

Employee Engagement Survey Guide



Getting Started;

Surveys are a great way to get feedback about your company.

Whether it is an annual employee engagement survey, a pulse survey, an onboarding survey or a post-training evaluation form, getting feedback directly from your employees is an essential guide for your decisions and your areas of improvement.



Set your goals before running a survey

When starting the survey process, always begin with the end in mind.

What actions could come out of the survey?

What new decisions could you make based on the results?

Before deciding which questions to ask, consider the following:



- ☒ Which organizational questions will the survey help answer?
- ☒ Can you clearly state your goals for the survey?
- ☒ Can you briefly state your key questions?
- ☒ Will your leaders support and champion this survey?
- ☒ Will you be able to ensure action is taken based on the survey?
- ☒ Do you have the time and resources not only to run the survey, but also to analyze and share the results?
- ☒ Is your company willing to take action based on data?
- ☒ Will your company listen to the results objectively and trust them enough to act on all findings, positive or negative?

If you can answer all of these questions, to get feedback from your employees, **the timing is right.**

A Survey Is; The Art of Asking Clear, Short and Simple Questions

Writing survey questions may look easy from the outside. But remember: you are not in a dialogue with the participants; so you need clear, short and simple questions from the start.

Use clear and simple language.

Choose simple sentences and commonly used words. Identify terms that may not be understood and add definitions in parentheses to explain them.

Avoid being too clever.

Clever questions can be fun, but they usually don't produce reliable data. Save your humor for your survey invitation or introduction text.



Keep the survey as short as possible.

Answering the survey will take your participants much longer than you think. In an increasingly fast-paced world with shrinking attention spans, keep your participants' concentration in mind.

Consider the expectations your questions will create.

If you ask about potential pay raises or layoffs, participants may reasonably start expecting a raise or fearing a layoff. This can affect their answers and create unrealistic expectations. For each question, ask yourself: what will participants who read this question think about your intentions?

Don't ask questions your participants can't answer.

Don't ask questions that contain terms only certain teams use. Even if participants can select "I don't know", don't confuse them or make them feel uninformed.

Don't ask too many open-ended questions.

Open-ended questions can take a lot of time to analyze. They can also be time-consuming to answer. If you need many open-ended questions, interviews or focus groups may be more efficient than a survey. People sometimes think surveys are a good way to collect ideas, but remember that the quality of ideas usually depends on the time people spend on them. Too many open-ended questions won't bring you new ideas.



Avoid These Mistakes

The most common mistakes when writing survey questions:

1. Asking two questions in one

Don't combine two questions into one.

For example: "My director and my manager encourage innovation in our organization."

What if the director encourages innovation but the manager doesn't? How should employees answer? Break the question apart and ask it as two separate questions.

2. Leading questions

Leading questions push participants to answer in a certain way.

Agreeing with a leading statement usually seems easier. As a result, such questions often bias your data.

For example: instead of "You are happy working at this company, aren't you?", you should measure whether they agree with the statement "I am happy working at this company."

3. Ambiguous questions

Vague or ambiguous questions confuse participants and make their answers unreliable. Your goal is to make sure every participant understands the question in exactly the same way.

For example: "What do you think about performance reviews?"

Is the question about company performance? Employees' workload? Individual performance? It is not clear to the respondent which performance they should evaluate.

4. Overlapping answer options

If you want participants to choose only one option, no options should overlap.

For example: "How long have you worked here? A) Less than a year; B) 1-2 years; C) 2-3 years; D) 3-4 years; E) 5+ years"

Should someone who has worked here for 3 years choose C or D?

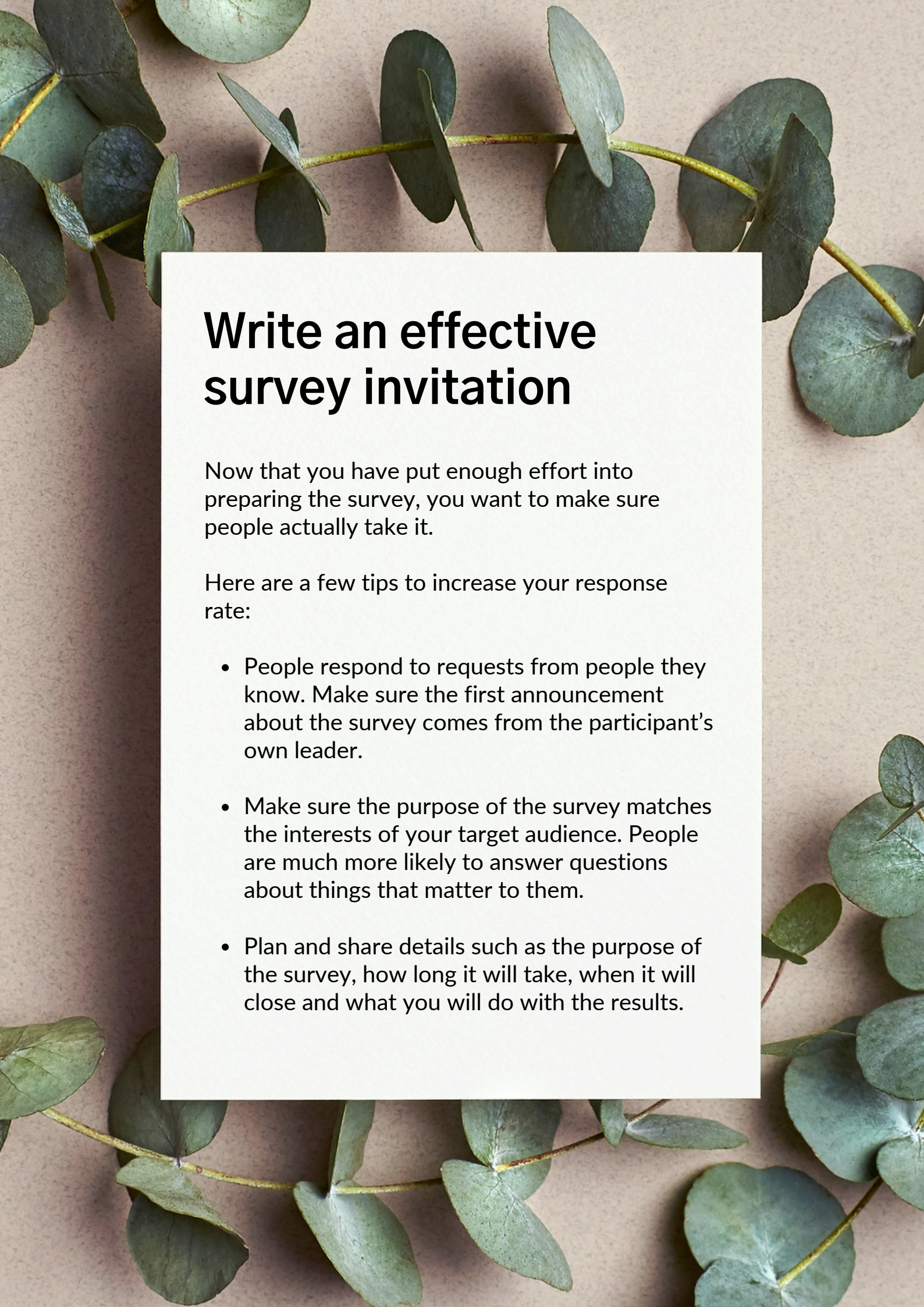


Test your survey

There are many reasons to test your survey, such as eliminating confusing or poorly worded questions and getting an idea of how long it takes to complete.

It is important to review the questions with stakeholders to secure their support, gather ideas and address concerns. When your survey is ready for testing, bring some participants together in person, because being in the same room with a group of people while they try to complete the survey can give you a lot of feedback.



The background of the entire page is a light beige, textured surface. Scattered across this background are several sprigs of eucalyptus leaves. The leaves are a muted green color, some showing a silvery underside, and are attached to thin, yellowish-brown stems. They are positioned around the central white text box, with some leaves overlapping the box's edges.

Write an effective survey invitation

Now that you have put enough effort into preparing the survey, you want to make sure people actually take it.

Here are a few tips to increase your response rate:

- People respond to requests from people they know. Make sure the first announcement about the survey comes from the participant's own leader.
- Make sure the purpose of the survey matches the interests of your target audience. People are much more likely to answer questions about things that matter to them.
- Plan and share details such as the purpose of the survey, how long it will take, when it will close and what you will do with the results.

Share the results

Once the survey is closed and all the data has been collected, it is time to analyze and share the results. Here are some points to keep in mind:

- **Share the results with leaders first, then have them share.** It is usually helpful to share survey results with leaders first, so they can see the full picture, and then have them present the results to their teams.
- **Share comparative results.** It is helpful for teams to see how their results compare to the company average, or how this year's results compare to last year's. This can help identify company-wide challenges, group-specific improvement opportunities or successes worth sharing.
- **Share the good and the bad.** When presenting the results, it pays to share them fully and objectively, whatever they say. Sharing results selectively or leaving out "bad" answers destroys trust and keeps you from getting honest feedback in the future.
- **Plan and share how you will take action.** Sharing an action plan together with the results helps the company understand the data and shows a real appetite for action.



Inspiring Questions

Below are sample questions, grouped by category, to inspire you as you build the statements for your Employee Engagement Survey:

General Satisfaction

- How satisfied are you with your job?
- Do you see yourself still working at this company in the next few years?
- Do your company's mission and vision inspire you?
- Do you feel like a valued member of your team?
- Would you recommend this company as a place to work to people you know?

Company Culture

- Overall, how would you describe your company's culture?
- Do you think the company culture supports a positive work environment?
- How strong do you think the alignment is between the decisions made at the company and the company's values?
- How effectively are the company's values applied in day-to-day operations?
- How well do you think senior leaders reflect the company's values?



Inspiring Questions

Leadership and Management

- Do you feel your manager believes you contribute to success?
- Does your manager set clear expectations and goals?
- How well does your manager communicate company goals and priorities?
- Do you feel your manager values your feedback?
- Are you comfortable sharing your feedback and concerns with your manager?
- How would you rate the level of trust between team members and managers?
- Do you believe your manager handles conflicts and challenges within the team effectively?
- How would you rate the overall quality of leadership in the organization?

Career Development

- Do you think your company provides enough opportunities for career development and growth?
- Do you feel encouraged to pursue development opportunities?
- Do you think there are clear paths for advancement in your current role?
- How useful do you find the training and development resources your company provides?
- Are you satisfied with the mentoring and coaching opportunities offered to you?
- Do you feel supported in developing new skills related to your career goals?



Inspiring Questions

Work Environment

- How would you rate your physical workspace in terms of comfort, safety and accessibility?
- Do you think the physical facilities support your productivity and safety?
- How satisfied are you with the cleanliness and upkeep of the work environment?
- How would you rate the remote work culture your company provides?
- How satisfied are you with the current tools for remote work?
- If you are a hybrid employee, do you feel you can easily switch between on-site and off-site work?

Authority and Initiative

- How clear are the responsibilities in your current role and job description?
- Are changes in responsibilities and expectations communicated effectively?
- Do you feel your role contributes to the company's overall goals and priorities?
- Are there defined performance criteria and metrics for your role?
- Do you feel you are given room to make decisions in your role?
- Do you feel your skills and strengths are put to good use in your current role?
- How satisfied are you with the variety and complexity of the tasks and projects you are given?
- Do you feel sufficiently challenged in your role?



Inspiring Questions

Communication and Feedback

- How satisfied are you with the feedback you receive on your performance and work?
- Do you think performance feedback meetings are constructive and help you build on your strengths?
- Are you satisfied with the timing and frequency of the feedback you receive on your contributions?
- How satisfied are you with the level of transparency about changes and decisions that affect your work?
- How much does your company encourage open and honest communication?
- How satisfied are you with the existing channels for sharing ideas, concerns and feedback within the company?

Recognition and Rewards

- How satisfied are you with the frequency and fairness of rewards at your company?
- Do you feel your efforts and contributions are recognized?
- Are you satisfied with your company's employee rewards program?



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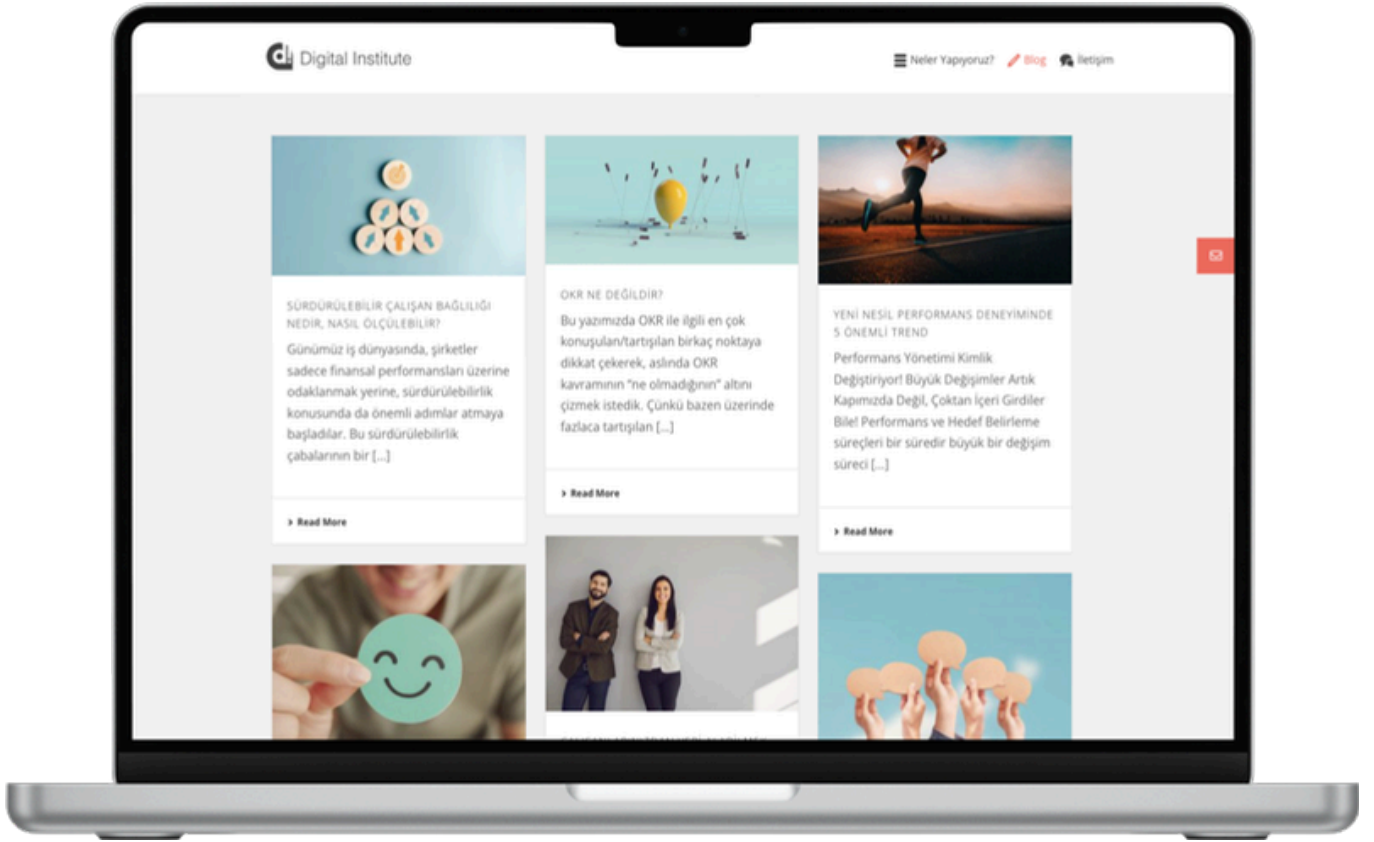
We have thought through every detail for you,
and we are ready to add value with our expertise.
But are you ready to hear your employees' voice?

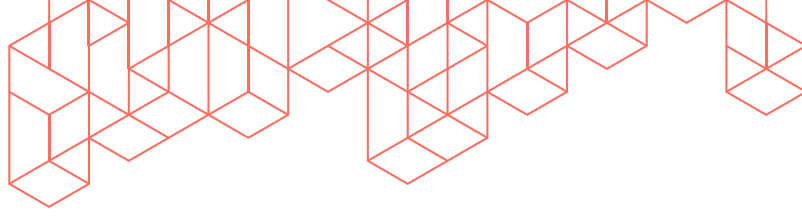
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