

table of contents

Section 1

04 — Introduction to employee engagement surveys

Section 2

Key benefits of employee engagement surveys

06 — Create better employee experience

07 — Support your organization to be agile

08 — Provide people analytics for internal programs

09 — Gather feedback for your leadership team

Section 3

Employee engagement surveys best practices

11 — Designing an employee engagement survey

13 — Analyzing the survey responses

14 — Preparing an action plan

Section 4

Employee engagement survey sample questions

17 — Employee engagement survey questions for alignment to company

18 — Employee engagement survey questions for career development

19 — Employee engagement survey questions for company core values

20 — Employee engagement survey questions for feedback

21 — Employee engagement survey questions for recognition

Section 5

Common pitfalls of employee engagement surveys (and how to avoid them)

23 — Poorly designed questions

24 — Inaccurate survey results

24 — No follow-up actions

Section 6

4 Steps

25 — Employee engagement survey

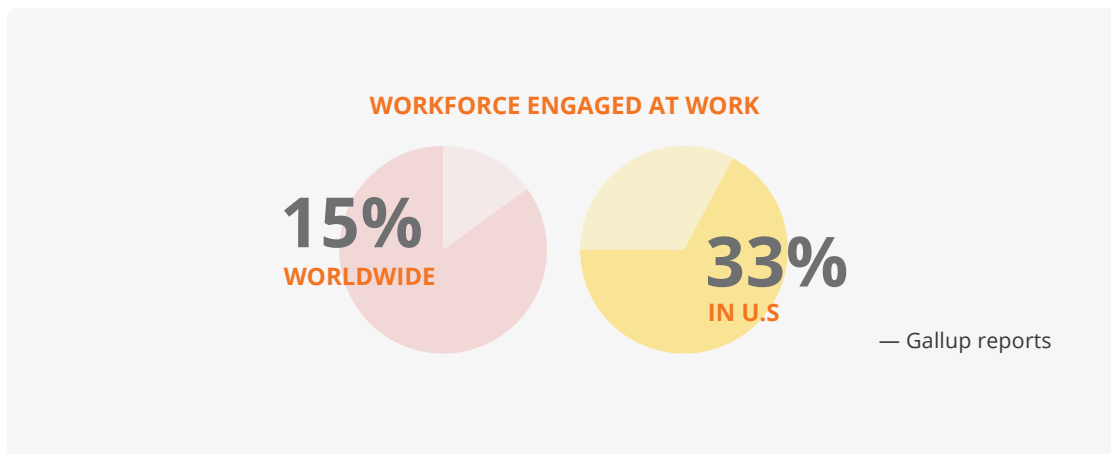
section 1

introduction to employee
engagement surveys

INTRODUCTION

employee engagement is...

Often talked about, but rarely seen in action.



Because a growing number of companies want to understand how their employees feel about their work, leaving low engagement unaddressed is no longer an option.

“ A Jackson Organization study shows that companies that effectively appreciate employee value enjoy a return on equity & assets more than triple that experienced by firms that don't. Fortune's "100 Best Companies to Work For" stock prices rose an average of 14% per year from 1998-2005, compared to 6% for the market overall.

— Dr. Noelle Nelson

That means employee engagement surveys are really no longer “optional” for HR executives. So what makes an employee engagement survey effective?

Before we dive into employee engagement survey best practices, let's look at how they can benefit your company.

section 2

key benefits of employee engagement surveys

06 — Create better employee experience

07 — Support your organization to be agile

08 — Provide people analytics for internal programs

09 — Gather feedback for your leadership team

KEY BENEFITS

benefits of employee engagement surveys?

Create better employee experience

Frequent employee engagement surveys are a faster and simpler way to measure employee engagement in the workplace.

Rather than sending out one LONG engagement survey annually, choose to focus on areas that matter to your company and do it more frequently in shorter sprints.

Depending on the area of interest, you can assess engagement with targeted survey templates. At Paycor, we have the following focus areas:



ALIGNMENT
TO COMPANY



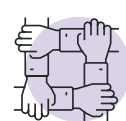
RECOGNITION



CAREER
DEVELOPMENT



FEEDBACK



CORE VALUES

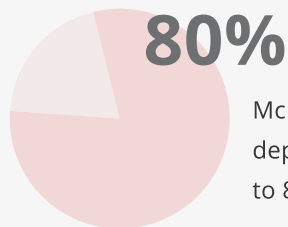
By approaching employee engagement on a more frequent basis, and with a focus in mind, HR leaders can gain more specific insights on how employees feel about key areas of focus that need the most attention. HR leaders can then share these insights with direct managers. In this way, managers can come up with customized strategies to support their teams.

In the time it takes to obtain this engagement data, managers can be prepared to improve employee performance and their experience at work—all at the same time.

Support your organization to be agile

As you know, many digital companies are already using agile development processes to deliver their products and services to stakeholders in record time.

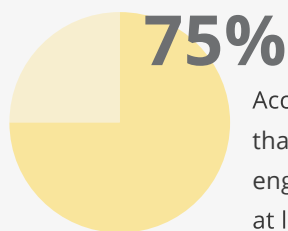
Similarly, traditional companies are also taking an agile approach to operating other business units.



McKinsey research indicates that “companies that are deploying agile at scale have accelerated their innovation by up to 80%”.

Engagement surveys support organizations that want to become more agile.

It has been proven that companies with high investment in engaging employees are far more likely to succeed at developing an employee centric organizational culture that provides employees with a voice within the company.



According to Gallup, companies that they’ve consulted with that ultimately implemented a process to improve employee engagement have increased their employee engagement rates to at least 75%.

So implementing a good employee engagement survey is a fantastic way to leverage this business strategy.

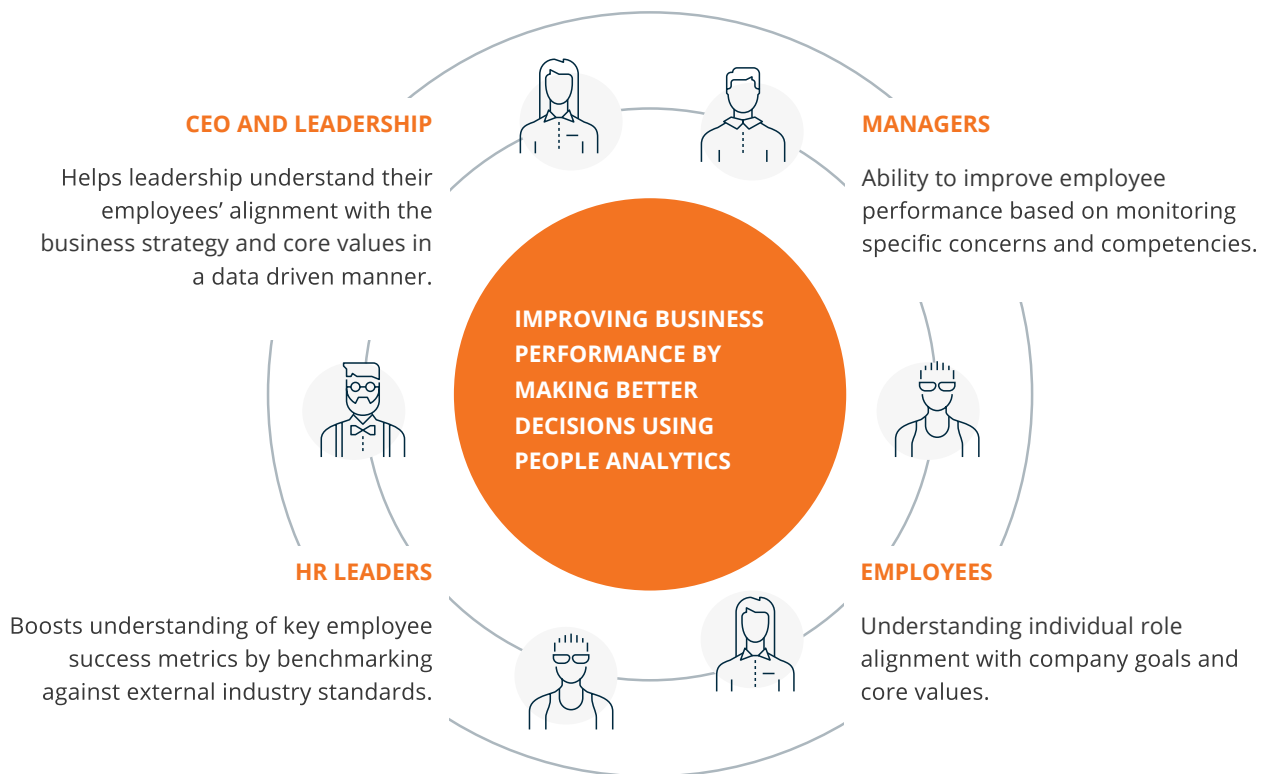
Provide people analytics for internal programs

For most organizations, employees are the largest source of cost and potential for growth.

According to PwC, “effectively using people analytics to understand the workforce you have, the workforce you need and what will drive your people to perform can provide a significant commercial advantage.”

As long as metrics are set in place to measure the factors that impact employee engagement, people analytics can be drawn from a number of engagement surveys.

Your entire organization can benefit from the employee engagement survey data.



For example, if you find out through an employee engagement survey that employees feel like they don't get enough recognition from their managers for their accomplishments, this is a call for action.

Managers can then come together to see how they can make employees feel more valued at work.

After the meeting, the managers might realize public recognition is what the company really needs—but they might have never thought of this without the prompting of real-time data.

The reason these strategic internal decisions can be made on a timely basis is because you're collecting information from employees and reviewing the data.

Gather feedback for your leadership team

A lot of the time, leadership or senior management don't have a designated process to collect feedback and data from employees.

Similarly, employees might not be comfortable enough to share feedback publicly.

So an effective way to approach collecting quality employee feedback and data, in this case, can be employee engagement surveys.

Employee engagement surveys that are designed with the employee in mind, is going the extra mile to show employees the company wants to identify their needs.

Ultimately, quality employee engagement data will come from employees that understand the importance of their feedback and how it impacts the company.



section 3

employee engagement surveys best practices

11 — Designing an employee engagement survey

13 — Analyzing the survey responses

14 — Preparing an action plan

BEST PRACTICES

employee engagement survey best practices

Designing the engagement survey

DEFINE THE PURPOSE AND DESIRED OUTCOME

To define the purpose and desired outcome of conducting an engagement survey, you can work backward.

The desired outcome is clear: you want to improve employee engagement.

Identifying the factors that impact employee engagement will help you design purposeful questions for the survey.

Are employees often asking for coaching from managers? Are they satisfied with the flexibility or depth of work they're doing on a daily basis?

Identifying the factors that impact employee engagement will help you design purposeful questions for the survey.

At Paycor, we focus on five primary areas that impact our engagement and build purposeful question templates based on:



ALIGNMENT
TO COMPANY



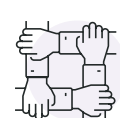
RECOGNITION



CAREER
DEVELOPMENT



FEEDBACK



CORE VALUES

REMEMBER THAT EVERY QUESTION SENDS A SIGNAL

Know that each question sends a signal to the responding employee because they will generate a reaction.

Every question should reinforce the crucial aspects of an employee's work. For instance, capturing how well they feel the work aligns with the company.

This makes it easier for employees to understand why they should be giving a meaningful answer.

Take note when it comes to asking questions that might make employees feel they are being put in a difficult position. For instance, "describe a weakness of your leadership".

Employees could finish an engagement survey feeling like the company cares about their development, or vice versa.

PURPOSEFUL QUESTIONS, FOR QUALITY ANSWERS

When designing an engagement survey, always remind yourself of the purpose that was defined at the very beginning.

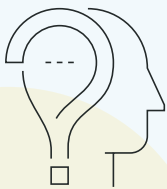
Because no one wants to take time out of their day to do things they deem are of no purpose, make sure completing the engagement survey is purposeful to employees.

For instance, a vague question like "how are you feeling?" doesn't indicate a strong purpose, nor does it show the desired impact of receiving these findings.

Alternatively, a question like "are you satisfied with the advancement opportunities in this organization?" addresses how employees are feeling about a specific area of focus.

The question shows employees the purpose: the company wants to provide more advancement opportunities.

Ultimately, the most purposefully designed questions will receive the highest quality answers.



Analyzing the survey responses

There are two common approaches for analyzing the responses to engagement surveys.

BENCHMARKING APPROACH

A common way to analyze engagement survey responses is by benchmarking.

Benchmarking involves comparing your engagement survey findings to industry best practices.

Typically, this involves metrics like company size, business operations and strategies.

By doing so, you're creating a benchmark to compare your engagement survey findings against.

This relativity comparison provides an approach that pushes the company to move in a direction that has already been collectively decided as an "industry best".

STRATEGIC ALIGNMENT APPROACH

A strategic alignment approach can be used when engagement survey findings indicate employee responses don't align with company values. This can help engage employees in a way that moves them towards the "company ideal".

For instance, a company that has the core value of "transparency", might find that employees are reluctant to share feedback with other departments.

Having identified this problem from an engagement survey, this company may come up with the strategic approach of implementing a 360 feedback process where employees can provide cross-department feedback regularly.

Preparing an action plan

CREATE GOALS AROUND THE RESULTS

While there is no specific cadence for engagement surveys, it's important to develop a plan.

This plan should specify how you're going to deliver engagement surveys and the action plan following the responses being collected.

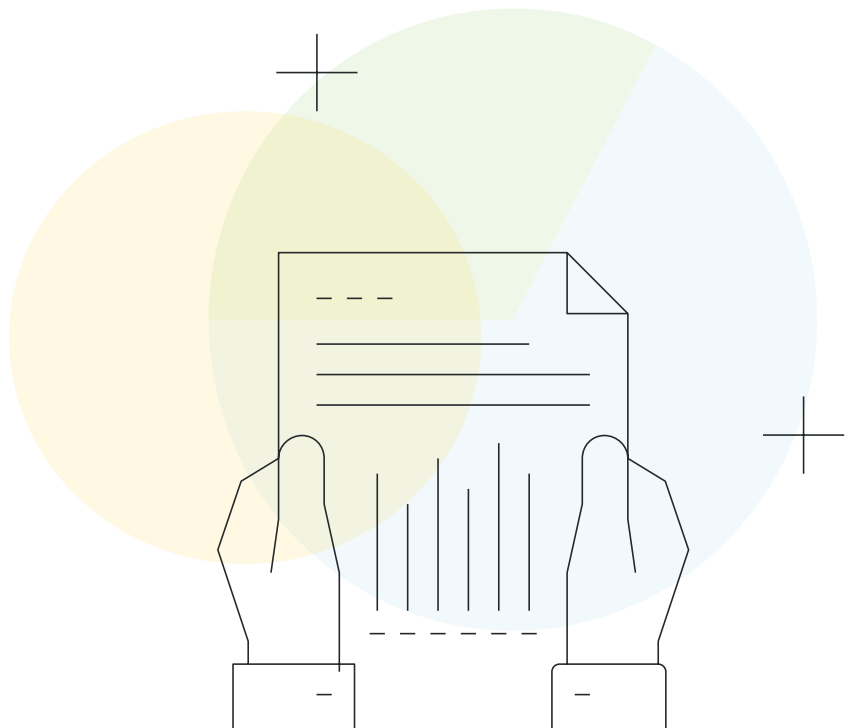
For instance, deciding on the metrics of success for which should be improved in a follow-up engagement survey 6-12 months from the initial survey.

CONDUCT A FOLLOW-UP SURVEY

Once new goals have been set based on the engagement survey findings and communicated to everyone, allow for the rest of the company to process these findings.

In 6-12 months, conduct a follow-up survey for feedback to see how employees feel about the new strategies being implemented.

This is the time for feedback and improvement on the new processes that were purposefully designed to boost employee engagement.



section 4

employee engagement survey sample questions

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EMPLOYEE ENGAGEMENT

survey sample questions

The purpose of these Engagement Survey templates is to encourage continuous feedback on behaviors that employees are doing well and not so well, from a place of feedback and coaching for improvement.

Using this survey on a monthly to quarterly basis with the goal of individual development and coaching rather than assessment, will help build relationships between companies and their employees.

EMPLOYEE ENGAGEMENT

survey questions for alignment to company

1. I have an understanding of my company's strategy and goals.

2. I understand how my work impacts the company's goals and direction.

3. I believe my company's strategy and goals are the right ones for the company at this time.

4. I believe the company is heading in the right direction.

5. I understand the changes that are made in my company when they happen.

6. The leadership team provides motivation for me to contribute my best.

EMPLOYEE ENGAGEMENT

survey questions for career development

1. I am satisfied with the career opportunities that are available to me.

2. I am aware of what career paths are available to me.

3. I am satisfied with the job-related training and education provided to me.

4. I have opportunities to apply my skills and expertise.

5. I am given the appropriate amount of support to help me be successful.

6. I am given clear and constructive feedback regarding my performance.

7. My career growth is important to the organization.

8. I am challenged in my current role.

EMPLOYEE ENGAGEMENT

survey questions for company core values

1. I am aware of all of the company core values.

2. I believe these core values are representative of what is important to the organization.

3. The company core values are important to me.

4. It is easy for me to relate to the company core values.

5. I believe I regularly display the core values.

6. It is important to me that my manager displays the company's core values.

7. It is important to me that my peers display the company's core values.

EMPLOYEE ENGAGEMENT

survey questions for feedback

1. It is important for me to receive feedback from my peers.

2. It is important for me to receive feedback from my manager.

3. The feedback I receive is valuable and helps me improve my work.

4. I enjoy giving constructive feedback to my peers.

5. The organization makes it easy for me to give constructive feedback to my peers.

6. I have a coaching relationship with my manager.

7. I have regular coaching sessions with my manager.

8. The communication I receive from my manager is good, clear, and effective.

9. My manager lets me know when I am performing well.

10. The feedback I receive from my manager is clear and constructive.

11. The level of support I receive from my manager is appropriate.

12. The coaching sessions I have with my manager are valuable to me.

EMPLOYEE ENGAGEMENT

survey questions for recognition

1. It is important for me to receive recognition from my peers.

2. It is important for me to receive recognition from my manager.

3. The recognition program at the organization motivates me to work harder.

4. I enjoy giving recognition to my peers.

5. The organization makes it easy for me to recognize my peers.

section 5

common pitfalls of engagement surveys (and how to avoid them)

23 — Poorly designed questions

24 — Inaccurate survey results

24 — No follow-up actions

EMPLOYEE ENGAGEMENT

common pitfalls of engagement surveys

Poorly designed questions

How strong the questions are in an engagement survey can make or break it.

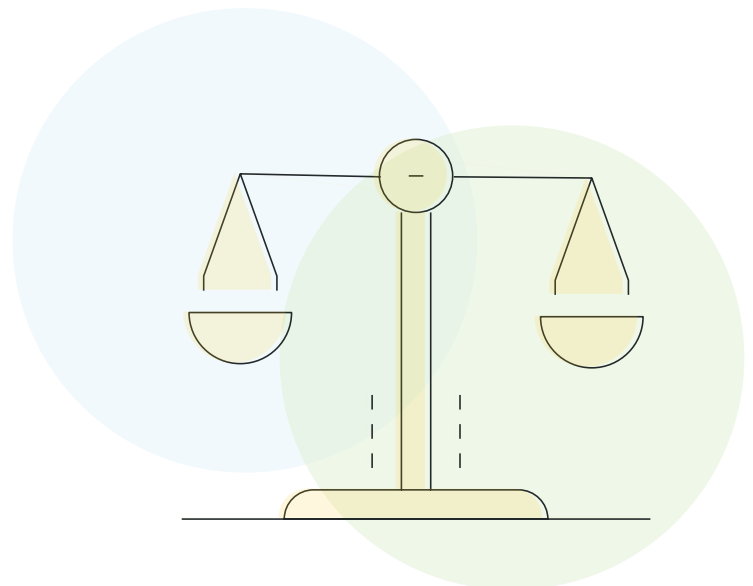
For instance, if there are too many extensive questions requiring long-form answers, this might be disengaging to employees participating.

At the same time, this might also be a sign that a theme hasn't been properly selected for the engagement survey.

Contrary to this, engagement surveys might rely too heavily on ratings and scales.

Having quantitative data with no qualitative insights to support them may be an indicator the survey isn't well designed.

So engagement survey questions should be designed in a way that creates a balance between qualitative and quantitative employee insights.



Inaccurate survey results

Sometimes employees might be less likely to provide honest answers to specific questions because of how it might reflect on themselves.

Completely transparent employee engagement survey results could sacrifice a certain level of data accuracy.

Depending on how transparent your company feedback process is, you may choose to facilitate employee engagement surveys in a more confidential manner.

Only make group results public so that employees don't feel the need to answer in a specific way—which could possibly skew results.

No follow-up actions

At first glance, once all employees have completed an employee engagement survey, it feels like the task is complete.

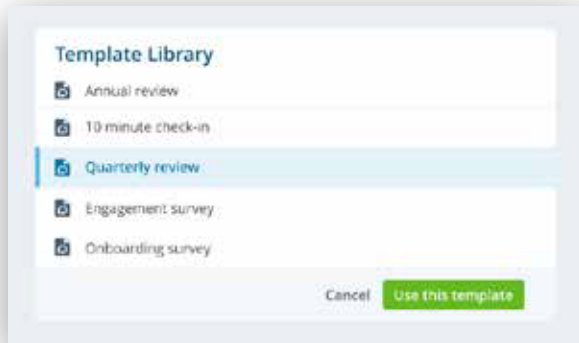
But having employees complete the engagement survey is only the beginning.

Conducting an employee engagement survey and not creating actionable goals to improve is one of the biggest pitfalls.

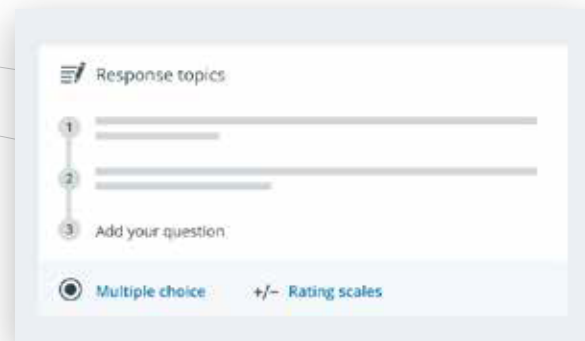
Without actionable goals and follow-up surveys, the initial purpose of boosting employee engagement is lost.

This can be easily avoided by defining employee expectations. Keeping in mind there needs to be a follow-up action plan that holds employees and their managers accountable.

1 SELECT TEMPLATE



2 CUSTOMIZE



Gain employee insights
in 4 steps with Paycor
Talent Development

3 GET FEEDBACK



4 REFLECT

