SurveyMonkey®

GUIDE

4 strategies for building a world-class workforce

How HR professionals can harness the power of feedback across the employee lifecycle

Getting employee feedback-driven data

Tools and best practices to make employee expectations a reality

Over the past few years, HR has shifted from crisis management to reimagining the workplace, gaining strategic influence in meeting organizational goals.

Our recent study reflects this sea change: 46% of HR teams report that they play a leading role in driving their company's HR strategy.

This elevated status has meant that more HR teams are leveraging data from employee voices, with 33% stating that feedback now drives decisions about the employee experience.

New era, new challenges

Let's face it, gathering honest feedback from remote and global teams, navigating a competitive talent market, while balancing new responsibilities like AI and DEI can get complex. Yet many HR pros have adapted, using proven, accessible solutions to conquer today's workforce challenges.

87%
of HR pros get asked to do work outside their job description

48%
of HR pros say they have some influence over their company's HR strategy

53%
of HR pros say companies are increasing their focus on the employee experience vs. the bottom line

SurveyMonkey study of 304 HR professionals was conducted on July 12, 2024; the study of 2,593 U.S. workers 18+ was conducted July 12-16, 2024.

Taking the good with the bad

As HR teams increasingly rely on data, collecting honest and actionable employee feedback has become mission critical, especially with remote and hybrid teams. At the same time, HR faces pressure in recruiting, navigating a competitive market with low unemployment and high demand for specialized skills.

These challenges are compounded by expectations that often exceed HR's actual authority. Our research shows a harsh reality: 81% of HR pros are asked to help with issues outside their control, and 70% face blame for matters beyond their domain. This misalignment between expectations and authority creates additional stress for HR teams already stretched thin.

There is good news. HR leaders have adapted by harnessing proven, accessible solutions to address today's workforce challenges. Here are four strategies that can help.

81%
of HR pros get asked to help with issues that are out of their control

70%
of HR pros get blamed for issues that are out of their control

4 strategies for building a world-class workforce

STRATEGY 1: ENGAGEMENT

Boost employee engagement by collecting actionable feedback

STRATEGY 2: LEARNING & DEVELOPMENT

Increase employee performance and develop successful people managers with high-impact training

STRATEGY 3: RECRUITING

Deliver a candidate experience that attracts the best talent and builds your employer brand

STRATEGY 4: COMPENSATION & BENEFITS

Optimize your compensation and benefits packages to retain your top performers

Engagement

Engagement

Boost employee engagement by collecting actionable feedback

HR professionals play a crucial role in employee retention, making access to employee data and feedback essential. One of the best ways to keep employees engaged and motivated is by listening to their experiences and building internal processes to take action.

Surveys provide a safe, anonymous environment for employees to voice concerns, share ideas, and ask questions. However, our study reveals a significant challenge: 39% of employees feel uncomfortable sharing feedback about work experiences with HR, while another 30% are only somewhat comfortable.

Despite this, many companies recognize the value of feedback. In a recent study, 85% of HR pros say that their company has programs in place to collect regular feedback from employees, with 45% collecting feedback quarterly.

These findings highlight the importance of creating a culture where employees feel safe providing honest feedback, as well as the need for HR to demonstrate that this input leads to meaningful action.

Engagement solutions

How can you make sure that employees aren't just 'dialing it in'? The job of engaging employees is never done, and involves continuous investment in programs that improve culture, provide growth and learning opportunities, and instill a feeling of belonging.

Collecting feedback can uncover what drives engagement and pinpoint areas of opportunity. But it's important that HR teams ask the right questions with surveys that identify what employees need to thrive at work.

Here are 3 tips for collecting better employee feedback to boost engagement.
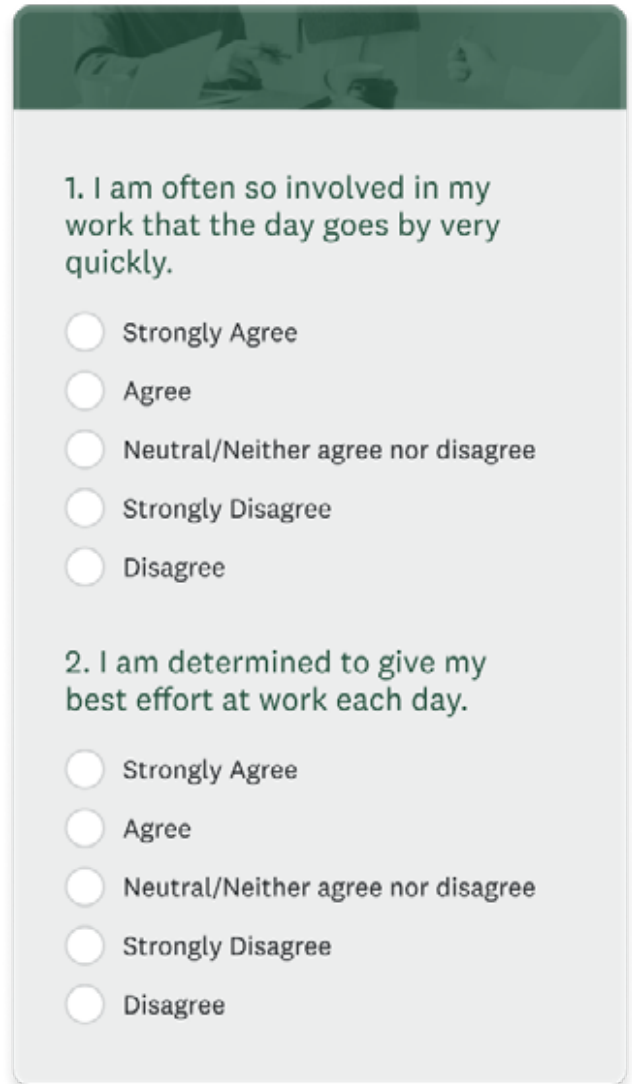
1. Establish a regular feedback schedule

Collecting feedback at regular intervals is critical to ensuring the data you collect is consistent. Committing to a schedule can also provide trending insights that highlight changes in engagement based on company or outside events.

Using anonymity features allows you to reassure employees that their feedback will be kept private and can help make sure your responses reflect how your employees really feel.

Here's a few of our most popular survey templates to help you get started.

- Employee engagement template
- Employee satisfaction template
- Employee NPS® template

1. I am often so involved in my work that the day goes by very quickly.

- Strongly Agree
- Agree
- Neutral/Neither agree nor disagree
- Strongly Disagree
- Disagree

2. I am determined to give my best effort at work each day.

- Strongly Agree
- Agree
- Neutral/Neither agree nor disagree
- Strongly Disagree
- Disagree

2. Create a central, secure source for employee insights

Making data accessible but keeping it secure is critical for HR teams. Dashboards that present feedback in data visualizations make it easier for HR teams to collaborate and understand the key takeaways. Creating a private SurveyMonkey Workgroup for your HR team will also keep sensitive employee feedback secure. You can also integrate SurveyMonkey with analytics tools, like Tableau or Power BI.
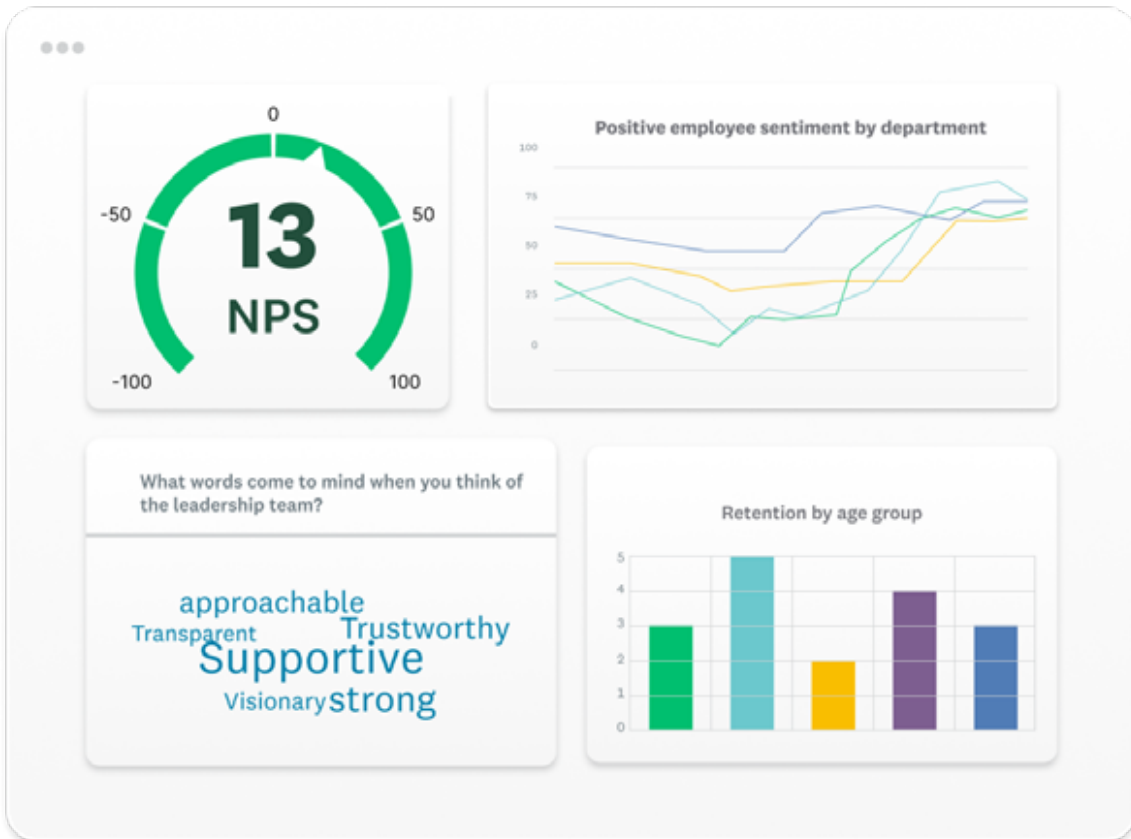
3. Collect feedback through the tools employees use every day

Make it easy for employees to provide feedback in the moment by using integrations with the solutions they use every day. Send surveys after company meetings by dropping the link in Slack, or integrate a survey with popular solutions, like Microsoft Teams or Zoom to streamline and simplify the feedback process.

See how SurveyMonkey integrates with other popular solutions.
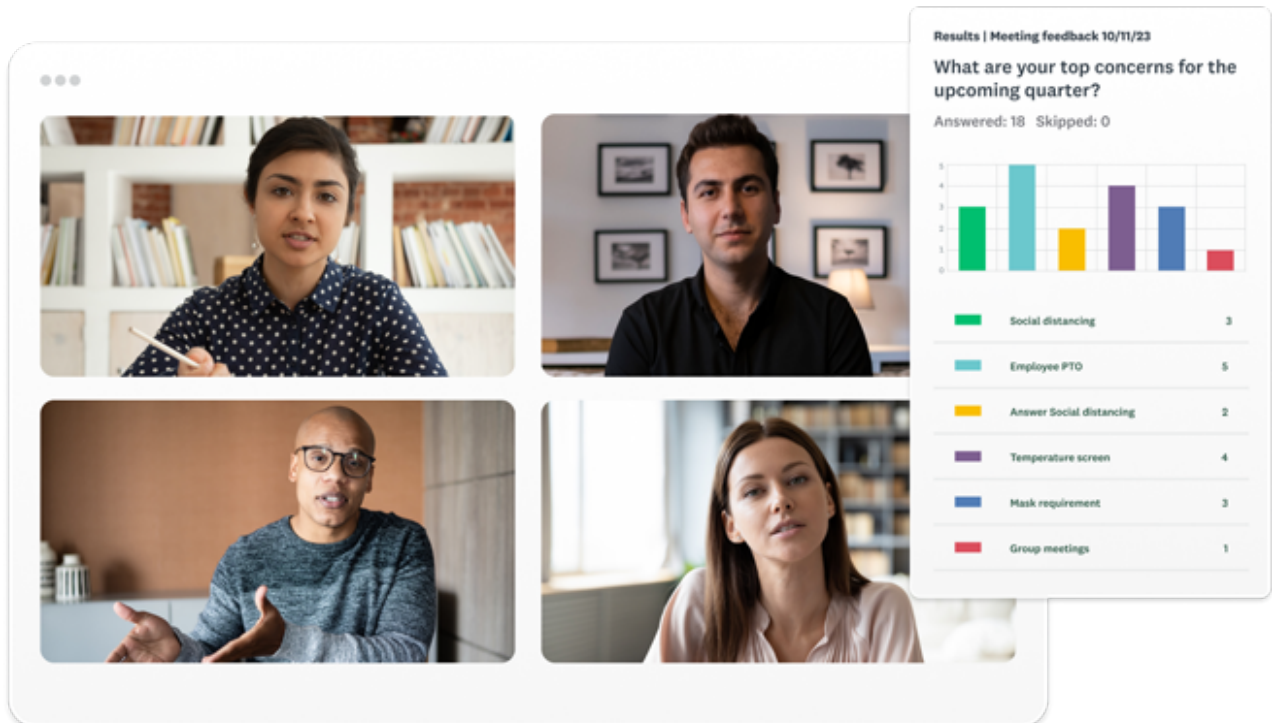
Learning & development

Learning & development

Increase employee performance and develop successful people managers with high-impact training

Good managers are gold for companies. Research from McKinsey shows that organizations with top-performing managers yield multiple times the total shareholder returns compared to those with average or below-average managers. Gallup research supports the importance of developing a strong base of leaders—about 70% of team engagement is attributable to managers.

Strong managers help employees reach their full potential, while signaling greater opportunities for career growth. Yet companies have fallen behind on training them. In McKinsey's study, only 20% of respondents strongly agree that their organizations help them become successful managers.

Companies that invest in middle managers provide a tangible path for employee advancement. However, in our CNBC Workforce study, only 27% of employees rate the opportunities for advancement at their company as excellent.

Learning & development solutions

Even if you've done the heavy lifting of designing a training program, it's critical to understand how—and if—employees will engage with the content. Collecting feedback before and after training sessions can help develop more tailored learning programs for your organization that employees will engage with and absorb. Feedback can also help you assess effectiveness, and determine if programs are developing the skills that will increase employee performance. Ultimately, feedback can help you uncover where to focus next.

Here's how you can use feedback to boost the effectiveness of your L&D programs.

1. Use pre-training surveys and forms

Great training starts with understanding what people need to learn. Gauging employees' current knowledge, and where they can grow, will help you deliver a winning training session. Develop tailored learning programs and pinpoint where attention is needed by sending a survey before a course begins.

Check out our project management pre-training survey template for inspiration on how to use targeted questions to understand employee needs—and design better learning programs.

1. How relevant is the material to your role?

○ Extremely relevant

○ Very relevant

○ Somewhat relevant

○ Not so relevant

○ Not at all relevant
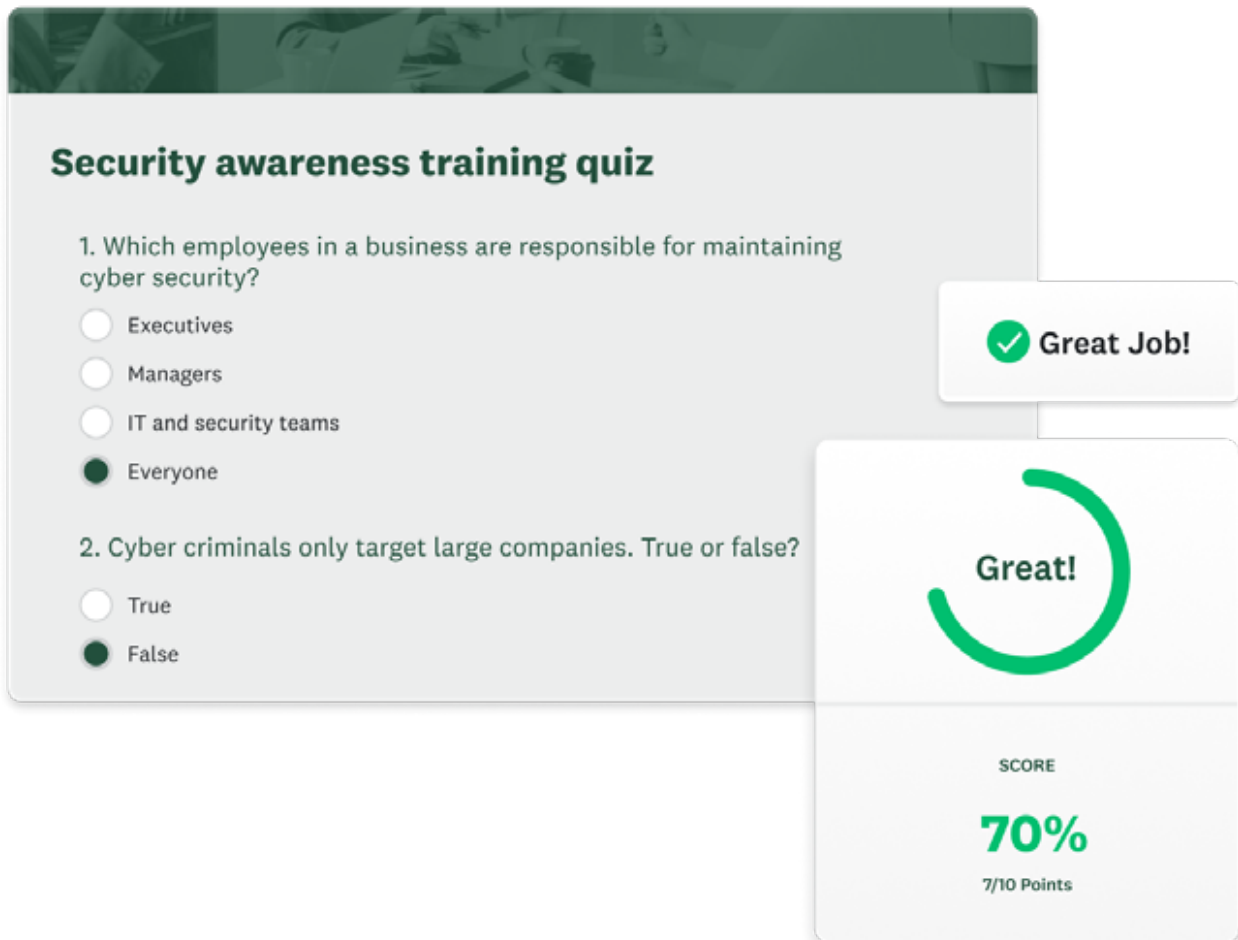
2. How clear was the presentation of information?

○ Extremely clear

○ Very clear

○ Somewhat clear

○ Not so clear

○ Not at all clear

2. Increase engagement with quizzes and polls throughout the session

Easily test knowledge, skills, and competency in the moment with [quizzes] and [polls]. A quick pop quiz can keep employees engaged with training and motivated to do well. Share a congratulatory message for high scores, provide encouraging feedback after a wrong answer—automatically.

Pro tip: Use open-ended questions alongside rating scales to get **qualitative insights** and deeper context from your quantitative data.

3. Collect feedback after training sessions

Assess effectiveness, measure your impact, and uncover where to focus next. Our training course evaluation template can isolate where your courses are most effective and where there's room for improvement. Quickly evaluate where training falls short, where it's redundant, and whether employees consider it a good use of their time.

Describe what you liked about this training

RESPONSES (152)   WORD CLOUD   TAGS (3)

Relevant
Fun **Insightful** Short
Challenging Helpful

Recruiting

Recruiting

Deliver a candidate experience that attracts the best talent and builds your employer brand

Talent acquisition teams face unique challenges—growing companies, a shrinking labor pool, and filing roles that require specialized skills amid tense competition. They must do more with less while meeting top candidates' expectations.

Gen Z's entry into the workforce brings new demands for workplace flexibility, DEI, and sustainability, pushing companies to enhance their employer brand. While many factors seem beyond HR's control, staying competitive relies on attracting the best talent.

Understanding candidate priorities is crucial. Small interactions during interviews can impact a candidate's view of your brand. Collecting feedback helps talent teams refine the process and provide hiring managers with insights to close more deals.

Recruiters can elevate their approach by taking charge of the candidate experience, ensuring it's efficient, personalized, and memorable.

Recruiting solutions

Mastering the art of attracting talent goes beyond posting job ads and hoping for the best. It's about crafting a candidate journey that's as memorable as your company's best product launch.

Iterating and improving on the hiring process based on candidate feedback, companies can transform hiring into a strategic advantage. This data-driven approach also elevates your employer brand, making your organization a magnet for top-tier talent.

Here are three ways talent, recruiting, and operations teams can use feedback to improve the candidate experience and build the employer brand.

1. Create job application forms that help you track potential talent

Simplify the process of collecting and managing employment applications with job application forms. Seamlessly integrate these forms into your website, allowing candidates to easily apply for positions while providing you with the precise information needed for evaluation—qualifications, salary requirements, locations preferences, and more. These forms serve as your first line of engagement, offering a glimpse into how efficient and tech savvy your organization is.

1. How clearly did your recruiter describe the position?

○ Extremely clearly

○ Very clearly

○ Somewhat clearly

○ Not so clearly

○ Not at all clearly

2. How well would you say you understand the organization's mission, vision, and values after your interviews?

○ Extremely well

○ Very well

○ Somewhat well

○ Not so well

○ Not well at all

2. Send post-interview evaluation forms

Get timely feedback and efficiently move candidates through the hiring stages with a candidate evaluation form. Consolidate feedback from interviewers, and single out the best candidate for the role. Using a candidate evaluation form will give you a comprehensive, centralized way to collect information and make informed judgments.

Here's an example of how healthcare provider Wellstar used feedback to streamline their hiring process. They used SurveyMonkey to keep the candidate engagement flowing, analyzing sentiment and gathering a holistic view of prospective employees along the way.

3. Ask the right questions and understand the candidate experience

Build your employer brand and provide a best-in-class recruiting experience with a recruitment satisfaction survey. Use this expert-designed template to understand how candidates learned about your job opening, assess the professionalism of your recruiters, and evaluate preparedness of your interviews. You can also gather feedback on the clarity of job descriptions, the efficiency of your application process, and the overall communication throughout the hiring journey.

Use the survey results to identify strengths and weaknesses. By consistently collecting and acting on candidate feedback, you can create a more engaging, transparent, and effective recruitment process.

Question 11

How likely is it that you would recommend your recruiter to a friend or colleague?

NOT AT ALL LIKELY   EXTREMELY LIKELY

| 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

Compensation & benefits

Compensation & benefits

Optimize your compensation and benefits packages to retain your top performers

Compensation and benefits packages top the list of why employees remain with a company. According to WTW's Global Benefits Attitudes Survey, employees cite pay (47%), job security (41%), and health benefits (36%) as the top factors for influencing their decision to stay.

That's why it's critical that HR teams understand what employees want. Striking the right balance between desired benefits and your organization's resources is hard work, especially since the pandemic, when benefits options got more complicated. A desirable benefits package is no longer focused on healthcare and retirement; employees today have a longer list of asks— flexible workplace options, generous PTO, work-life balance, mental health support, and fertility benefits.

Companies that adapt to these changing needs and offer personalized benefits packages are better positioned to attract and retain talent in a competitive job market.

Compensation & benefits solutions

Collecting employee feedback to identify what your workforce values is the most efficient way to develop tailored benefits programs. You can then segment your insights across demographics and other custom variables to design offerings that are inclusive and tailored to the diverse needs of your workforce. Define future benefits packages for your organization with insights that help you prioritize what matters most.

Here are a few tips on how benefits teams can uncover the employee wants, and build a benefits package that supports employee satisfaction and retention.

1. Get feedback to measure satisfaction with existing benefits and compensation

Make sure your employees feel appreciated and motivated by collecting their thoughts on the benefits you offer. Use an employee benefits survey to find out if your benefits package is sufficient and where you can make improvements—from PTO policies to meal plans or bonus plans. Customize your survey to reflect your organization's options, or anything else you'd like to learn from employees. You can also uncover more candid feedback by giving employees the reassurance that their feedback is collected anonymously.

1. I am satisfied with the healthcare-related benefits offered by my organization.

○ Strongly Agree

○ Agree

○ Neutral/Neither agree nor disagree

○ Strongly Disagree

○ Disagree

2. I am satisfied with the amount of paid leave offered by my organization.

○ Strongly Agree

○ Agree

○ Neutral/Neither agree nor disagree
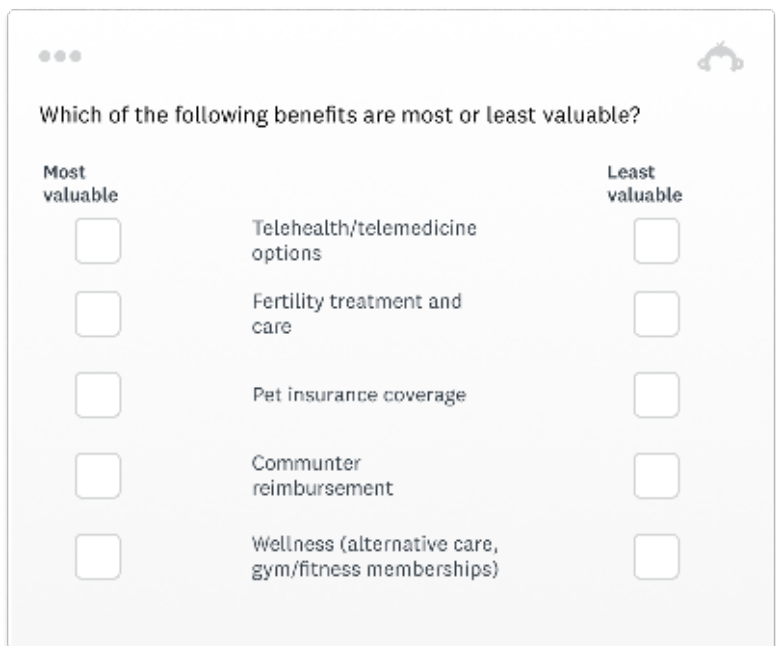
○ Strongly Disagree

○ Disagree

2. Make informed decisions about what benefits to invest in for the future

Sometimes employees want it all. If you offer them unlimited PTO, annual bonuses, 401K match, and gym reimbursement, the answer is likely "yes, please." That's where our MaxDiff analysis solution comes in, requiring employees to make trade-offs by selecting what they consider most and least important.

The results of a [MaxDiff analysis](#) provide a clear, statistically robust rank order of employee preferences to uncover the true value employees place on different benefits.

MaxDiff can also be useful when introducing new benefits or phasing out less popular ones, providing concrete data to support these decisions and making it easier to communicate changes.

3. Act on feedback and design benefits that are inclusive for all employees

Tailor your benefits package to the diverse needs of your workforce. Configure your survey to segment benefits needs by variables such as country, region, job level, or department, and then analyze the feedback to understand what different teams and individuals need. Would parental leave or flexible hours increase retention of employees who are parents in your organization? Would domestic partner benefits provide support for LGBTQ employees? Benefits can go a long way in addressing the unique needs of a diverse workforce, and can help with recruiting and retention.
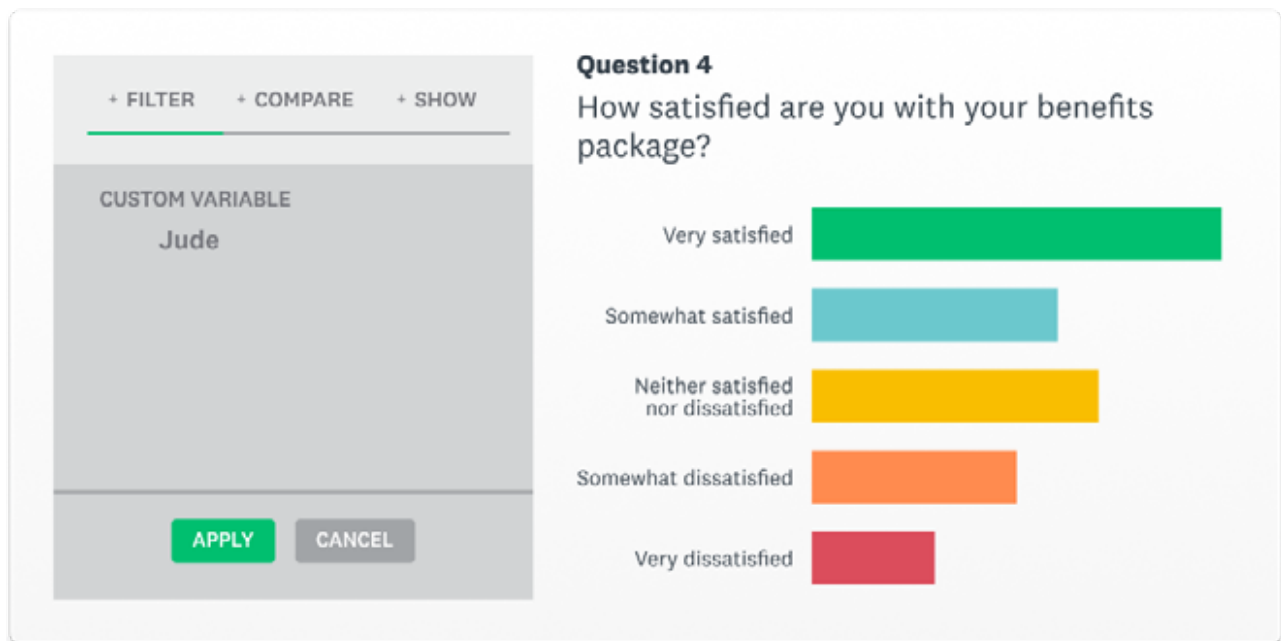
Summary

HR professionals are constantly navigating new challenges. This might include adapting to changing employee expectations, fostering a positive culture, recruiting special skill sets and talent in a competitive marketplace, or putting together compensation packages that retain valued employees. It can be difficult to prioritize what's most important to employees and where organizations should invest. Our advice? Ask employees, listen to their feedback, and act on these insights.

Ask

Use feedback to check in with employees at regular intervals and during specific timelines. Create a centralized repository for this data so that it is accessible and actionable to HR and managers across the organization.

Listen

Uncover the areas that need improvement in your organization. Is it developing stronger people leaders? Recruiting specific talent? Or retaining employees by improving engagement and offering better career opportunities? Be specific with your questions to uncover honest, candid feedback about what changes you can make to have the biggest impact.

Act

Use data to make decisions. Support your recommendations with real-world findings from your workforce. It is the responsibility of every manager and employee at your company to work towards common goals, and data can go a long way to gaining support for your ideas, company wide. Make sure to follow up with employees for feedback on new programs—like training or learning opportunities—to make sure they are providing measurable results.

Want to learn more about how HR pros can foster a world-class workforce?

Get started

SurveyMonkey®