



# Driving Engagement: *The Employee Survey*

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MAYOR'S OFFICE OF  
COMMUNITY AFFAIRS



# Employee Survey Elements

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- Confidential
- Serves as a learning tool
- Comprehensive
- Actionable
- Encourage accountability
- Generate benchmarks



# Measuring Employee Engagement

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## WHAT WE WILL MEASURE

How connected employees are to their:

- Work
- Team
- Organization

## TYPES OF EMPLOYEE SURVEYS

### Comprehensive

- Measures engagement across the org.

### Pulse

- Frequent, short, topical

### Lifecycle

- Measures engagement throughout tenure



# Why Do An Employee Survey

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- Understand where we excel
- Shed light on opportunities
- Give a voice to every employee
- Build trust
- Drive meaningful action & smarter people decisions
- Compare & contrast among different employee groups



# Survey Design

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- Simple
- Run a pilot
- Use consistent & inclusive questions
- Communicate



# Communicating

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- Make a formal announcement & communicate regularly
- Frame it with an employee first lens (WIIFM)
- Carve out designated survey time
- Hold leaders accountable
- Communicate the importance of high participation
- Prioritize changes based on feedback



# Action Planning

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- Share results
- Empower managers to act
- Encourage teams to discuss results
- Implement changes
- Check-In & evaluate



# Sharing Results

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- Share results ASAP
- Be transparent
- Set clear expectations
- Keep it simple
- Initiate dialogue
- Align on next steps





# Employee Survey Action Planning

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LEADERSHIP GUIDE

# Key Terms

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“The great thing about engagement surveys is that they allow us to surface insights about our people and shed light on where we might have blind spots,”

## Employee Survey

- ❖ an employee survey is a tool designed to help leadership understand how employees perceive their work environment and the extent to which they are engaged and committed
- ❖ help leadership understand the culture and design programs and initiatives that drive employee engagement and improve the employee experience

## Engagement

- ❖ is the level of connection, motivation and commitment a person feels for the organization.
- ❖ Improving engagement can directly impact things like performance, innovation, and our ability to attract and retain talent

## Employee Experience

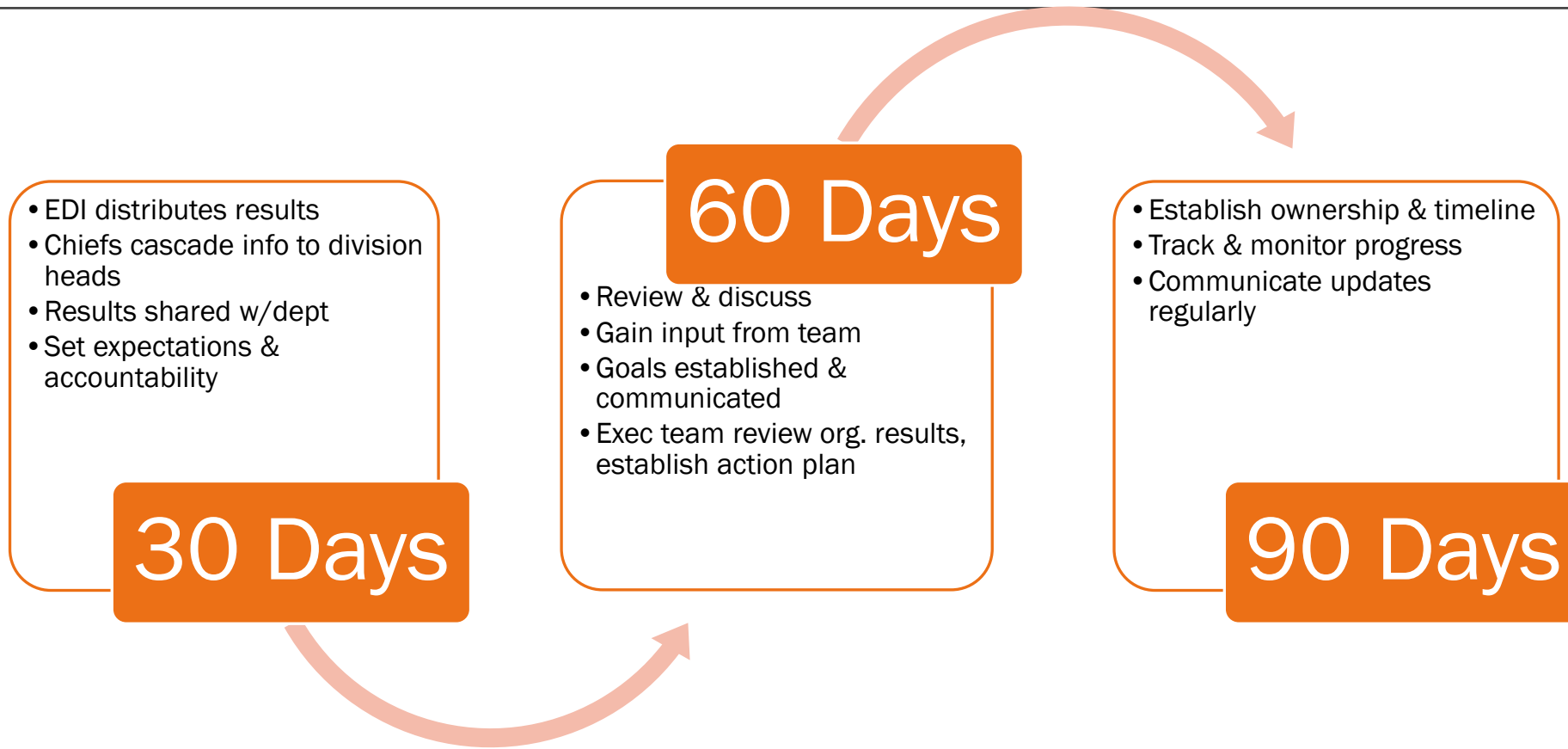
- ❖ A set of perceptions employees have about their experiences at work
- ❖ Understanding the role leaders play in creating a positive experience for employees

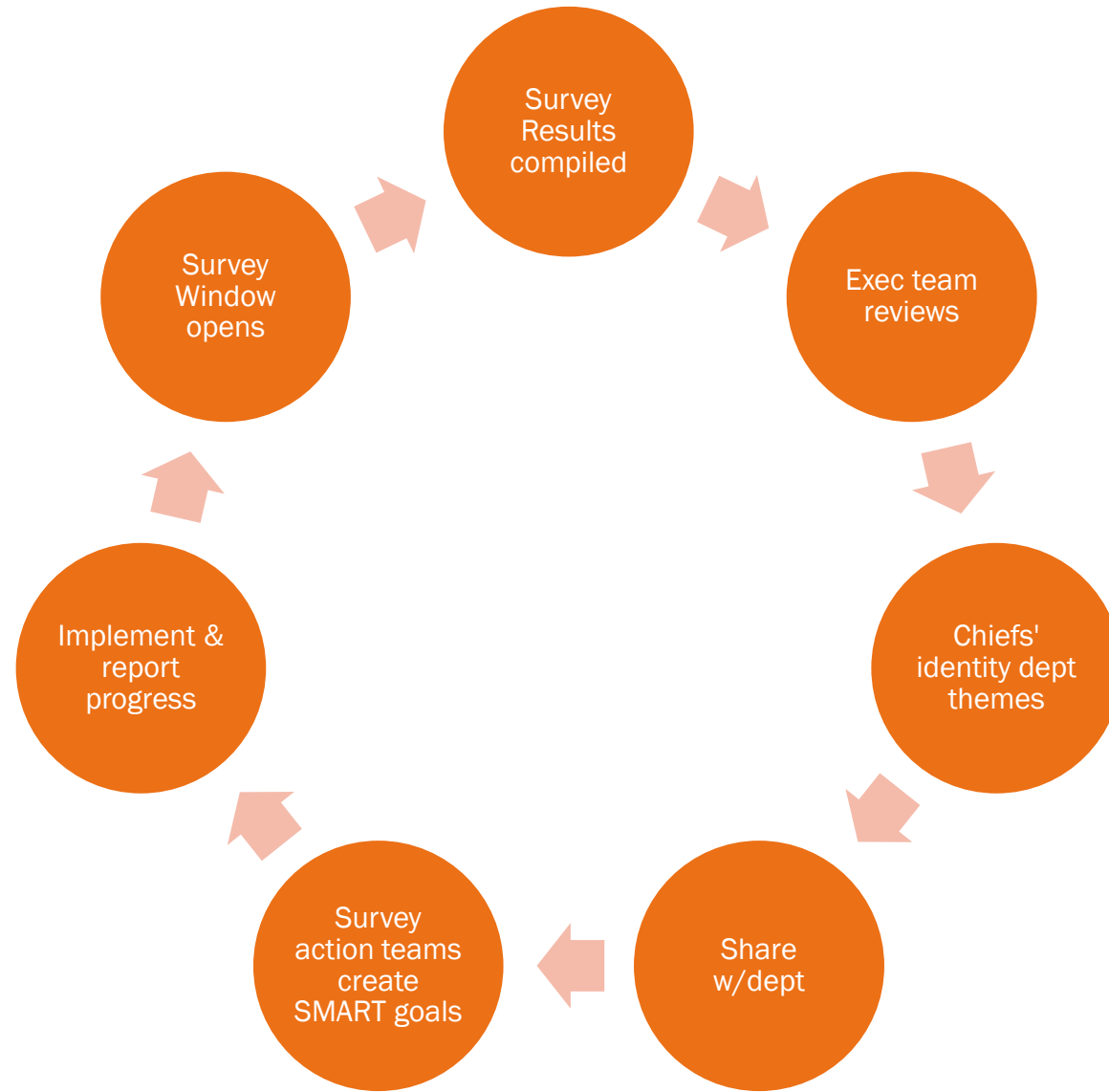
## Action Planning

- ❖ address the feedback from the survey and construct a timeline to convert actionable information into positive change.
- ❖ employees will judge the value of the survey based on the actions taken from the survey.
- ❖ employees who witness positive change from the survey results are twice as likely to be highly engaged

# Timeline (post survey)

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## ACTION PLANNING PROCESS

# Action Planning Tips

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## **Time matters**

- ❖ Timely follow up—acknowledging responses and thanking people for participation—shows leaders care and sets an expectation that they'll use the feedback to act on things that matter to employees.

## **Provide Themes**

- ❖ compile information about the overall themes and trends arising from survey
- ❖ Help people connect the dots by reminding them of the survey feedback when making improvements

## **Balance messaging**

- ❖ Avoid only focusing on the 'fixes'
- ❖ Acknowledge and celebrate wins

# More Tips

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## Keep it simple

- ❖ Identify **one** theme or focus area.
- ❖ Develop **two** strategies to address the issue.
- ❖ Talk about what was done to address the issue at least **three** times with employees to help them connect the dots.

## Involve employees

- ❖ The expectation should not be that leaders lock themselves away and solve all employees' problems on their own
- ❖ Employees often have a line of sight to solutions that are more effective and elegant than what leaders would produce on their own.
- ❖ Foster ongoing conversations

# Getting Started

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Set up a meeting with your team

- ❖ Your attitude will set the tone for the entire process

Create a climate of open dialog about the survey results

- ❖ Express a desire to improve the work culture/environment and ask your team to help

Involve your team

- ❖ Solutions should come from your team
- ❖ Let them offer the best approaches for improvement

Be prepared

- ❖ Action planning can be difficult
- ❖ **DON'T GET DEVENISIVE**
  - ❖ Mentally prepare
  - ❖ Stay open to positive & negative feedback

# Remember

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Survey results are about feelings; action planning is about behaviors

- ❖ Identify behaviors that will lead to positive feelings/change

Create a safe space

- ❖ Employees may avoid giving honest feedback with you present.
- ❖ Determine who can facilitate (leadership development opportunity)
- ❖ Ask a non-biased 3<sup>rd</sup> party to facilitate

Be strategic

- ❖ Pick themes that once improved will also improve others



# Continue, Stop, Start

## *3-part exercise*

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Pick an area of focus/theme

Divide team into smaller working groups

On Three sheets of flip chart paper write 'Continue, Stop, Start' (One word per sheet)

- ❖ Ask the team to brainstorm behaviors or activities that should continue, stop, start
- ❖ Review team output with the larger group
- ❖ Compile the results

# Goal Setting

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Clearly define the opportunity for improvement

Determine potential causes

Outline a desired outcome and discuss solutions

Develop the SMART action plan

- ❖ Identify action steps
- ❖ Ownership
- ❖ timelines

**S**pecific: Define the steps to reach the goal

**M**easurable: How will you show improvement


**A**chievable: Is this something we control

**R**elevant: Does it relate to the issue at hand

**T**ime-based: Completion date

# Sharing Results: Script

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Share post  
survey  
timeline and  
Action  
Planning  
process

Thank you for participating in this year's employee survey

- ❖ Survey was administered in ???
- ❖ There were x survey items
- ❖ Overall, xx% of COA employees responded to the survey
- ❖ Our group response rate was xx%
- ❖ Survey measured favorability in areas such as
  - ❖ Employee engagement
  - ❖ Equity
  - ❖ Inclusion
- ❖ The questions with the most favorable responses were
- ❖ The questions with the least favorable responses were
- ❖ Our department will set up a series of action planning meetings to address our results

Thank you again for participating. I look forward to the process