

# Employee Engagement Survey



Improving individuals and organizations by turning employee feedback into results.

## Employee Engagement Survey Sample Items

The DecisionWise Employee Engagement Survey contains a subset of research-based anchor questions that are designed to measure overall engagement. The other questions measure the factors that drive engagement and satisfaction in an organization. The survey can be customized for organizations with specific needs. The following sample only shows a limited number of the 50 total items found in the complete survey.

<b>My Job</b>	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know
I have the tools and resources I need to do my job well.	<input type="radio"/>					
Most days, I feel like I am making progress on important work projects or initiatives.	<input type="radio"/>					
My work is valued by this organization.	<input type="radio"/>					

<b>My Supervisor</b>	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know
My supervisor regularly recognizes my efforts and contributions.	<input type="radio"/>					
My supervisor treats people with fairness and respect.	<input type="radio"/>					
My supervisor creates a positive and energizing workplace.	<input type="radio"/>					
My supervisor gives me ongoing feedback about my performance	<input type="radio"/>					

## My Team

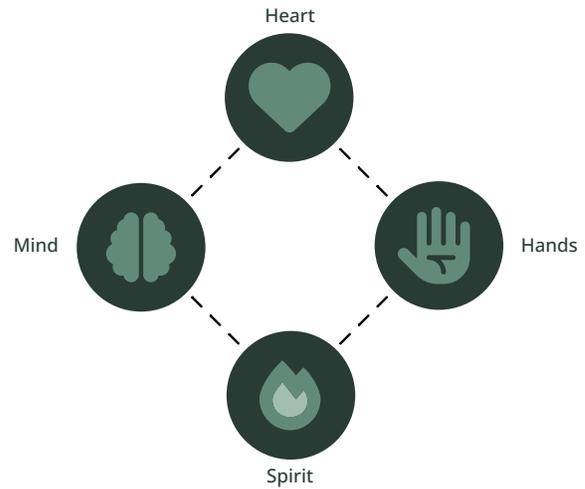
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know
The people I work with take accountability for results.	<input type="radio"/>					
The people I work with treat me with respect.	<input type="radio"/>					
The people on my team collaborate and help each other.	<input type="radio"/>					
We listen to and value each others' thoughts and opinions.	<input type="radio"/>					
As a team, we help each other improve.	<input type="radio"/>					

## My Organization

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know
The vision and goals of this organization are important to me personally.	<input type="radio"/>					
I am satisfied with the opportunities for my own professional growth in this organization.	<input type="radio"/>					
I am confident that this organization has a successful future.	<input type="radio"/>					
This organization values employee input, feedback, and suggestions.	<input type="radio"/>					
This organization cares about employees.	<input type="radio"/>					
I would recommend this organization as a great place to work.	<input type="radio"/>					

## What is Employee Engagement?

Employee engagement is an emotional state where employees feel passionate, energetic, and committed to their work. This translates into employees who give their hearts, spirits, minds, and hands to deliver a high level of performance to the organization.



## The Model

When we first look to join a company, we may be enticed by some salary promises, the company brand, or cool perks. Important? Of course. But these factors, we call them “satisfaction elements,” don’t increase engagement. Engagement goes beyond satisfaction. Engagement occurs when we find meaning, autonomy, growth, impact, and connection.

The DecisionWise five-element model of employee engagement stems from two decades of research, gathering and analyzing feedback from tens of millions of employee survey responses in over 70 countries.



## 5 ENGAGEMENT MAGIC® Keys

Based on our extensive research using over 20 million employee survey responses, we have found that there are five keys that drive employee engagement. We use specific questions as a direct measure and supporting questions to measure each of the five ENGAGEMENT MAGIC® keys. This allows organizations to determine which of the five keys is driving or inhibiting engagement and understand how to take action for improvement.



Meaning

Do employees find meaning and purpose in their jobs? Does their work make a difference for others?

**Survey Item:** My job provides me with a sense of meaning and purpose.



Autonomy

Do employees have freedom, self-governance, and an ability to make choices about their work?

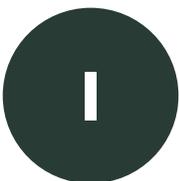
**Survey Item:** I have the freedom to choose how to best perform my job.



Growth

Does the job provide development and growth opportunities. Does the work challenge and stretch employees to grow and improve?

**Survey Item:** I feel challenged and stretched in my job in a way that results in personal growth.



Impact

Do employees feel like they are successful in their work? Do they see that their effort makes a difference and contributes to the success of the organization?

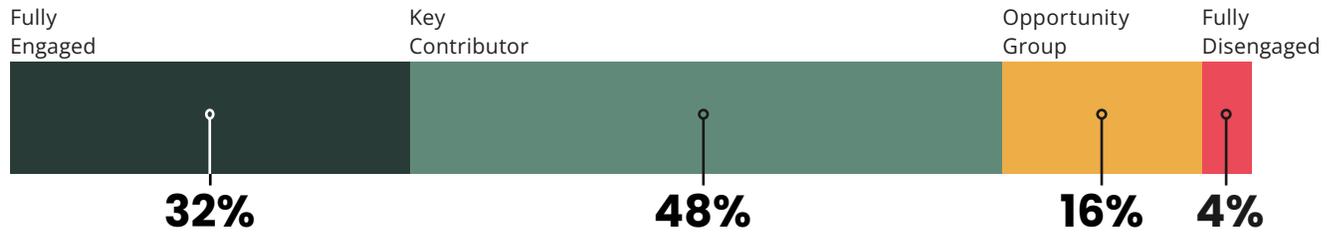
**Survey Item:** Most days, I feel like I am making progress on important work projects or initiatives.



Connection

Do employees have a personal connection with the people they work with, their boss, and the social community of the workplace?

**Survey Item:** I feel like I belong here.



## Using Anchor Questions to Measure Engagement

Measuring the engagement levels of employees is a practice that has been refined at DecisionWise since 1996. DecisionWise uses a set of six engagement anchor questions to measure the level of engagement in the workplace and additional questions to identify the drivers that lead to engagement. Some of these engagement anchor questions include:

- It is easy to become absorbed in my job.
- I would recommend [Sample Company] as a great place to work.
- My job provides me with a sense of meaning and purpose.

## Employee Engagement Index

Based on responses to the anchor questions, DecisionWise creates an Engagement Index that defines various groups of employees from Fully Disengaged to Fully Engaged. The results are further analyzed to show what items cause employees to feel the way they do.

The Employee Engagement Index helps us understand the attitudes and characteristics of employees in each of the groups. We've created a table that provides an overview of the thoughts, feelings, and intentions of employees based on their level of engagement. Which group best describes your organization's workforce?

Fully Engaged	Key Contributor	Opportunity Group	Fully Disengaged
Constantly learning and taking calculated risks.	Meet expectations.	Generally feel underutilized.	Bored and frustrated at work.
Feel stretched beyond your comfort zone.	Stick to what you know and take few risks.	Spend significant time taking care of personal needs.	Make sarcastic jokes about work.
Take personal satisfaction in the quality of your work.	Respond well to leadership.	Do just enough to get by and not get in trouble.	Speak poorly about the company and leaders.
Work can be stressful but is also rewarding and fun.	Rarely stretched by assignments	Pay is a big reason why you stay.	Look for ways to find blame.

## Don't Forget About Measuring Satisfaction

Remember, employees need to have their basic needs met or engagement will suffer. Many of the survey items measure concepts that impact employee satisfaction. Some of these items include:

- I have received the training I need to do my job well.
- I have the tools and resources I need to do my job well.
- My supervisor treats people with fairness and respect.
- I clearly understand what my supervisor expects of me.
- My supervisor gives me regular feedback on how I am doing.
- There are opportunities for my own advancement in this organization.
- We work effectively across departments and functions.
- This organization communicates well with all employees about what is going on.

We find interesting correlates when looking at satisfaction survey questions. For example, a low score on the item "I have the tools and resources I need to do my job well," is often identified as a negative driver of engagement.

## Open-ended Questions

Open-ended comments provide a wealth of qualitative information and provide detail on the reasons behind employee engagement survey scores. We recommend using two simple openended questions:

- What are the greatest strengths of our organization?
- What are the areas that need the most improvement in our organization?

Our research shows that using more than two open-ended questions significantly lengthens the time it takes to complete the survey and doesn't yield that much more good qualitative information.

## What Clients are Saying

“

DecisionWise's employee feedback and 360 tools have made a big difference at my organization. The tools are not only excellent, but the consultants who work with us provide analysis which is impactful and can be applied to the workplace. The employee feedback survey is an integral part of our employee engagement program.

- Director of Human Resources

“

Thank you for the help you provided us during our journey to become one of the FORTUNE 100 Best Companies to Work For.

- Senior Vice President of Talent Management

“

The best thing that happened to us was that our previous survey company went out of business. Not only did you do a great job gathering the data, but also interpreting the results. 10 out of 10 -Fantastic!

- Vice President of Human Resources

“

I liked that the data can be "sliced and diced" several ways which allows for better analysis of the data. I also liked that they gave an unbiased opinion of what needed to be improved....this is something that has been lacking in previous employee surveys. The staff was great to work with!

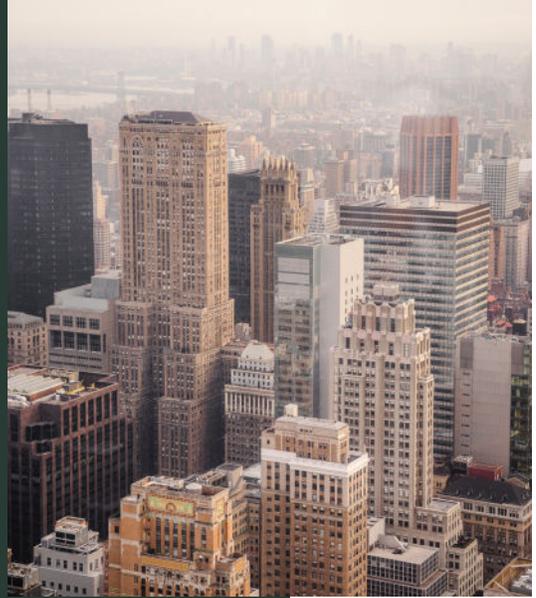
- Jane D. Government Industry

“

How well our reps know our organization, the level of professionalism and responsiveness is the best of any vendor we've ever used.

- Patrick V. Healthcare Industry

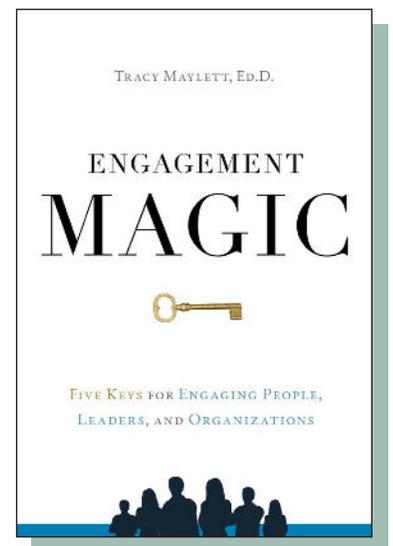
# We literally wrote the books on Employee Engagement



## Learn more about ENGAGEMENT MAGIC® Training

Most leaders understand that engaged employees are passionate about their jobs and deliver better results. Most of us know what it's like to either be engaged or disengaged, yet we don't understand how engagement really works. ENGAGEMENT MAGIC® introduces you to the five MAGIC keys of employee engagement—Meaning, Autonomy, Growth, Impact, and Connection—and discusses how leaders can help employees achieve higher levels of engagement, while taking ownership of their own engagement.

DecisionWise ENGAGEMENT MAGIC® workshops are based on the concepts and research from the book **ENGAGEMENT MAGIC: Five Keys for Engaging People, Leaders, and Organizations**. The book provides a five-part approach to making organizations stronger, more profitable, and better places to work. Visit [www.decision-wise.com/employee-engagement-magic-training/](http://www.decision-wise.com/employee-engagement-magic-training/) for more information.

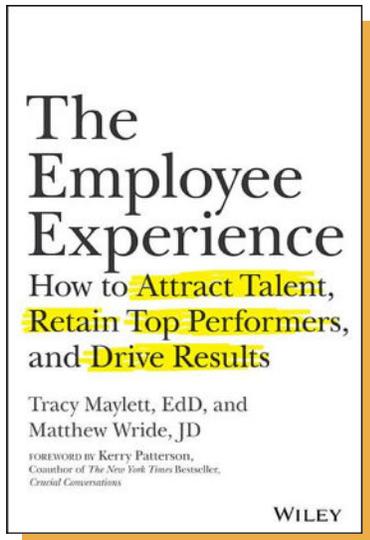


## The Research

Based on over 30-million employee engagement survey responses across 70 countries, ENGAGEMENT MAGIC® combines principles of psychology and motivation with solid business concepts. Written by internationally recognized expert in leadership and employee engagement, Dr. Tracy Maylett, the book and workshops provide actionable advice that will reduce attrition, encourage initiative, drive growth and profit, and increase personal engagement in one's work.

## Engaging Content

Leaders and employees will find real-world case studies, exercises, assessments, thought-provoking questions, and suggestions that will increase engagement at the individual, manager, and organizational levels.



## The Employee Experience: How to Attract Talent, Retain Top Performers, and Drive Results

Want a profit-enhancing Customer Experience? Start with the Employee Experience. The data are unambiguous: organizations with engaged workforces are more profitable, enjoy greater growth, and win the battle to keep the most talented personnel. Employees who have a fulfilling, rewarding work experience perform better, achieve more, and bring more value to the organization.

The Employee Experience helps organizations attract and retain top talent, and reveals the secrets for building a deeply engaged workforce. With insights into the dynamics of trust and mutual expectations, this book proves that before you can deliver a transcendent customer experience (CX), you must first build a superlative employee experience (EX).

It's not about perks. It's not about creating a worker's utopia, and it doesn't mean that work must be easy. But by establishing a clear set of expectations and promises—collectively known as “the Contract”—and upholding it consistently, employers can build the essential trust that leads to powerful employee engagement.

The Employee Experience teaches you how to leverage the full potential of your people to transform your future:

- Make the Employee Experience a core part of your strategy
- Understand employee expectations and bridge the ‘Expectation Gap’
- Establish a rock-solid Contract that breeds trust and confidence
- Build a culture of support and achievement
- Turn employee engagement into an exceptional customer experience, profit, and growth

When you give talented people the space to achieve and thrive, their experience will be reflected in the customer experience. The Employee Experience shows you where extraordinary companies start. . . and how to build one.

Over 1000 companies in 70 countries use DecisionWise as their go-to employee survey platform.



For all inquiries, contact us at [info@decisionwise.com](mailto:info@decisionwise.com)

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