

worktango

SURVEY MODEL GUIDE: EMPLOYEE ENGAGEMENT

CREATING LEVELS OF EMPLOYEE ENGAGEMENT WHERE PEOPLE FLOURISH AND ORGANIZATIONS SUCCEED



Measuring employee engagement offers insight into the state of mind of employees at a particular time. Candor and response rates depend on a sense of trust in the process. A trust in the belief that insights are confidential. A trust in the belief that the employee voice will be heard and lead to change.

WorkTango's Employee Engagement Survey methodology helps organizations gain insight on employee sentiment and the factors that create workplaces where employees (and by extension, organizations) can succeed.

It's a frictionless experience for employees - seconds to complete on any device, on any browser. No apps to download. And inclusive of every employee - delivered via multiple methods including email, kiosk, paper and more, in over 50 languages.

This approach was developed by a team of I/O Psychologists, Organizational Design Professionals and Data Scientists using statistical analysis to validate measurement alongside academic and real-world expertise in what impacts employee engagement in organizations. It is scientifically vetted and demonstrably reliable.



“The best way to find out if you can trust somebody, is to trust them.”

ERNEST HEMINGWAY

Methodology

WorkTango’s trusted Employee Engagement Model has three major components that help organizations measure and understand how to positively impact employee engagement.

1. Engagement Index: A collection of questions to measure and understand the attitudes and behaviors which define engaged employees.

Given the varying frequency that organizations check-in with employees, **WorkTango offers a comprehensive 60-question model, as well as a lighter 20-question model** that focuses on crucial questions.

#	OUTCOMES/DRIVERS	QUESTION
1	Engagement Index	I would recommend this organization as a great place to work.
2	Engagement Index	My organization inspires me to give my very best at work.
3	Engagement Index	I intend to be working at this organization a year from now.
4	Engagement Index	I am proud to work for our organization.
5	Team and Collaboration	Information and knowledge are shared openly within our organization.
6	Senior Leadership	I am confident in the abilities of our senior leadership team.
7	Team and Collaboration	I feel supported by my teammates and colleagues.
8	Direct Manager	I spend quality 1-on-1 time with my manager.
9	Direct Manager	I feel heard and valued by my manager.
10	Career Growth	This is a good place for me to develop my career.
11	Learning & Development	I have opportunities at work to learn and grow.
12	Goals & Alignment	I understand how my work contributes to the overall goals of the organization.
13	Goals & Alignment	I know what is expected of me at work.
14	Recognition	I receive regular recognition or praise for doing good work.
15	Job Satisfaction	My work gives me a feeling of personal accomplishment.
16	Enablement	I have access to the things I need to succeed at work.
17	Trust & Safety	There is an atmosphere of trust at my organization.
18	Diversity, Equity & Inclusion	Our organization is a diverse and inclusive workplace.
19	Company Outlook	I have confidence in the future of our organization.
20	Employee Voice	Do you have any other feedback that you would like to share?
Optional	Action	I believe action will take place as a result of this survey.
Optional	Action	I have seen action in the organization as a result of our last survey.

The Engagement Index focuses on the following:

- **Promoter behavior:** Measures whether an employee would recommend the organization as a place to work; focuses on action-oriented behavior indicating whether they are satisfied with their work experience and willing to promote it. For instance: “I WOULD RECOMMEND THIS ORGANIZATION AS A GREAT PLACE TO WORK.”
- **Inspired behavior:** Helps to understand an employee’s inspiration and motivation to go above and beyond; behaviors focused on supporting the organization. Example: “MY ORGANIZATION INSPIRES ME TO GIVE MY VERY BEST AT WORK.”
- **Attitudes of pride:** Measures an employee’s attitude towards their satisfaction and connection to an organization; an employee’s state of mind at that moment in time. “I AM PROUD TO WORK FOR OUR ORGANIZATION.”
- **Attitudes of loyalty:** This measurement focuses on the desire of an employee to be part of the organization moving forward. “I INTEND TO BE WORKING AT THIS ORGANIZATION A YEAR FROM NOW.”

2. Engagement Factors: Help organizations understand what influences employee engagement and flag potential causes of disengagement. WorkTango’s Engagement Model identifies **13 key factors** (or drivers) that impact employee engagement. Similar to the Engagement Index, each Engagement Factor is measured through a collection of statements to form an index.

INDEX	FACTORS
Leadership	Direct Manager Senior Leadership
Work Environment	Diversity, Equity & Inclusion Trust & Safety Enablement
Goals & Alignment	Goals & Alignment
Job Satisfaction	Job Satisfaction
Growth	Learning & Development Career Growth
Total Rewards	Compensation & Benefits Recognition
Teamwork & Collaboration	Teamwork & Collaboration
Company Outlook	Company Outlook

3. Employee Voice: To add color to Engagement Index and Factors measurement, WorkTango's methodology includes open-ended questions and the application of Natural Language Processing and Machine Learning to support a richer understanding of employee sentiment.

Employee comments provide context and guidance for action:

- Quantitatively measuring whether employees are satisfied or not
- Revealing reasons behind levels of dis/satisfaction
- Disclosing useful observations and recommendations

Optional platform features include the ability to acknowledge or respond to comments for more clarity, to continue the conversation, all while protecting the respondent's confidentiality.



PROCESS

The Dynamics of Theory, Technology and Expertise in 8-Steps



STEP 1: PLANNING

A look at survey objectives, organization vision, mission, values & strategic goals, survey deployment methods (paper, kiosk, email, SMS), deployment date & duration, and what reporting access you want your leaders/managers to have within the platform. During the planning phase consideration is given to subsets of the employee population that may experience certain factors differently. This often includes assessment of job type, division, and location, but can expand to a range of other company/employee attributes.



STEP 2. QUESTIONNAIRE DESIGN

While there are best practices for measuring employee engagement, it is also important to consider the RIGHT practices for your organization's specific context. Understanding this, WorkTango has three approaches to questionnaire design.

1. Use our templates
2. Use your questionnaire from a previous deployment or map our questionnaire to your previous survey
3. Customize assessments to maximize the value of best practices and right-for-you practices

Whether validating custom questions or offering recommendations, WorkTango's specialized survey methodologists use authenticated survey design and research techniques to ensure you're asking the most critically revealing Employee Engagement questions relevant to your organization.

For trending purposes, importing two or three previous survey periods and either maintaining questions or mapping them to WorkTango's methodology is recommended. WorkTango can also migrate previous survey data to help build continuity and provide the data tracking insights you need to gauge the effectiveness of actions - and pivot focus, fast. Trending can be performed on overall engagement, response rates, individual factors, as well as individual questions.



STEP 3. PRE-SURVEY COMMUNICATION

A range of pre-survey communication tools and templates, webinar training sessions and supports are available to guide your organization through the complete process. To promote honest feedback and higher participation rates as a third-party provider, we emphasize confidentiality and convey what employees should hope to get as a result of the survey as well as what the organization is aiming to accomplish.



STEP 4. DEPLOYMENT

The WorkTango platform is programmed for you with your selected survey questions, messages, reminder emails and scheduled drop dates alongside any optional features you choose (among them: Employee Results Preview and Confidential Conversations).



STEP 5. ANALYSIS

Your administrators and leaders can access data in real-time, as most of the reporting is native to the cloud. Intuitive role-based dashboards for executives, HR leaders and managers offer powerful reporting and predictive analytic tools that are easy to understand and share. WorkTango People Data Specialists amass survey findings - the voice of employees - and provide powerful analysis, reporting and correlation across your data sets, including previous Employee Engagement results.



STEP 6. FINDINGS & RECOMMENDATIONS

Insights and recommendations are delivered through a variety of standard and customized presentation formats. Reports outline employee sentiment and factors of influence. Industry benchmarks, overall response rates, and qualitative thematic analysis and interpretation are also reported. Two to three high-impact low-score drivers are identified alongside recommendations for organization-wide action. The objective is for your organization to spend time on what will move the needle - in areas where there is the greatest room for improvement.



STEP 7. ACTION PLANNING

Because every leader/manager is different, each needs action plans specific to them. WorkTango's platform uses algorithms and machine learning to create a culture of accountability by informing leaders of findings within their respective business units and recommending actions based on feedback from their teams.

In addition to personalized recommendations, leaders also receive reading materials, quick strategies, step-by-step guidance and nudging follow-up to help with the how and action tracking within the platform.



STEP 8. CONTINUOUS ACTIVE LISTENING

A primary advantage of working with WorkTango is our “Unlimited Survey” offering. Follow-up pulse surveys throughout the year measure the impact of your plans and actions and whether desired improvements are being met.

- You can expand your active listening approach to cover the entire employee life cycle, from onboarding to exit
- Seek employee feedback on matters such as Diversity, Equity & Inclusion or Health & Safety or Remote Working or any number of emerging areas of concern, and
- See correlations within your data set to predict what actions will yield the biggest impact in a short period



“I don’t know how they did it but somewhere behind the scenes [WorkTango] took years of information into their platform and allowed us to roll out this new tool with trending already there. We have approximately 5,000 employees in seven countries and 48 offices. We also have a very large remote population as well. Working with WorkTango we’ve been able to bring engagement to a different level of leadership and a different level of ownership in the organization. We’ve been so impressed with the support and service.”

ANILA BROWN, HEAD OF ORGANIZATIONAL DEVELOPMENT & LEARNING, HARRIS COMPUTER SYSTEMS

Ability to Customize

All questions in WorkTango's extensive assessment library can be modified, however, what matters most when it comes to customization, is being mindful of what needs to be retained for trending future results against previous periods. The pillars of customization involve determining what can be eliminated, added, or tailored to suit your organization and the themes you wish to explore - without forfeiting valuable internal benchmarks that measure your progress over time.

Designed for major engagement surveys, an unlimited number of pulse surveys or a combination of both, you can have your survey(s) set up by WorkTango or use the platform, easily, on your own. Choose what's best for your organization across a number of fronts and we'll tailor accordingly or show you how.

Response Rates

WorkTango's survey methodology and approach have proven extremely effective in garnering high participation rates. Inclusive of every individual, both long employee engagement questionnaires and short pulse surveys can be delivered in over 50 languages via multiple methods (including email to a broad range of devices, use of kiosks, and paper formats among others).

Additional contributing factors behind response rate successes include:

- The effective communication of confidentiality, emphasizing third-party protection measures
- The platform's compliance with web accessibility standards
- Features such as the "results preview" for employees, and "confidential conversations" related to open-ended comments - let employees know their feedback is being heard (and when employees know they are being heard and see actions as a result, participation becomes second nature)

Benchmarking

Whether benchmarking against similar organizations or monitoring against internal benchmarks, WorkTango has the tools to meet your organizational objectives. External benchmarks are available to help you understand where your survey scores fall relative to others.

From WorkTango's perspective and the organizations we have worked with, internal benchmark tracking and trending are your keys to agile change. Internal benchmarks and a focus on continuous improvement tend to drive a more engaged workforce. Based on your preferences, custom internal benchmarks can be set for each leader so they can see how their team compares, not only to organization-wide averages but to any other comparative value relevant to that leader (for example, their department over past surveys).

This is a powerful way for leaders to compare their results, gain more insight and ultimately, become more accountable for their scores.

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“Trust the one
who has gone
through it.”

**PUBLIUS VERGILIUS MARO,
ANCIENT ROMAN POET**

Executive Reports/Presentations

Executive and management teams are informed about areas of opportunity, suggested talking points and recommended action along with best practices on how to go about achieving those actions, based on an extensive analysis of:

- Response rates
- Comparative analysis of themes and survey items
- Key Employee Index and Factors trending
 - Key differences or similarities
- Varying employee experiences within the organization
- Qualitative thematic analysis

Additionally, we'll show you how to track the impact of your actions using short follow-up surveys and leadership tools. It's an approach WorkTango calls Active Listening.

Enable leaders with real-time dashboards and insights. Support them with recommended learning and actions based on feedback from their teams.

Insights Into Action

Organization-wide aggregate reporting addresses a range of actionable insights among them: employee sentiment and experiences related to the factors/themes covered within your survey, industry benchmarks, overall response rates, and qualitative thematic analysis.

We perform a key driver analysis to identify high-impact, low-score drivers (where there is the greatest room for improvement in your organization). Interpretation of findings, areas of opportunity, suggested talking points and suggested actions along with recommendations on how to go about those actions are part of the WorkTango service model that builds best-in-class companies.

Continuous Active Listening & Improvement

From your first Employee Engagement survey onward, once a baseline has been established, Active Listening can immediately kick in.

WorkTango's Active Listening Model entails frequent follow-ups that not only dig deeper into weak areas but also ask questions on how major changes in the organization are impacting employees.

Shorter, more focused groups of questions sent out on frequent basis help organizations:

- Compare and rank feedback by any segment of the business
- Easily identify and diagnose high-potential or problems areas
- Take more effective measures to focus on improving engagement and the employee experience
- See the impact of actions in real-time
- Establish higher levels of leadership accountability
- Enable a more proactive approach to people and culture practices
- Consistently connect with employees
- Better understand employee sentiment
- Dramatically improve employee engagement
- Solicit participative feedback that influences action and enhances the overall employee experience

Active Listening Model

Regardless of the cadence (some organizations conduct these weekly, others quarterly), Active Listening supports the ability to ask different questions - changing them up as often as you wish.

And there's flexibility in the number of questions that can be asked, too. Whether tracking the success of engagement survey actions or running other workplace measurement initiatives, the platform is easy to use and rapid in its capability to deploy questions and view results.



“This is our first time doing an engagement survey, and not only were they great on the technical/platform side, but [WorkTango] provided valuable advice and outstanding customer support.”

SHARON ROWLEY, SENIOR DIRECTOR, GLOBAL REWARDS, MORPHE

Active Listening Models

Measurement

- Q1. Overall Measurement
- Q2. Rotating Engagement Driver
- Q3. Rotating Engagement Driver

Diagnostics

- Q4. Dig Deeper into Feedback
- Q5. Dig Deeper into Feedback
- Q6. Understanding Sentiment on Change
- Q7. Understanding Sentiment on Change
- Q8. Employee Voice (open ended)

▶ The ability to trend overall sentiment (i.e. eNPS)

┌ Rotating questions to gather more frequent trends

└ Dig deeper into issues or understand the impact of change

▶ To gather additional context and know what else is on the mind of employees

Note: This example is 8 questions, however, based on cadence this is adjusted anywhere from 5 to 15 questions.

Unearth the physical and psychosocial risk factors in your workplace

Although health behavior change is complicated and adopting a healthier lifestyle requires serious personal effort, you can support your employees in their health and wellness journey and create conditions that make healthful lifestyle changes stick.

Not just because of bottom-line gains, but because it's the right and responsible thing to do.

