SurveyMonkey®

Employee feedback for the win

How to attract, engage, and retain talent using surveys

Contents

Introduction

Human Resources is one of the hardest, most critical roles out there—and we're not just saying that to make you feel special. The job of attracting, engaging, developing, and retaining talent is never done, and it's vital to any organization: because without employees, there is no organization.

If the ultimate goal is to build a workforce that is highly motivated, high-performing, and loyal, the first step to getting there is **listening**. If you listen to feedback throughout the employee lifecycle—from the candidate experience all the way to the exit interview—you significantly boost your chances of getting things right. That said, listening is not enough: based on what you hear, you'll need to take stock and do something about it.
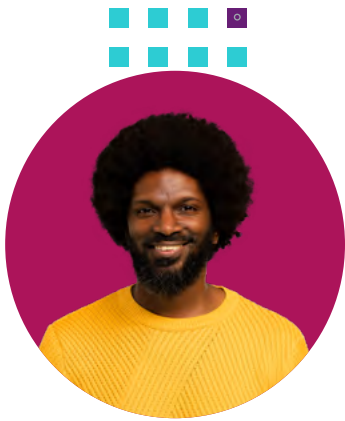
At SurveyMonkey, our mission is to **power the curious**. Every day 20 million questions are answered on our platform, and it turns out that many of them are HR-related. During our almost 20 years in business, we've helped thousands of organizations globally measure, benchmark, and act on the opinions and feedback of their employees.

We were so inspired by the power of this feedback—which we call **Employee Powered Data**—that we decided to write this ebook, to share all the use cases for our platform that we've seen throughout the employee lifecycle. We've sprinkled in a few inspiring stories of how our own People Team is leveraging Employee Powered Data to craft a winning recruitment process, a fulfilling employee experience, and a strong culture.

Whether you're responsible for 10 employees or 100,000, we hope you find some nuggets in here that help you get the most out of employee feedback and make a difference in your organization.

Employee lifecycle

This guide will show you how to use SurveyMonkey to collect Employee Powered Data at every stage of the employee lifecycle, unearth key insights, and use what you've learned to build a workforce to be reckoned with.

| Recruiting | Onboarding | Development | Retention | Offboarding |
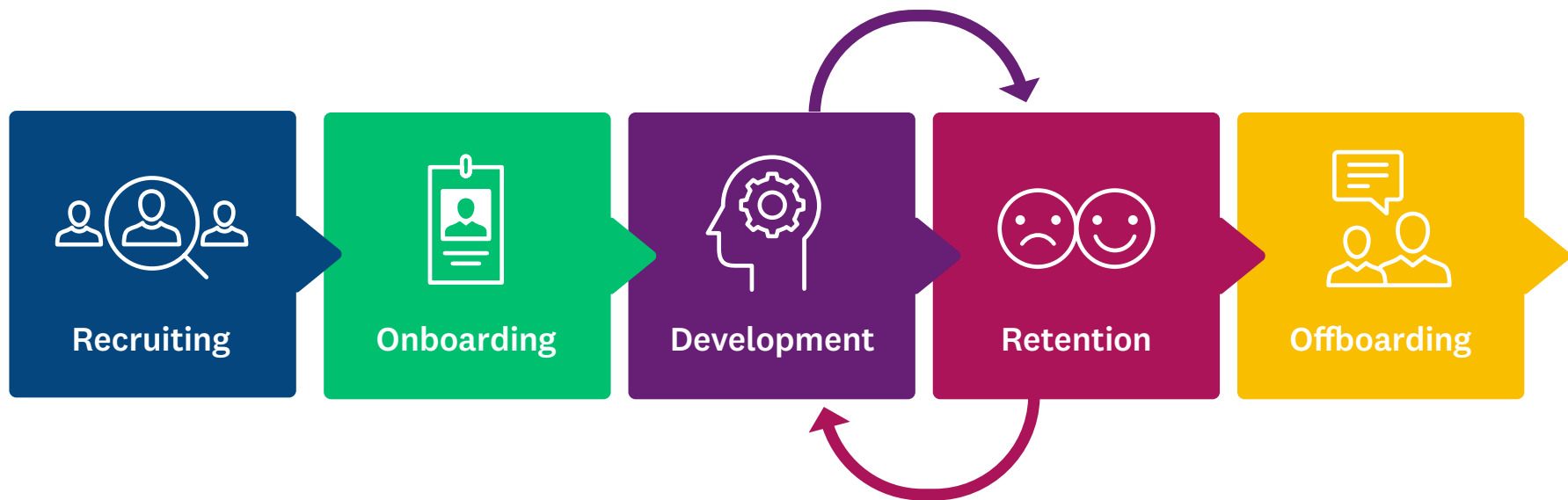
Why Employee Powered Data matters

If you've made it through the introduction, perhaps you don't need convincing that employee feedback is important. If you're still on the fence, here are 7 stats that should push you over the edge. (Feel free to share them with your organization's leadership team before you submit your next budget and headcount request.)
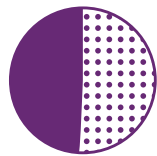
51% of employed people said **they'd take a job at another company** if offered one

47% of people say they felt burnt out in the last 6 months

33% of US employees are engaged[1]

75% of the causes of employee turnover are preventable[2]

$450-550B:

the estimated annual cost of lost productivity from disengaged employees[3]

1 in 4 workers

feel like they don't belong at their company. This jumps to nearly **1 in 3** for black workers.[4]
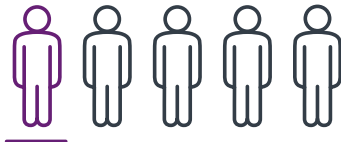
1 in 5 employees

said their company believes people have a certain amount of talent and they can't do much to change it. This number is greater **(3 in 10)** for black and hispanic workers.[4]

1   Source: http://news.gallup.com/businessjournal/203957/american-workplace-changing-dizzying-pace.aspx

2   Source: https://www.hrdive.com/news/study-turnover-costs-employers-15000-per-worker/449142/

3   Source: https://www.inc.com/ariana-ayu/the-enormous-cost-of-unhappy-employees.html

4   Source: SurveyMonkey and Paradigm research, 2018.

Employee lifecycle

5 stages
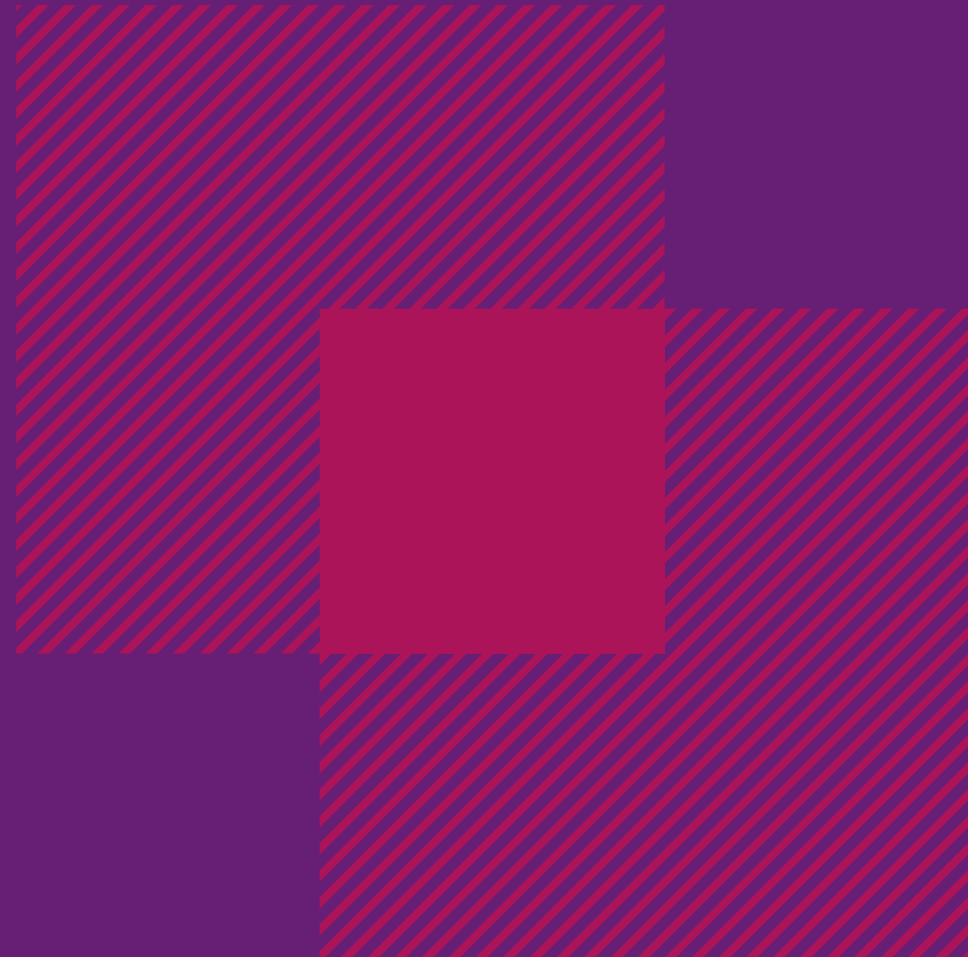
01 Recruiting

The employee experience begins well before a worker steps in the door for their first day. In this section we'll discuss how you can use employee feedback to:

- Strengthen your employer brand
- Better understand your candidate pool
- Enhance the recruiting experience

Strengthening your employer brand

If you want your company to become a magnet for top talent, a powerful employer brand is key. Getting featured in high-profile "best places to work" lists can increase your candidate pool, but it's not something that happens overnight. Becoming a highly desirable employer takes time, effort, and—you guessed it—listening.

For many, the first step involves determining the current state of your employer brand. This can be accomplished by a combination of surveying your own employees and looking at sites such as Glassdoor. What do people love about working at your company? Where are there opportunities for improvement? What keeps people working at other companies? What do they admire about other companies they would consider working for?

As you make adjustments based on the feedback you gather, perform ongoing tests of your messaging to see if talented candidates are aware of your company's mission, values, and perks.

How surveys can help

Survey new hires on their first day. What made them accept their offer? What specific words come to mind when they think of your culture? How about the culture of the team they're joining?

Involve your own employees in telling the story of what it's like to work at your organization. Use a survey to identify those at the company who have interesting stories and are willing to share them. Include an open text field to capture their experiences.

What if you're preaching benefits to an audience that doesn't care? Survey your target talent pool to find out what matters to them and what they think of your company as a place to work. Target your ideal hires on a third-party platform (LinkedIn offers some great targeting options). Drop a SurveyMonkey link into a content module and get their feedback. You can also try SurveyMonkey Audience to reach your demographic.

Better understanding your candidate pool

Prime your recruitment engine by developing a stronger sense of what makes your potential candidates tick. For instance, you can use surveys at recruiting events to learn about candidates, gaining deeper knowledge about them than you would by simply acquiring their contact information. Your candidate's time is precious, so each question should have a purpose. Here are five questions that can help you connect with target talent, and what you should learn by asking them.

Question	What you'll learn
• How did you find out about this event?	• What marketing efforts are most successful in attracting potential candidates to your events
• What do you value most when working for a company?	• Insight into what might appeal to this candidate and others like them
• What are you looking for in your next role?	• Whether your candidate's motivations align with your opportunity
• What other companies would you consider working for?	• Which companies are your biggest talent competitors
• What are your biggest questions about working for our company?	• Key omissions from the event content that you might emphasize in future events

Enhancing the recruiting experience for candidates

Whether or not they're hired, send every candidate who makes it to a certain point in the interview process a candidate experience or recruitment satisfaction survey.

Ask them questions like:

- Which department/position did you apply for?

- On a scale of 0 to 10, where 0 is "not at all likely" and 10 is "extremely likely," how likely are you to recommend working at our company to a friend or peer?

- How responsive was our recruiting team throughout the process?

- How clearly did the recruiter describe the process?

- Did you feel respected during the process?

- What was your single biggest takeaway from your interview experience?

It's worth emphasizing that all responses will be anonymous and will only be used in aggregate, so that candidates feel more comfortable providing candid feedback.

A similar survey should also be sent to **hiring managers** so that you can collect feedback from key stakeholders in the process and make sure your recruiting team is meeting the needs of the business. Ask your hiring managers things like:

- How well do your new hire's skills and experience meet your expectations?

- How well did the job description for this role match what this new employee is actually doing?

- How well did the new hire onboarding sessions prepare and inspire your new hire for their start at the company?

- How prepared were you to get to know, focus, and engage your new employee in the first 90 days?

- When was your new hire able to execute 80% or more of the required job functions?

- How can the company better support managers and new hires during the first 90 days?

SurveyMonkey and the candidate experience

Becky Cantieri
Chief People Officer
SurveyMonkey

"We use our candidate experience survey to understand the experience we are creating for our candidates, even when they don't get a job. These are also valuable for ensuring that we're organized. For example, our interview panels initially asked people repetitive questions. Based on survey feedback, we've structured our interviews so that different panelists cover different topics. This also keeps our interviews much more objective than subjective—focusing on the work scenarios, job experience and values alignment instead of more traditional 'culture-fit' questions—which is important from a diversity and inclusion perspective."

Out-of-the-box idea

Candidate surprise and delight

Surveys are often used to get feedback at scale, but they can also be used to make the candidate experience incredibly personalized. One of our hiring managers came up with a four-question survey for a candidate she was trying to close. It included multiple-choice questions on "Which of our several target industries would you be most excited about marketing to?" (hint: the role we're offering is broad and interesting) and "What would you prefer the format of your first 1:1 with our CEO to be?" with possible answers including breakfast, lunch, coffee and walking meeting (another hint: you'll have C-suite access when you work here). The candidate not only completed the survey, he accepted the offer. (And in case you're wondering, he chose lunch for his first 1:1 with the CEO.)

02 Onboarding

Helping new recruits find their feet is critical to getting them up to speed—and eventually turning them into the rock stars your company needs. In this section we'll share tips on:

- Creating better onboarding experiences
- Reinforcing your current onboarding programs
- Giving ongoing support to new employees
- Creating a feedback loop that informs future recruiting efforts

Creating better onboarding experiences

The more quickly you can onboard employees, the more quickly they become productive—and the more quickly you achieve that most-favored metric, ROI (Return On Investment). Yes, teaching new hires about your company's culture and values is important—but so is helping them get to work as soon as possible.

Speed, however, is only one part of the equation. You need to make sure your onboarding programs are **effective**, so you can set employees up for success.

> *We use NPS® to measure people's reactions to their first day. It's one of the highest-rated things we do: we always hear that it meets or exceeds everyone's expectations.*

Net Promoter Score and NPS are registered trademarks of Bain & Company, Inc., Fred Reichheld and Satmetrix Systems, Inc.

How surveys can help

Once onboarding has ended, ask new employees what they thought of the process. Here are some ideas for sample questions you should include:

- How satisfied are you with your experience at [company] so far?
- Looking back to before you started work, how did we do in terms of getting you what you needed to get started?
- What else would have been useful to you before your first day on the job?
- Overall, how relevant is the onboarding material to your role?
- How clear was the presentation of information?
- Overall, how did you feel about the amount of information presented?
- Was your workstation ready when you arrived at work on your first day?
- What else do you need to get up and running?

Reinforcing your current onboarding programs

Are the lessons from onboarding sticking? Use quizzes to ensure employees understand company values, protocols, and anything else you deem important. SurveyMonkey's platform lets you create quizzes for just about anything, and they can be taken on any device. Scoring is automatic, making assessments simple and fast.

Pro tip: you can choose to show results to the quiz taker so they know what they got right and what they didn't.

Giving ongoing support to new employees

Check in early and often with your new hires. Consider following up at chosen intervals (e.g. 30, 60, and/or 90 days) to see if they still feel the onboarding process adequately prepared them for their job. This lets you quickly and easily identify if new employees need additional help, and plug any holes in the hiring process.

Some questions to consider asking:

- How satisfied are you with your experience at [company] so far?
- What are some factors that have contributed to your [positive or negative] experience?
- How well do you understand how your job impacts your company's goals?
- Which of the following activities occurred during your first [30, 60, 90] days? (Follow this with a checklist of your planned new hire activities)
- How well did your manager equip you with resources to ramp up quickly and effectively?
- What else would have been useful in your first [30, 60, 90] days?

Creating a feedback loop that informs future recruiting efforts

In order to build a high-performing workforce, you need to hire and onboard high-quality talent. In addition to surveying new hires on their experience within the first 90 days, it's important to gather feedback from hiring managers on how their new hires are progressing. Ask questions that help you assess the quality of your recruiting decisions and highlight any blind spots in your process. Some examples:

Question	What you'll learn
Based on their first 90 days in the role, how likely would you be to hire this person again?	An immediate gut check on quality of hire
Where would you rate this employee relative to peers in similar types of role?	Which candidate profiles outperform or underperform, which can inform future recruiting focus and also accelerate identification of high-performing talent in your organization
Is there anything that you wish you'd known about the candidate before you hired them? Please provide specifics.	Any areas that were overlooked in your recruiting process
How likely do you think this employee is to stay with the organization longer than [one] year?	See if there is alignment on the employee having a visible future at the company

03 Development

Employees tend to be more satisfied with their careers when they have opportunities for professional growth—so offering those opportunities helps keep workers happy, motivated, and on board. In this chapter we'll cover:

- Creating better learning and development programs
- Performance assessments
- Employee scholarships, grants, and more

Creating better learning and development programs

Learn what people at your company think about the career development options that you offer. Are they satisfied with the level of job training and education? Do they feel like their skills and expertise are being put to use? Do they see a chance to grow themselves professionally? Use a career development survey and find out.

You can also use quizzes to assess the effectiveness of your learning and development programs. See how much material is being absorbed by employees, and analyze the data to see if specific topics require more attention. Apply these techniques to company-wide trainings and initiatives.

SurveyMonkey did this when we had to make sure all of our employees were—pardon the British-ism—up to snuff on the General Data Protection Regulation, or GDPR. By getting an idea of how well employees understood GDPR, the company was able to identify areas for improvement and guarantee we could provide the best experience to our customers.

Development at SurveyMonkey

Hear how SurveyMonkey used surveys to solve some of its own development-related challenges.

"We do a number of different surveys for cohorts as well as individuals to measure the impact of our development programs for the year.

"One good example of this was with regards to manager training. We asked leaders across the company what we could do to help them be more effective in their roles. A lot of people said they had new managers, and told us what we needed to help them with.

"So we created two separate curriculums: manager onboarding (aka 'Management 101') as well as a more advanced curriculum for how to create high-performing teams.

"The big takeaway here is that, to be successful in development, you need to meet people where they are."

Becky Cantieri
Chief People Officer
SurveyMonkey

Performance assessments
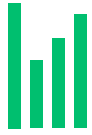
Companies who implement regular employee feedback **have turnover rates that are 14.9% lower** than for employees who receive no feedback.

Regular performance reviews—of individuals, teams, and managers—not only ensure that your workforce is firing on all cylinders, they're critical to the growth and retention of your employees.

At SurveyMonkey, we've adopted the **growth mindset:** we believe that everyone can learn and grow, and that learning and growing is key to people's happiness and success. (This is in opposition to the **fixed mindset**, which holds that everyone's ability is innate and does not change much, if at all, with development).

Here we'll talk more about how performance assessments can help with development by:

- Giving every employee comprehensive feedback
- Measuring and tracking progress of teams and departments

Giving every employee comprehensive feedback

Ongoing feedback is key to guiding employee development. One popular (and effective) method for gathering it is a 360 degree review, also known as a "multi-source assessment," which solicits feedback on an employee's performance from their supervisors, co-workers, peers, and subordinates.

Besides the rank-and-file, management also needs feedback if they're to keep improving. Ask for employees' opinions about management's approachability, communication, trustworthiness, performance, and more with a management performance survey.

It's especially important to emphasize confidentiality in 360 degree feedback surveys, so that your employees and leaders get the helpful input they need in order to continue growing and bringing their best selves to work. It can be incredibly motivating for employees to hear positive feedback from their teams in this manner, as well.

Measuring and tracking progress of teams and departments

You can also survey your leaders on the key capabilities of their teams or departments. Obtain their assessments of their team or department's skill levels and professionalism, collaboration and communication among members, how they share responsibility, how well they work with clients, and more.

Sharing this data—and acting on it—has the potential to strengthen cross-functional relationships, improve collaboration, and increase efficiency. (This information could also be used to build a business case for additional resources, or influence company priorities.)

The GIG model

Here at SurveyMonkey, we love trying new things that can help our employees grow.

Our latest initiative? It's based on employee feedback, of course! We're replacing our annual performance review with quarterly conversations to reflect on an employee's Growth, Impact, and Goals (aka GIG. Catchy, we know). By having more frequent conversations and shifting the focus toward a growth mindset, we're aiming to trade fear, anxiety, and frustration—emotions often associated with an annual review—for transparent, timely feedback and clear goals that are future-focused. Stay tuned to our blog for updates on our progress.

Employee scholarships, grants, and more

Many businesses offer employee scholarships to foster professional development or grants to engage your team in the innovation process, or to promote diversity and inclusion. Collecting and reviewing applications is important to making the process fair and transparent, and conducting post-award reviews provides for program accountability.

As important as your programs are, you're also an incredibly busy HR professional. Collecting and handling all those applications while keeping everyone on track is a lot of work.

For this, we recommend checking out **SurveyMonkey Apply**: an online application management solution that will save you time and effort while helping to engage your team with programs that enable professional growth, foster a culture of innovation, and build your employer brand. With a seamless experience for your applicants, and automated workflows for you, staying on top of the process while selecting your best applications is a breeze.

04 Retention

You've gone to all the trouble of recruiting, onboarding, and developing the workforce of your (and likely your competitors') dreams. Now you've got to make sure they stick around. This section covers:

- Inclusion and belonging
- Employee engagement
- Benefits and perks design

Inclusion and belonging

Building a workplace culture that prioritizes belonging and inclusion is the best way to attract and retain diverse and talented people, create a sustainable, high-performing workforce, and—most importantly—make employees feel supported. If the idea of measuring inclusion feels daunting, our new inclusion and belonging survey template can help you understand what you're doing well and where there's room for growth.

We created the above template in partnership with Paradigm, an organization that takes a data-driven approach to designing diversity and inclusion strategies for some of the world's most innovative companies.

SurveyMonkey Paradigm Belonging and Inclusion Template

1. I feel like I belong at my company.
   - ○ Strongly agree
   - ○ Agree
   - ○ Neither agree nor disagree
   - ○ Disagree
   - ○ Strongly disagree

2. When I speak up at work, my opinion is valued.
   - ○ Strongly agree
   - ○ Agree

7. My job performance is evaluated fairly.
   - ○ Strongly agree
   - ○ Agree
   - ○ Neither agree nor disagree
   - ○ Disagree
   - ○ Strongly disagree

**Joelle Emerson
CEO
Paradigm**

Here are five of our favorites from the template. Each of these ask the respondent, "How much do you agree or disagree with the following statement?":

1. I feel that I might not belong at my company when something negative happens to me at work (e.g., when I get developmental feedback from my manager, I have a negative social interaction with a peer).
2. I can voice a contrary opinion without fear of negative consequences.
3. Administrative tasks that don't have a specific owner (e.g., taking notes in meetings, scheduling events, cleaning up shared space) are divided fairly at my company.
4. I feel respected and valued by my manager at my company.
5. My company hires people from diverse backgrounds.

"You can't change what you don't measure. While a growing number of organizations have committed to analyzing and addressing diversity, there's a common misconception that inclusion can't be measured. It can. By measuring key factors like objectivity, voice, and belonging, organizations can get a clear sense of opportunities to build a more inclusive culture."

Building a case for diversity and inclusion

Recruiting and retaining diverse and talented people isn't just the right thing to do: it makes good business sense. Next time you need to make a case for a D&I-related initiative, try using some of these numbers:

- **1 in 4 workers** feel like they don't belong at their company. This jumps to nearly **1 in 3 for black workers**.

- **1 in 5 employees** said their company believes people have a certain amount of talent and they can't do much to change it. **This number is greater (3 in 10)** for black and hispanic workers.

- **60% of employees** say their compensation is fair relative to others at their company. But **only 48%** of black workers agree with this statement.

- Companies in the top quartile for racial and ethnic diversity are **35 percent more likely** to have financial returns above their respective national industry medians.

- Companies in the top quartile for gender diversity are **15 percent more likely** to have financial returns above their respective national industry medians.

Interested in more practical tips for how to build a more inclusive workplace? Check out the webinar we hosted with Paradigm.

Employee engagement

A lot of people (not HR pros like yourselves, obviously) ask: "why measure employee engagement?" The answer is simple: when employees are engaged with their work, they're more fulfilled and more motivated. That in turn leads to higher productivity: as much as 22% in some cases.[1]

When employees are engaged and feel aligned with your organization's goals, in addition to performing better, they help attract top talent, and **stay longer**.

Here we'll explore two of the paths you can take:

- Building your own employee engagement program
- Investing in a purpose-built employee engagement solution

1   Source: https://hbr.org/2013/07/employee-engagement-does-more

Building your own program

It's easy to use surveys to dip your toe in the waters of employee engagement. However, simply measuring employee engagement isn't enough to foster an engaged workforce. You've got to assess the results, uncover areas for improvement, and implement engagement strategies to meet them—while being transparent and communicating all of the above to the entire company. That's where the real work begins. Here are a few steps to get you started.

Step 1: Decide where you want to focus

If you try to change everything at once, you probably won't be very effective. Maybe you're interested in measuring and improving a few factors of employee engagement that are emerging as hot buttons. For example, you could be primarily interested in taking a closer look at how management performance is affecting engagement at your company. You may want to use our management performance survey template or extract only a portion of our employee engagement survey template that deals with management performance.

But if you're really focused on using surveys to develop employee engagement strategies, this might not be the best approach. When you home in on a specific topic from the beginning, you may miss out on other areas for improvement. What if career development

opportunities—not management performance—are a bigger factor for employee engagement in your workforce?

If you're trying to develop an overarching employee engagement strategy, it's best to be comprehensive first and focus on specific parts second.

Step 2: Identify areas for action

Once you've run your survey and found what areas need improvement, it's time to prioritize. Your first reaction might be to try to address every single area that received a less-than-perfect score. Resist the temptation to do this. You'll likely lead to stretching your managers and resources too far, leading to mediocre results.

Instead, try to identify a few key drivers of your employee engagement and focus solely on those. Prioritizing only a few can be tough. To help narrow it down, ask yourself two questions:

1. "Where can I use my resources so that they're likely to have the largest impact on employee engagement?" Look for the places where your survey results are furthest from where you'd like them to be, while also paying close attention to results that are most important to your culture (actual or aspirational).

2. "Which actions will be most efficient?" Think about which areas will be addressed most effectively—perhaps by using existing resources or expertise.

Step 3: Create a plan

Whichever action you choose, it's important that you communicate your plan to your employees, making sure they understand how and when you'll carry it out. As we mentioned earlier, transparency is crucial: show your progress along the way and share the results.

Step 4: Measure your progress

How can you tell if your plan is having a positive effect? By sending an employee engagement survey, of course! The key to continue improving your employee engagement is to measure it consistently and frequently.

Does that sound like a lot of work?

We won't lie to you: it is. And we know most HR teams are already stretched dangerously thin. That's why we've created a solution to offload the manual effort and expertise required to launch and maintain a comprehensive employee engagement program.

Invest in a purpose-built engagement solution: SurveyMonkey Engage

SurveyMonkey Engage is our comprehensive business solution built to help you holistically understand and improve employee engagement. It's as "out-of-the-box" as it gets, so you can get your program running fast and start measuring and improving engagement.

Whole person perspective

The cornerstone of SurveyMonkey Engage is its methodology. We call it the Whole Person Perspective: a way of capturing the fingerprint of all the things that matter to employees. Built around what we've named the Core Factor framework, it groups engagement data into simple areas of impact spanning from the individual experience to company-wide engagement. This makes it easy to dive right into question-level data and advanced filtering without losing the big picture.

Expert-written surveys and automated deployments

We made planning, deploying, and administering your engagement program a breeze. The first step involves uploading your employee list and picking a start date.

From there, professionally-developed surveys land in your employees' inboxes once a month. Long gone are the days of the dreaded annual

survey (sometimes 100 questions or more): Engage surveys are designed to be quick so they're not a distraction, yet effective so you can get meaningful insights. Coupled with an intuitive, mobile-friendly interface and custom branding to match your organization's, the survey-taking experience is easy and painless, netting you relevant data throughout the year.

Pre-built data analysis dashboards

Analyzing your data in SurveyMonkey Engage is designed to be effortless. Easy-to-read data visualizations let you check your company's overall engagement at a glance, view trended data to quickly identify areas for improvement, or drill down into data with a collection of custom filters specific to your business needs.

Employee Portal

When your employees feel part of the process, your engagement program only stands to benefit. The Employee Portal was built to give workers their own space on the Engage platform. In it, they can:

- Learn more about the process
- Provide anonymous feedback
- Peek into the company's high-level engagement metrics
- Dive into their own engagement data

All of this serves to empower employees, helping them have better conversations with their managers about their employee experience.

It's all about trust

SurveyMonkey Engage is designed to get you honest, actionable feedback from your employees. This isn't possible without trust. And trust is when you **protect the anonymity of employees**.

Engage allows you to preload employee metadata (like gender, location, department, tenure, etc.) when onboarding employees to the tool, then use this metadata to filter your analysis the way you want it. This means you don't have to ask self-identifying questions in the beginning of the survey, helping to instill trust in your employees.

To the same end, Engage preserves anonymity by withholding data on any smaller set of employees who might be identifiable due to the group size.

Curious about SurveyMonkey Engage?

If you're looking to standardize your employee engagement efforts with a research-based methodology, automated deployments, and pre-built analysis, reach out to request a sales demo.

> *We're in six different locations and I can't be everywhere. So, what I love about SurveyMonkey Engage it's kind of like, my eyes and ears around the world for my employees. We were able to get it up and running within 24-hours and immediately started to see responses. And the reporting features and the data was just outstanding. I could not have had the level of insights or ability to really understand where I needed to focus without the use of SurveyMonkey Engage.*

Kim Norwesh
Chief Human Resources Officer
4C Insights

Learn more about SurveyMonkey Engage

Benefits and perks design

In a highly competitive labor market, compensation packages are a big factor in attracting and retaining talent. Use surveys to check in with employees about the benefits and perks they receive. Not only will it help you design benefits and perks that they truly want—it will also help you to understand employee stressors.

(Example: it's hard to remain focused on work if your healthcare provider is a nightmare to work with, and you're spending hours in the office trying to wrangle appointments for your sick child.)

Your research here might also uncover some surprises. Compensation and benefits have to meet an employee's expectations, but our research found it wasn't always the #1 thing. You may be surprised what it was at SurveyMonkey:

"It's the food," says Becky Cantieri with a laugh. "Years ago, we asked people if they wanted an additional $2500 a year, or breakfast and lunch. They chose food by a landslide."

She goes on: "Derrick, our head chef, is a celebrity. People mention him in surveys all the time. But it goes beyond that: the kitchen is also about community and accessibility. We find this helps foster conversations between people who may not regularly interact with each other, helping to bridge the knowledge gap across departments and titles."

"Also, we consciously chose *not* to offer dinner—because one of our company values is #prioritizehealth, we want our employees to go home at night and spend time with those who matter to them outside of work."

Vendor benefits

Becky Cantieri
Chief People Officer
SurveyMonkey

While surveying our own employees about their benefits, Becky and her team received overwhelmingly positive feedback. But they had some questions. What about the janitorial staff? Can we extend our benefits to our vendor team members?

"We contract with outside vendors to expand our team, but they're as much a part of the company culture as our employees. That's why we recently worked with our vendor partners to improve benefits for our extended team members—we want to make sure SurveyMonkey is a great place to come to work every day for everyone."

Becky continues: "All of our vendor partners were eager to collaborate to meet the new standard and we helped them get there by investing our own money to help share the cost."

While this effort arose from SurveyMonkey's culture—the employees' team-centric belief that it was the right thing to do—one by-product was positive press in publications like CNBC, Fast Company, and HR Dive (to name a few). Which just goes to show: **listening to your employees** can lead to forward thinking—the kind that allows your company to position itself as a leader in its space.

05 Offboarding

Even good things must end. At some point, every employee's tenure with your company comes to a close. Here, we'll go into how exit surveys can be used to glean insights to strengthen your workplace's culture.

# Improving retention rates with exit surveys

With every milestone comes an opportunity: and in that regard, the end of an employee's time with your company can be just as important as the beginning.

When an employee leaves your company, it's important to find out why. Done right, exit surveys help you build a more attractive and fruitful culture so employees stay longer and feel more engaged.

Set up time to give departing employees our expert-certified employee exit survey and find out what you're doing right—and where you might need to make some improvements. The template includes questions ranging from management effectiveness to overall workplace satisfaction.

As you gather feedback, make sure you package key insights so they can be shared with sensitivity among the appropriate audiences. Be on the lookout for any emerging patterns that signal the need for a deeper dive, either on a functional or company level.

Resources
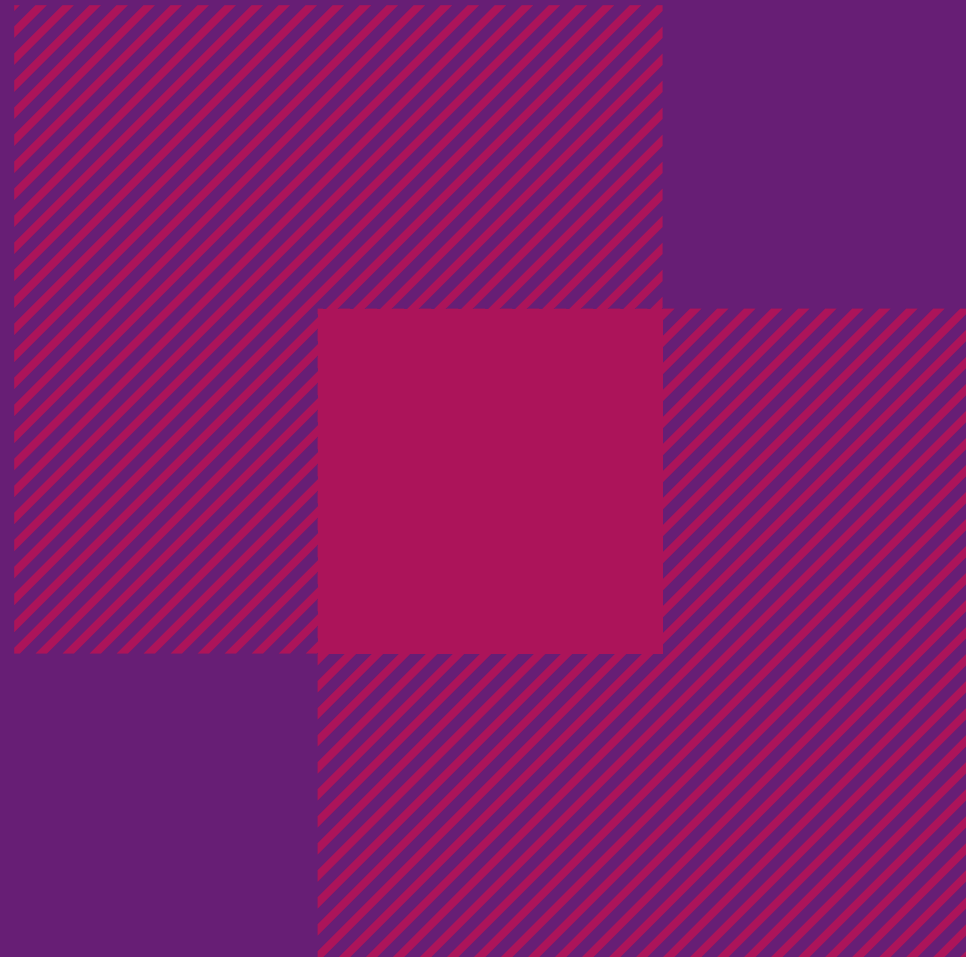
06 Pro tips to strengthen your surveys

Even if you're somewhat familiar with the process, writing, sending, and analyzing surveys can seem like a daunting task. So we spoke with the best and the brightest—our very own survey research team—to gather practical takeaways that get you up to speed fast. Their combined **95 years of research experience** yielded powerful insights on:

- Drafting surveys
- Sending surveys
- Analyzing surveys
- Common mistakes to avoid

Drafting

One of the great things about surveys is that just about anyone can write one. However, a well-crafted survey that yields actionable feedback makes the difference between reliable data and potentially misleading data. When drafting a survey consider these things:

- Identify the primary goals of your survey and stick to those goals when drafting questions. It's often a bad idea to include too many things in one survey.

- Be thoughtful and inclusive when including demographic questions.

- Don't forget to ask which department and office the employee works in, so you can slice and compare the data by those factors. However, only ask your employees to enter their names when it's absolutely necessary.

- Brand your survey with your logo and theme so that employees know it's coming from your company.

Sending

Properly setting up your survey and communicating to employees in a clear manner will impact the response rate and quality of your data. So follow these practices:

- Upload your employees' email addresses and relevant attributes to the email collector to reduce the number of questions you have to ask.

- If possible, announce the survey at a company gathering before sending out the survey invitations.

- In the survey invitation, state clearly why you are asking your employees to take the surveys and how the data will be used.

- Explicitly tell your employees when the survey is going to be closed and whether participation is mandatory.

- Specify whether responses will be anonymous. Use survey settings to collect data anonymously if you have promised your employees anonymity.

- Send a reminder halfway to three-quarters of the way through the data collection period (i.e. 3 days if open for a week, 5-7 days if open for two weeks).

- If you have a low response rate, try to get executives to encourage responses.

Analyzing

Analyzing your data is the payoff for all your hard work and should yield valuable insights about your workplace. Sharing this information with the appropriate members of your organization helps to empower your team with data to shape their decision-making. Some tips to keep in mind:

- Look at the results by demographics (race, age, gender, department, location, tenure), but don't filter down to too few responses (like 5). This is because small sample sizes provide unreliable data.

- Additionally, small sample sizes could potentially identify individual employees. In particular, don't make statements from data where you can identify the people through the statement (example: all the African American people on the survey research team think XYZ).

- Share the relevant levels of insights with your employees, managers, and leadership team, helping to increase transparency and trust between employees and the workplace.

Common mistakes

Have you written a bad survey that didn't provide the insights you needed? You're not alone! Here are a few of the most common survey mistakes:

- Using too much industry-specific language, like "D&I," or benefit-related language (PPO versus HMO). Don't assume folks know your acronyms—take the time to spell them out.

- Making the survey too long (we recommend keeping it under 20 questions).

- Having too many topics covered in one survey.

- Using non-inclusive demographic questions.

- Including too many questions that need open-ended text responses. Your audience may start to skip the questions, and the data takes more effort to analyze.

07 How SurveyMonkey's solutions can help

We're here to help you. Here's a breakdown of some of our products and how they address the challenges faced by HR professionals. (Note: these are pretty handy for showing your executive team to get buy-in.)

This section will cover:

- SurveyMonkey Enterprise
- SurveyMonkey Engage
- SurveyMonkey Apply

Meet SurveyMonkey Enterprise

Using employee feedback to create a winning employee experience

The challenge

51% of employees would take another job if offered one. It's harder than ever for HR teams to build an inclusive employee experience that attracts, engages, and retains top talent.

1 in 4 workers feel like they don't belong at their company

47% of people say they felt burnt out in the last 6 months employees

82% of companies don't believe they recruit highly talented people

75% of the causes of employee turnover are preventable

Only 33% of US employees are engaged at work

How SurveyMonkey Enterprise helps HR

SurveyMonkey Enterprise has the features you need to build a happier, more productive workforce.

Survey templates

With over 20 HR-specific templates and counting, SurveyMonkey provides built-in expertise for surveying your employees. You don't have to know how to write a survey when using a template: simply copy it into your account, deploy it, and wait for actionable insights to roll in.

Question Bank and Custom Question Bank

SurveyMonkey has over 360 Question Bank questions that are tagged for HR, making it easy to create your survey quickly while following best practices. Enterprise customers also have access to the Custom Question Bank, allowing you to standardize questions specific to your business so that you can benchmark with confidence over time.

Share dashboards

Make it easy to share metrics across your team by publishing findings from any survey to a shared dashboard that's visible to anyone you choose.

Recurring surveys	Create surveys and automate ongoing data collection.
Permission and role-based collaboration	With an Enterprise account, you can set up workgroups to help HR teams collaborate on surveys. Workgroups let you share multiple surveys with multiple people at once.
Anonymous Responses	With this global setting, you can ensure that responses your team gathers are anonymous, so that employees feel more comfortable letting you know what's on their minds.
APIs	Connect your employee data to your system of record. Use SurveyMonkey to collect all your feedback and then pass this data back into your HRIS, HCM, ATS, LMS, or similar system, providing context to your existing data.

Ready to create a winning employee experience?

See how SurveyMonkey Enterprise gives your HR team essential tools and expertise to attract, engage, and retain top talent.

surveymonkey.com/enterprise

Learn more

Meet SurveyMonkey Engage

Create and retain a happy, healthy, effective workforce

The challenge

46% of HR professionals list retention as their biggest problem. The root of it? Disengaged employees. The effects of disengagement, and their associated challenges, are many and far-reaching:

Disengagement and attrition cost organizations between $450-550 billion annually

Disengagement can trigger burnout, lower productivity, and less innovation

High-attrition companies struggle to understand why employees are leaving

The employee experience directly affects the quality of the customer experience

Low employee engagement harms culture and makes it hard to attract top talent

Rapidly growing companies have a hard time scaling their employee feedback process

How SurveyMonkey Engage solves these problems

SurveyMonkey Engage is a comprehensive solution built to help you holistically understand
and improve employee engagement.

Take a whole-person approach	Engagement is affected by more than what goes on at a desk. Identify and measure the needs of your employees in the context of work, life, and everything in between.
Partner with employees	Foster a partnership with your employees. With Engage's Employee Portal, they can learn about their engagement and play an active role in organizational change.
Methodology that moves the needle	Rooted in social science and developed alongside HR professionals, Engage's Core Factors of engagement provide a framework for understanding the needs of your employees.
Put your surveys on autopilot	Managing your engagement program doesn't have to be painful. Prebuilt surveys and automated deployments help remove the burden of program administration.

Simplified analysis for more action

Spend your time acting on data instead of analyzing it. Powerful data analysis dashboards help you easily identify where opportunities exist before they become problems.

Start getting insights instantly

Don't wait months for insights. Engage is specifically designed to quickly provide actionable data and foster behaviors that improve employee engagement.
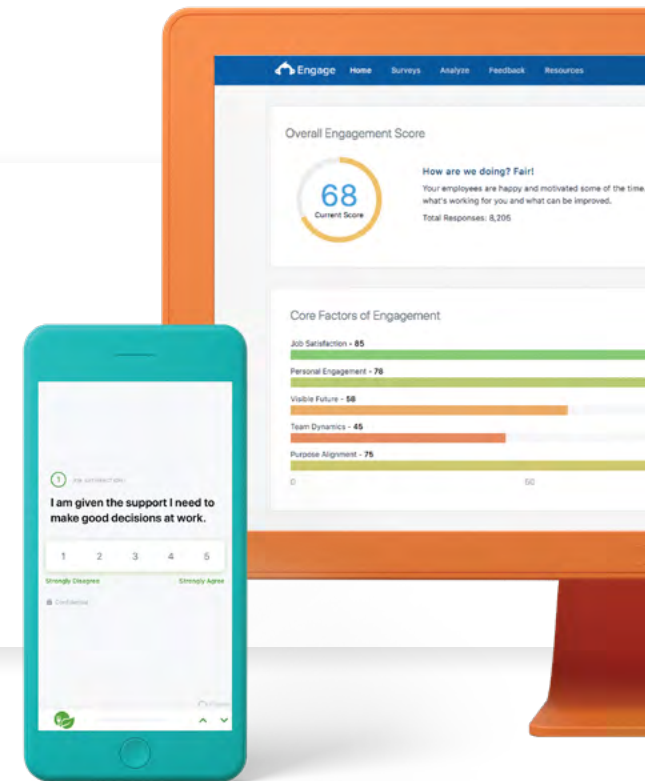

Engage

Ready to engage your employees?

See how SurveyMonkey Engage empowers organizations like never before.

Learn more

engage.surveymonkey.com

Meet SurveyMonkey Apply

Select your best applicants

You have an important mission and vision

But coordinating the application and review processes is challenging.

Difficulty selecting your best applicants

Time lost to repetitive, manual tasks

Low visibility into application review and status

Challenges managing multiple programs with a single solution

Inefficiency coordinating reviews and collecting feedback on applications

Manual overhead creating and updating reports for stakeholders

How SurveyMonkey Apply can help

SurveyMonkey Apply is an online application management solution that streamlines your application collection and review processes.

Create a frictionless application experience	Make it simple for applicants to submit and track their applications. Provide a branded web portal for applicants that clearly displays your opportunities, requirements, and instructions.
Capture everything you need in one place	Provide applicants and reviewers with a guided, intuitive experience with dynamic online forms and seamless document and media upload.
Automate tedious administrative tasks	Save hours of time with powerful automations. Automatically pre-screen and validate incoming applications, send reminders and notifications, assign applications to reviewers, and more.
Streamline reviews and make better decisions	Direct reviewers to an intuitive portal where they can instantly view applications, read instructions and submit reviews.

Monitor your entire process from end-to-end

Keep track of application volume, application and review status, and more, with dynamic, real-time dashboards. Create compelling reports to uncover insights and share your success.

Trusted by the world's leading organizations

1 **A proven solution:** over 1500 implementations and a proven track record of reliability and scalability.

2 **A partner committed to your success:** industry-leading implementation services, unlimited customer support, comprehensive training, and a 98% customer satisfaction rating.
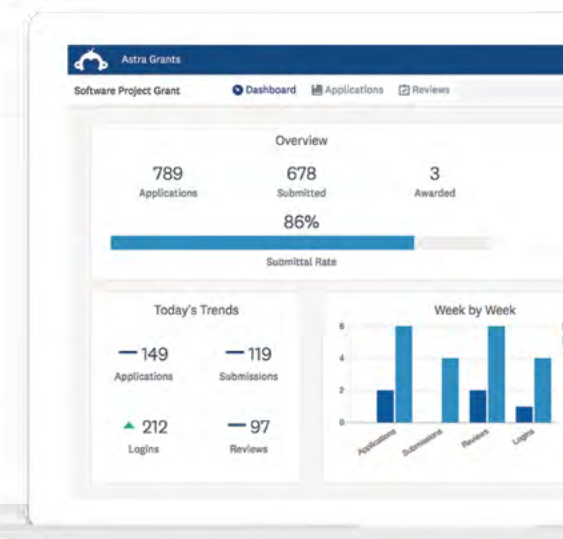
3 **A brand trusted by tens of millions:** SurveyMonkey products are trusted by over 16 million active users around the world, including 98% of the Fortune 500.

Ready to streamline application intake and review for your programs?
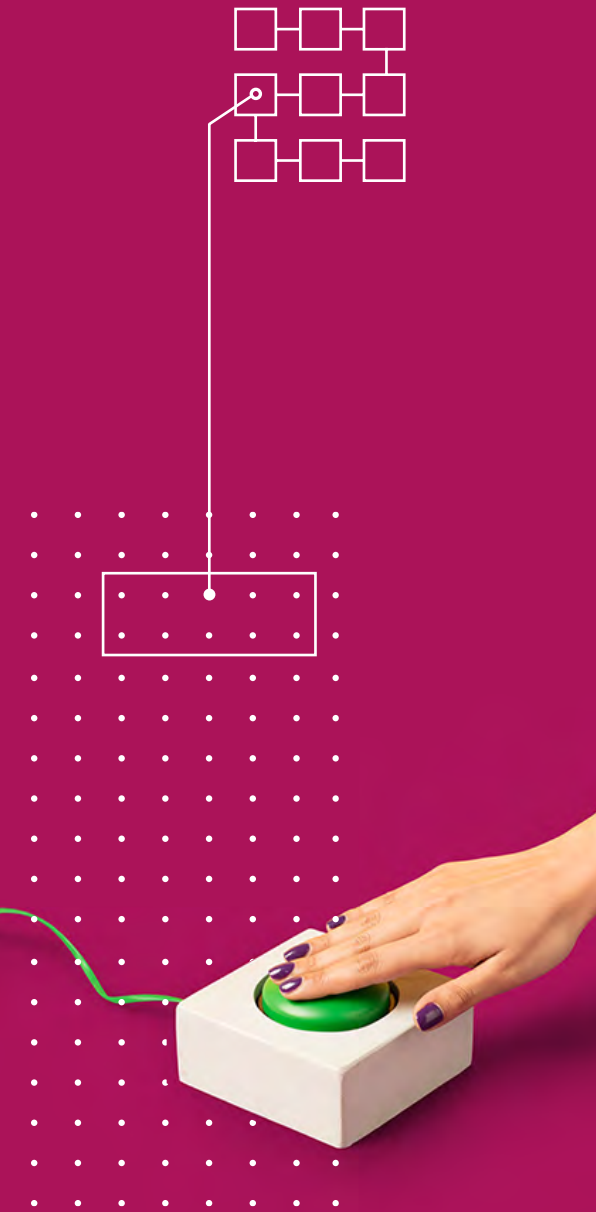
Learn more

apply.surveymonkey.com

08 Template toolkit

We get it. You're busy. "Just show me the templates!"
Well, here you go!

Survey templates

Note that some of these will only be accessible if you're logged in to your SurveyMonkey account. Don't have one yet? Sign up for free!

360-degree employee evaluation
Belonging and inclusion
Career development
Commuting
Compensation
Corporate legal training (quiz)
Corporate social media
Department performance
Employee benefits
Employee engagement
Employee exit
Employee performance
Expense reimbursement
Financial benefits and wellness
Gender in the workplace

Job application
Job satisfaction
Management performance
Manager effectiveness
New hire training (quiz)
Online employee recruitment
Professional event feedback
Recruitment satisfaction
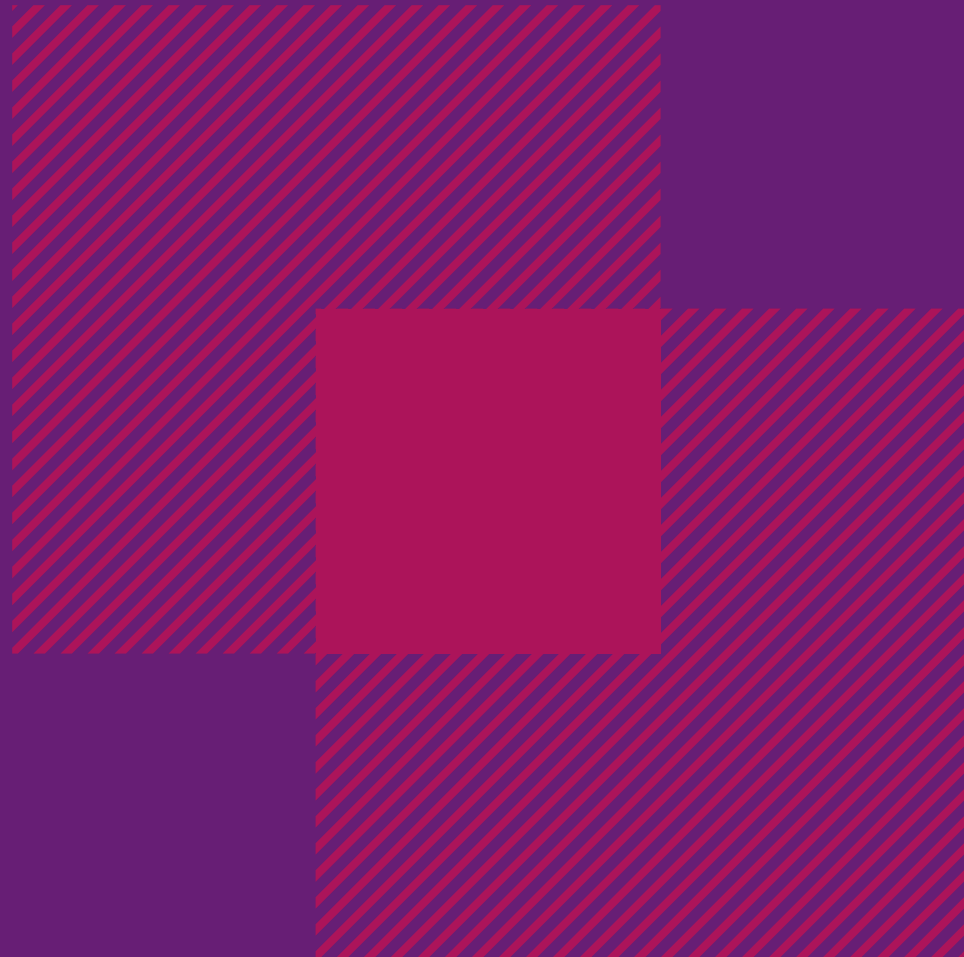Relationship management
Supervisor performance
Team performance
Training course evaluation
Training survey templates
Work engagement
Work environment

Appendix

A special thank you to the people who matter most

It took a lot of people to make this guide come together. The team responsible for the final product was a truly cross-functional one that reads like an ingredient list, including:

- 2 Product marketing managers
- 1 Content strategist
- 1 Designer
- 1 HR-loving Chief Marketing Officer
- Several large spoonfuls of survey research expertise
- A heaping helping of know-how from our Chief People Officer
- Multiple gallons of coffee

But the most essential ingredient of all—our raison d'etre, our inspiration for finding new ways to do more with surveys—is you, **our customers**.

Thank you.

We'll be updating this guide periodically as we continue to develop new tools and tips for you. In the meantime, we hope you find it a valuable resource for creating a winning employee experience!

About SurveyMonkey

Founded in 1999, SurveyMonkey changed the way people gather feedback by making it easy for anyone to create their own online surveys. Today, SurveyMonkey's mission is to power curious individuals and organizations to measure, benchmark, and act on the opinions that drive success. Our People Powered Data platform enables conversations at scale to deliver impactful customer, employee, and market insights. The company's 700+ employees are dedicated to fueling the curiosity of over 16 million active users globally. If you're ever in San Mateo, CA stop by and see us.

Keep in touch

twitter.com/SMforHR

linkedin.com/company/surveymonkey

facebook.com/surveymonkey