agree

My manager helps me in my career development.

○ Strongly disagree

○ Disagree

○ Neither agree nor disagree

○ Agree

○ Strongly agree

This company provides me with the opportunity for learning and development.

○ Strongly disagree

○ Disagree

○ Neither agree nor disagree

○ Agree

○ Strongly agree

I have the opportunity to use my skills and abilities at work.

○ Strongly disagree

○ Disagree

○ Neither agree nor disagree

○ Agree

○ Strongly agree

CORPORATE SOCIAL RESPONSIBILITY SURVEY TEMPLATE AND SAMPLE QUESTIONS

I have the opportunity to participate in this company's social responsibility initiatives (e.g. encourage use of volunteer day, be involved in community initiatives).

- ○ Strongly disagree
- ○ Disagree
- ○ Neither agree nor disagree
- ○ Agree
- ○ Strongly agree

I am proud of this company's reputation in the community.

○ Strongly disagree

○ Disagree

○ Neither agree nor disagree

○ Agree

○ Strongly agree

This company is taking action to be socially responsible.

○ Strongly disagree

○ Disagree

○ Neither agree nor disagree

○ Agree

○ Strongly agree

WORKPLACE ETHICS SURVEY TEMPLATE AND SAMPLE QUESTIONS

I can report unethical practices without fear of reprisal.

○ Strongly disagree

○ Disagree

○ Neither agree nor disagree

○ Agree

○ Strongly agree

I know how to report suspected unethical business practices.

○ Strongly disagree

○ Disagree

○ Neither agree nor disagree

○ Agree

○ Strongly agree

My manager demonstrates ethical behavior.

○ Strongly disagree

○ Disagree

○ Neither agree nor disagree

○ Agree

○ Strongly agree

This company shows a commitment to ethical business decisions and conduct.

○ Strongly disagree

○ Disagree

○ Neither agree nor disagree

○ Agree

○ Strongly agree

WORKPLACE SAFETY SURVEY TEMPLATE AND SAMPLE QUESTIONS

Adequate safety training is provided to all employees.

○ Strongly disagree

○ Disagree

○ Neither agree nor disagree

○ Agree

○ Strongly agree

I feel comfortable reporting any safety concern, no matter how small.

- ○ Strongly disagree
- ○ Disagree
- ○ Neither agree nor disagree
- ○ Agree
- ○ Strongly agree

I have the resources (e.g. tools, training and technology, etc.) to perform my job safely.

- ○ Strongly disagree
- ○ Disagree
- ○ Neither agree nor disagree
- ○ Agree
- ○ Strongly agree

My manager regularly reinforces safe behaviors.

- ○ Strongly disagree
- ○ Disagree
- ○ Neither agree nor disagree
- ○ Agree
- ○ Strongly agree

This company is committed to employee safety.

- ○ Strongly disagree
- ○ Disagree
- ○ Neither agree nor disagree
- ○ Agree
- ○ Strongly agree

EXIT SURVEY TEMPLATE AND SAMPLE QUESTIONS

How well did this role fit your skills and abilities?

- ○ Extremely well
- ○ Very well
- ○ Moderately well
- ○ Slightly well
- ○ Not well at all

How reasonable or unreasonable was the workload for this role?

○ Extremely reasonable

○ Moderately reasonable

○ Neither reasonable nor unreasonable

○ Moderately unreasonable

○ Extremely unreasonable

How accessible was the information that you needed to work in this role?

○ Extremely accessible

○ Moderately accessible

○ Neither accessible nor inaccessible

○ Moderately inaccessible

○ Extremely inaccessible

Overall, how well did you get along with your manager?

- ○ Extremely well
- ○ Very well
- ○ Moderately well
- ○ Slightly well
- ○ Not well at all

How often did you meet with your manager?

- ○ Daily
- ○ 2-3 times a week
- ○ Once a week
- ○ 2-3 times a month
- ○ Once a month
- ○ Less than once a month
- ○ Never

How well did your manager help you do your job?

○ Extremely well

○ Very well

○ Moderately well

○ Slightly well

○ Not well at all

How effective was your manager at assessing your performance?

○ Extremely effective

○ Very effective

○ Moderately effective

○ Slightly effective

○ Not effective at all

How effectively would you say your team worked together?

○ Extremely effectively

○ Very effectively

○ Moderately effectively

○ Slightly effectively

○ Not effectively at all

How well do you feel you were recognized when you did good work on your team?

○ Extremely well

○ Very well

○ Moderately well

○ Slightly well

○ Not well at all

How fair did you feel your total compensation package (pay + benefits + any equity) was compared to other organizations?

○ Extremely fair

○ Very fair

○ Moderately fair

○ Slightly fair

○ Not fair at all

About Viderity

Viderity is a management consulting, technology services and outsourcing company, serving clientes in both the government and commercial serctors. Combining experience and comprehensive capabilities across multiple industries and business functions, and extensive research on the world´s most successful organizations, Viderity collaborates with clients to help them become high-performance businesses and governments. Viderity´s home page is www.viderity.com

Contacts

Rachel Everett PMP, MBA, MS | CEO

reverett@viderity.com

(800) 690 9170 ext. 5

Carolina Wosiack PMP, MS | Service Leader

cwosiack@viderity.com

(855) 851-9133 ext 8