

# Strategic HR Starts with an Employee Engagement Survey

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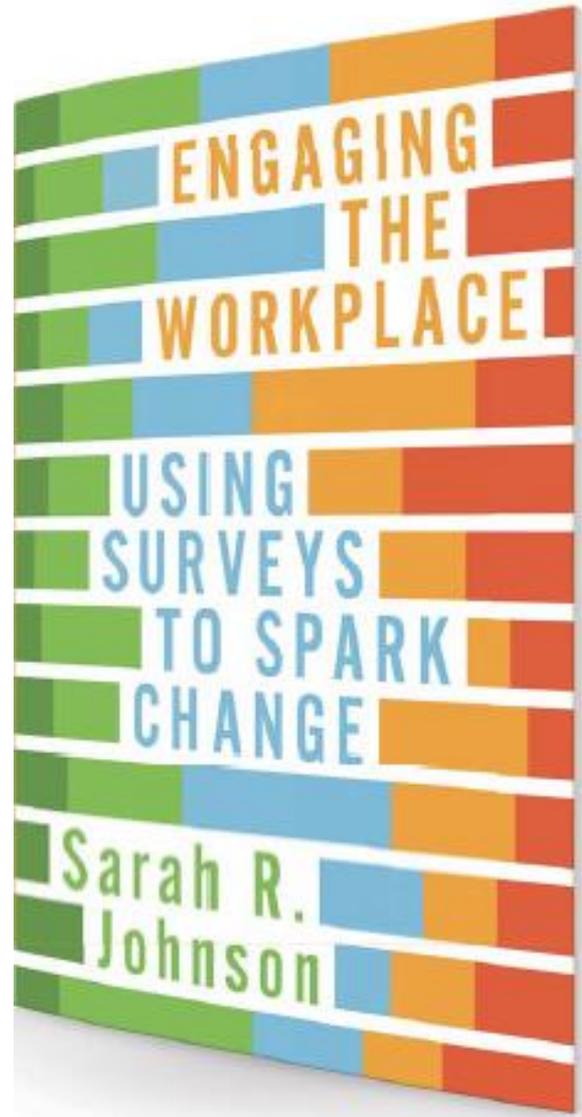
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Many years of  
experience with  
surveys condensed in  
a book



# 96%

**Fortune 500 companies that conduct  
employee engagement surveys\***

\*Masztal, J.J., D.M. Salamon, G. Pashturro, and L. Steelman. 2015. Employees Can Make the Difference! Examining the Employee Survey Process in Fortune 500 and Mid-Sized Companies. Burke.

[www.burke.com/library/whitepapers/burkeemployeesurveyuse/4p.pdf](http://www.burke.com/library/whitepapers/burkeemployeesurveyuse/4p.pdf)



# The annual employee survey is dead!



**If you aren't surveying frequently you are doing it all wrong**



# JUNE EMPLOYEE HAPPINESS INDEX

MON	TUES	WED	THURS	FRI	AVG
80	79	85	82	90	83
85	83	81	84	87	84
81	83	83	86	85	84
81	83	87	88	86	85

■ = 80+  
■ = 70-79  
■ = <70

Your happiness matters because... if people are in a good mood on a given day, they're more likely to have creative ideas that day, as well as the next.

**Surveys should be short,  
less than 15 questions**



# Companies should focus on continuous listening.

Why doesn't anyone talk about continuous acting?



**This is a  
lie**



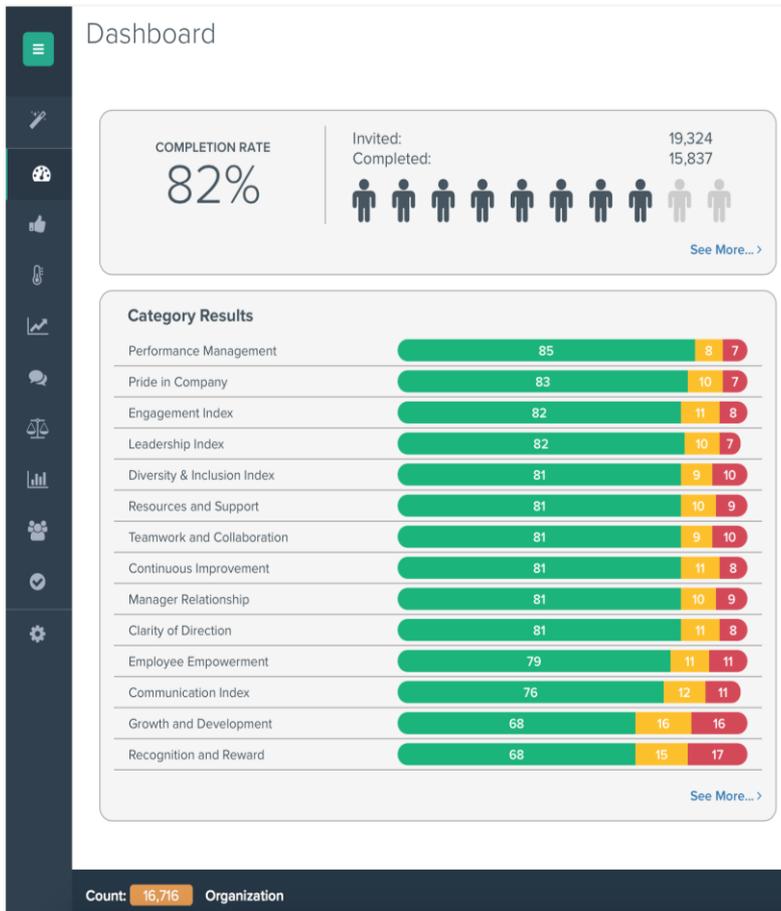
**Too much HOW,  
Not enough Why,  
What, and Who**

# Start at the Start

**Focus on what really matters and create a compelling case for action**

- Based on organization strategy...
  - What information from/about employees is needed to inform the company strategy?
  - What is important to leaders and managers?
- ...which drives an HR Survey Strategy...
  - What data do leaders need to make data-based decisions about people?
- ...that influences survey design...
  - Survey topics are relevant to organization success
  - Good survey design drives meaningful actions
- ...and is boosted by insightful analytics
  - Establishes the burning platform
  - Guides action in the most meaningful direction

# Data Drives Strategy and Action



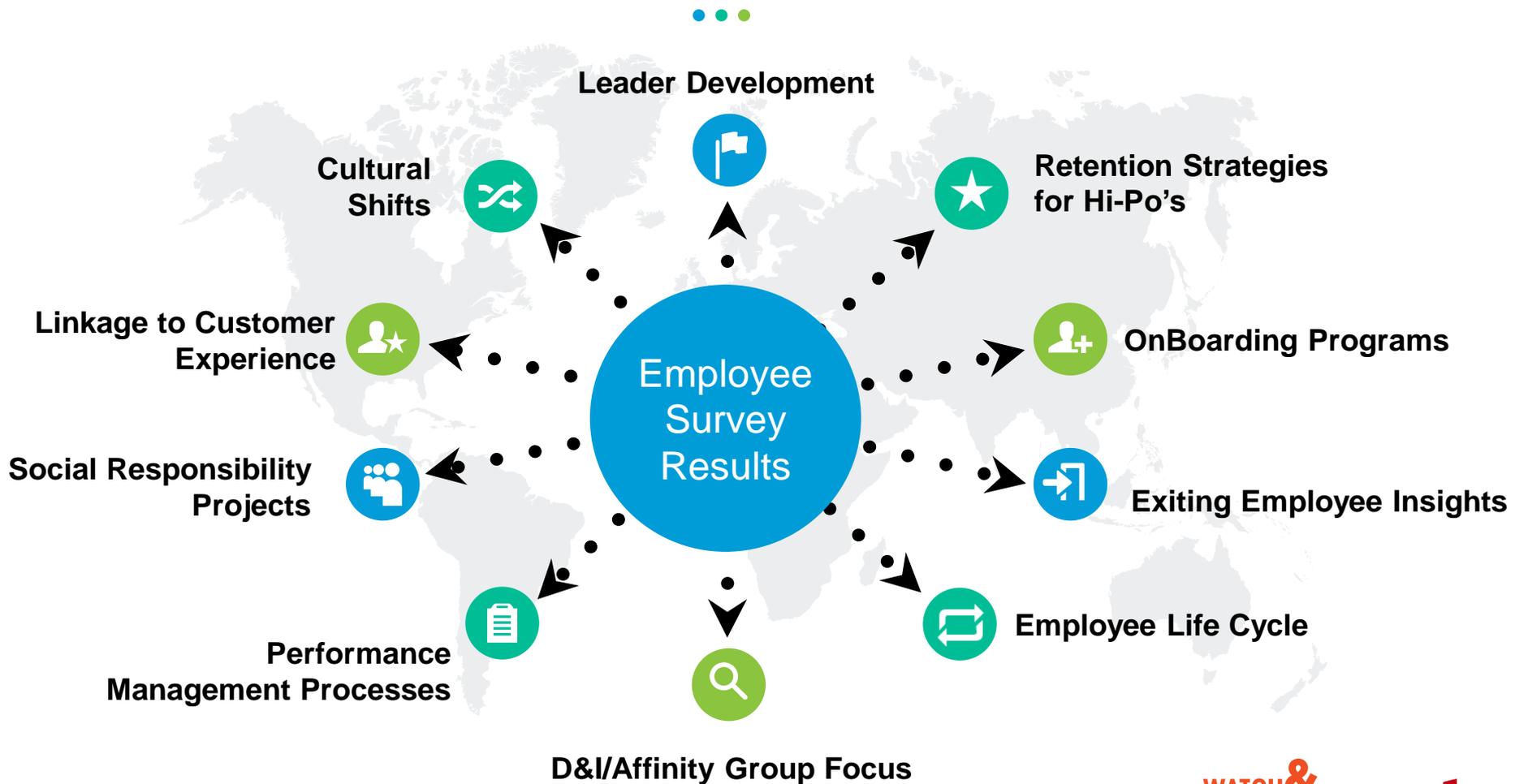
## With the Absence of Data:

- We risk making assumptions
- We risk focusing on less critical issues
- We risk allowing our strengths to limit our potential
- We work on the right things in the wrong way

## With an Abundance of Data

- We are strategic partners
- We target our response
- We understand the why
- We build confidence
- We inspire action

# Your Employee Survey data can be the engine to drive HR Analytics



# Start with Organizational Strategy and Business Priorities



Alignment,  
Collaboration and  
Team  
Development



Employee  
Engagement and  
Organizational  
Performance



Strategic Workforce  
Planning



Career Development  
and Talent  
Optimization



Customer Focus,  
Brand and  
Innovation



Organizational  
Change

# Senior Leader Interviews

Educate, Inform, Involve

- How would you like to use survey data? What data would be most valuable to you?
- Where can we connect the survey to company strategy?
- What information do you need to run your business?
- Surveys can be a great way to communicate with team members....what messages would you like to send to them?

# Developing a Survey Strategy

Understand  
Business  
and Talent  
Strategy

Align  
Listening  
and People  
Analytics  
Strategy

Optimize  
Survey,  
Technology  
and User  
Experience

Review,  
Refine and  
Improve

# Implementing your survey strategy



## Survey Type:

- Entry Survey
- Exit Survey
- Pulse Survey
- Candidate Survey
- Hiring Manager Surveys
- Manager Polls

## Length:

- Very short (e.g., 4-5 items)
- Long (e.g., 50 items)

## Content:

- Specific (e.g., change management)
- Broad (e.g., standard organizational effectiveness survey)
- Custom (e.g., prevalence of counterproductive behaviors)

## Sampling:

- Stratified
- Targeted
- Everyone

## Daily/Frequent Pulse Surveys

- Great for tracking a handful of data elements that can be reasonably expected to fluctuate frequently
- Track microtrends in key metrics
- Can be used to collect data quickly on emerging topics and/or follow up on census survey findings
- Sampling doesn't allow for reporting at the manager level or small business units
- Tend to get lower response rates than Census (20-25% for daily pulses)

## Census Surveys

- Great for creating a wide and deep database for analytics
- Best for providing team feedback and grassroots action planning
- Allows for tracking changes at multiple levels of the organization
- A more visible business process
- Transformation of your survey into an HR analytics powerhouse
- Simplified 1, 2, 3 action planning approach combined with self-serve manager polling

# Consider doing both...

Census Survey + Pulse Survey

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Deep Data  
Action Planning and Implementation  
Ability to Track Trends  
Collect Topical Data, Follow up on Key Survey Findings

# HR Professional Role Continuum



## Descriptors

Reactive  
Routine  
Process Focus  
Reliable  
Data

## Descriptors

Responsive  
Breadth  
Content Focus  
Attentive  
Information

## Descriptors

Proactive  
Enabling  
Solution  
Focus  
Supportive  
Insight

## Descriptors

Anticipatory  
Empowering  
Systemic  
Focus  
Influential  
Intelligence

Tactical

PARTNER APPROACH

Strategic

# Effective Action Taking is a function of...

Compelling Insights

Strategic HR Partnerships

# Questions?

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