Employee Engagement Survey

Research on the issue of employee engagement consistently indicates that organizations that have a high number of engaged employees and a higher level of employee engagement experience better business performance than their counterparts who have fewer engaged employees and lower levels of employee engagement. In other words, there is a direct correlation between employee engagement and business performance.

When employees are engaged, they see and feel a connection between their daily contributions to their organization and the success of their organization.

The stronger the connection between employees and their organization, the greater the motivation and commitment on their part to help their employer achieve it business goals.

WHAT DOES ENGAGEMENT LOOK LIKE?

In organizations that have highly engaged employees, employees consistently speak positively about their organization when talking to co-workers, customers, potential employees, family members and friends. These employees believe in and support the goals and values of the organization. The employees' emotional and intellectual commitment to the organization in all that they say helps to build up the employer brand and the reputation of the company as a great place to work and a great company with which to do business.

Engaged employees feel a stronger sense of belonging, pride, and attachment to their organization. They have a stronger desire to continue working for the organization. Thus, the organization retains their highest performers, diminishing the risk of the potential loss of the business' most valued intellectual capital – their people.

Engaged employees use greater "discretionary effort" in all that they do. They are more productive, innovative, and take more ownership of results, thereby creating and sustaining a high performing organization. Engaged employees provide superior customer service. In all that they do, engaged employees 'go the extra mile' to help the organization achieve its business goals.

According to research done by the Corporate Leadership Council (CLC) and Hewitt Associates (2005), organizations with a higher proportion of engaged employees experience:

- 65% greater share price increase
- 26% less turnover
- 100% more unsolicited applications for employment
- 20% less absenteeism
- 45% less lost-time accidents
- 5% less sick time
- 20% increase in employee productivity (CLC)
- Up to 30% greater customer satisfaction, and
- 28% higher employee morale

In summary, research consistently points out the correlation between the level of employee engagement and the company's business performance. When employees' heads, hearts and hands are all focused on helping the organization achieve its business objectives, everyone wins – employees are more satisfied with their working environment and relationships and pro-vide better customer service; customers are more satisfied doing business with the company, and the financial performance of the business improves.

Our typical three phase process for measuring employee engagement ensures accurate measurement, a clear development plan, and sustained performance improvement

PHASE 1 - SURVEY DESIGN

During this phase the organisation works through our *Issues to Consider* process to determine all aspects of the survey process ranging from the rationale for doing a survey of this nature, to its design, communication, project planning, accountabilities, timing, follow up, performance improvement planning, and sustainment.

PHASE 2 - SURVEY ADMINISTRATION

Employees complete the survey online typically measuring business performance in the following areas:

1. Senior Leadership
2. Organizational Thrust
3. Goal Clarity
4. Development and Growth
5. Organization Pride
6. Recognition (non-financial)
7. Recognition (financial)
8. Job Security
9. Job Stress
10. Physical working environment
11. Workforce stability
12. Supportive Relations – Departmental
13. Supportive Relations – General
14. Influence – Departmental
15. Influence – General
16. Communications – Departmental
17. Communications – General
18. Cooperation/Supportiveness – Departmental
19. Cooperation/Supportiveness – General
20. Customer Service Orientation

PHASE 3 – PLANNING AND BUILDING EXCELLENCE INTO THE BUSINESS

This is the most critical (and also the most often ignored) component of the employee engagement survey process.
The organisation as a whole, led by the executive team are to:

- Identify any critical organisational flaws that could inhibit the organisation from executing its business strategy and plan (critical flaws undermine organisational effectiveness regardless of how many other strengths the organisation has)
- Build on the organisation's strengths as it has been proven that healthy and productive organisations have more strengths and greater strengths than average organisations
- Identify and develop those areas that are holding the organisation back

To support the organisation in the above action planning and execution, it is CRITICAL that the organisation's CEO is actively involved with and held accountable for the overall Employee Engagement (not the HR department)

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Second, it is critical that the departmental leader's manager (The Leader Once Removed) is ACTIVELY engaged in the department's developmental plan and is held ACCOUNTABLE for its successful execution

Third, engaging the services of an Organisational Effectiveness Coach is an important supporting factor in an organisation's overall ability to plan and execute performance improvement, and

Finally, in order to develop and sustain improvement, performance must be measured. Only if it gets measured will it get managed. Organisations will be encouraged to include the results of their Survey of Organisation Climate and Effectiveness as an organisational performance metric. If organisations use a balanced scorecard as a way of measuring organisational performance, the results of the Survey of Organisation Climate and Effectiveness could be included as one of the performance metrics on the People Quadrant of the balanced scorecard.