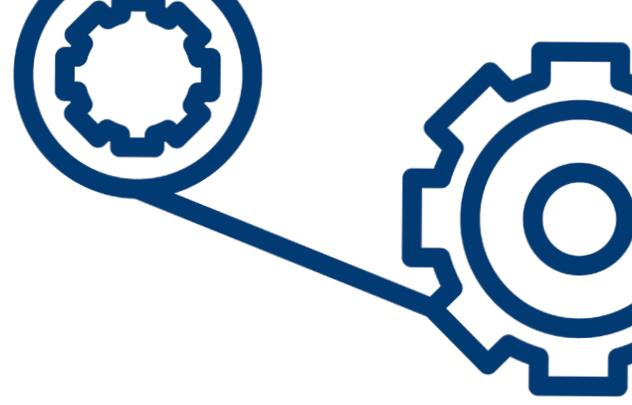




THE EMPLOYEE LISTENING FLYWHEEL

**A Framework for Driving Your
Feedback Strategy Forward**





CONTENTS

3	Employee Listening: Uncover Meaning to Drive Action
4	A Framework for Driving Your Feedback Strategy Forward
8	Three Types of Surveys: One Winning Strategy
9	Designing Your Survey Cadence
10	Deep Dive: Designing an Engagement Survey
16	Deep Dive: Designing a Pulse Survey
18	Deep Dive: Designing an Employee Lifecycle Survey
21	Beyond the Survey: Analysis & Action
24	Choosing the Right Survey Partner
26	About Quantum Workplace

Employee Listening: Uncover Meaning to Drive Action

Employee listening is more than a survey. It's your organization's holistic approach to understanding, validating, and improving upon the employee experience. Sometimes we think we understand what concerns and motivates our workforce. But what we think doesn't always align with reality.

An intentional employee listening strategy helps you uncover the true meaning behind your employee voice. It helps you confirm or dispel what you thought you knew, leveraging actionable data to drive improvements.

The need for effective employee listening is greater than ever. It's imperative in helping you navigate the challenges, changes, and uncertainty that have become a constant in today's business environment. Gathering employee feedback can help you discover truth, avoid speculation, and provide visibility into knowledge gaps. It provides the data you need to make informed, targeted decisions about your workforce and business.

The Many Benefits of Employee Listening

- Give every employee a voice
- Build employee trust
- Capture feedback that helps you navigate change
- Understand where your company excels
- Shed light on where you need to improve
- Compare and contrast among different employee groups
- Drive meaningful action and smarter people decisions



THE EMPLOYEE LISTENING FLYWHEEL

Think of employee listening like a flywheel that keeps turning.

A fine-tuned employee listening strategy will help you drive your business forward, becoming faster and stronger with each rotation of the wheel. As you continue to invest time and energy into your approach, you'll build mounting momentum. A continuous cycle of feedback, insight, and action will take you farther than you thought you could go. You'll find yourself looking back and thinking—why didn't we do this sooner?!

ASK: Capture feedback from employees

AHA: Analyze your data to determine priority "aha!" areas of improvement

ACT: Take what you learn to drive meaningful change

ASK: Capture more feedback and measure your progress

And the cycle continues!

In this guide, we'll help you understand how to shift gears on your employee listening strategy. You'll understand what the next phase of your journey looks like and have a roadmap for how to navigate it.

A Framework for Driving Your Feedback Strategy Forward

Alright, buckle in. Let’s talk about how to make that flywheel spin. There’s a lot you can do with employee listening. But it’s important to be realistic about where you are today—and put a plan in place to grow your program over time.

If you find yourself in the “Ramping Up” stage, it’s key to accept and embrace where you are today—while keeping an eye on the

possibilities of the future. First gear will keep you in motion, but your progress will be slow and limited. The more you put in, the more impact you’ll see. Your organization will be empowered to move faster and travel further. You’ll see bigger returns on your investments, and employee listening can truly become a lever for driving employee and business success.

	RAMPING UP	ACCELERATING	CRUISING
OWNERSHIP	HR (or another key stakeholder) fully owns the process and data.	HR empowers managers to collaborate and converse with teams.	HR is a driver and a coach. All levels of the organization are fully engaged in the process.
TOOLS	You launch sporadic and disjointed surveys, using a free or inexpensive tool. Or maybe you’re just getting started with a third-party survey tool.	You partner with a third-party survey platform with a scientifically validated employee engagement model.	You’re leveraging sophisticated automation and system-driven insights. Your platform makes it easy to connect your listening data to your business data.
ASK: How do you collect employee feedback?	<p>Employees perceive as “another HR initiative.”</p> <ul style="list-style-type: none"> • Project basis • Reactive • Sporadic • Disjointed • Unclear “why” • Passive feedback • Low participation 	<p>Employees perceive as a prime opportunity to provide input on their workplace experience.</p> <ul style="list-style-type: none"> • Cyclical • Programmatic • Proactive • Multi-channel • Connected • Clear “why” • Valuable feedback • Average participation 	<p>You’ve created a culture of feedback. Employees don’t wait for the survey to provide input—feedback is part of how you operate.</p> <ul style="list-style-type: none"> • Embedded • Continuous • Strategic • Operationalized • Invaluable feedback • High participation
AHA: How do you uncover the meaning behind your employee voice?	Your data mostly stays siloed with HR & leadership. You’re more focused on the score than the actual feedback. Data review and analysis is more of a “check the box” exercise.	You have lots of actionable data and you work to get it in the hands of your managers quickly. You have some analysis chops but are mostly focused on high-level trends.	You’re constantly analyzing and taking a more targeted approach. You slice and dice to get to the bottom of what is happening in various pockets of the organization. Your data is connected—across surveys, performance data, and business intelligence.
ACT: How do you act on your results?	<ul style="list-style-type: none"> • HR owns the action • Sparse communication/follow-up • Action focused around survey • Limited to quick/shallow fixes 	<ul style="list-style-type: none"> • HR & managers own action • Proactive & clear communication • Everyone understands next steps • Collaborative action planning • Ongoing 1-on-1 conversations 	<ul style="list-style-type: none"> • Everyone owns action • HR serves as driver and coach • Excellent communication/buy-in • Clear accountabilities • Continuous improvement • Easy to act quickly



Ramping Up

Many organizations start in the “Ramping Up” phase and build up from there. The best thing you can do for your organization is to get started—don’t look for perfection early on. Starting small can give you some of the building blocks you need to effectively scale your program. Some characteristics of an early-stage employee listening program include:

1

Fully owned by HR or another key stakeholder.

It’s not uncommon for employee listening programs to start from the top down. Usually these organizations are reacting to something within the organization, like recruitment or retention issues. Managers and employees are not typically included after the survey is completed and reviewed, making it difficult for the organization to understand results and drive change.

2

Efforts are usually project based.

During a planning meeting, someone might suggest surveying employees to collect feedback. There’s typically a big push to get the survey out the door, and lots of vague encouragement from the C-suite to participate. But employees are often uncertain about what their participation means, why it matters, and what will happen with their feedback

3

Surveys are sporadic and survey tools are clunky.

Organizations at this level tend to see engagement as an event. They may send out an engagement survey annually (or less often) and don’t do much in between. They’re probably using a free or inexpensive survey tool that isn’t designed to measure and drive engagement. While free software platforms and spreadsheets are a great place to start, they make it difficult to segment by demographic and to analyze results over time.

4

Survey results are held tightly.

Engagement data tends to stay locked up with HR and leadership, making it difficult for teams to act on the insights. Analysis is often more of a “check the box” exercise, and leaders may be more focused on the score than on driving real change.

5

Action and communication are lightweight.

Organizations in this phase are more focused on the survey itself than on any resulting action and change. There’s usually sparse communication after the survey—if any. Any action that does occur happens right after the survey and is long forgotten by the next time leadership wants to gather employee feedback. With less-than-ideal tools and a lack of valuable insights, action is focused on quick or shallow fixes that don’t really move the needle.

You’re Ready to Advance When:

- Your organization is looking to solve a key challenge like retention, hypergrowth, etc.
- It’s difficult to quickly gather employee feedback due to disparate systems or ownership
- You want to strategically layer in other types of surveys like exits or pulse surveys
- You want people leaders to have a more active role in understanding and acting on feedback
- You want your survey feedback to drive meaningful change in your organization



Accelerating

In the “Accelerating” phase, your commitment to employee listening becomes a continuous thread throughout your organization. You have created a strong foundation for capturing, understanding, and acting on employee feedback and use your engagement data to drive meaningful change. Some characteristics of this phase include:

1

Shared ownership across HR and management.

HR understands how important managers are in the process of analyzing and acting on employee feedback. And managers are eager to understand and action plan around their teams’ results. Employees are invited into the process, and everyone feels they have input. This brings both the data and action closer to those who have the power to create change.

2

Cyclical, proactive, and programmatic conversations.

Organizations go beyond the annual engagement survey. They’re layering in surveys that help them uncover meaning in the “in between” moments, including pulse and lifecycle surveys. The goal is to proactively identify obstacles and opportunities and create dialogue across all levels of the organization. Efforts may still feel programmatic, but they are more intentional. There is a clear understanding of the what and why behind surveys.

3

Partnership with a credible engagement survey vendor.

Organizations here have seen the early success of giving every employee a voice, and are using a more sophisticated platform that helps them scale their employee listening efforts. They’re looking for tech that helps them administer third party, confidential, easy-to-access surveys—with a scientifically-validated engagement model.

4

Actionable data and reporting that is shared with managers.

Organizations understand the potential of insights derived from employee listening. They use powerful tools to help them uncover meaning and drive action. They analyze benchmarks and trends over time to understand changes and impact of action. And they work to get results and reports into the hand of managers as quickly as possible.

5

Collaborative action planning and ongoing conversations.

Managers work with their teams to understand results and action plan together. Every employee is encouraged to participate in impacting their own experience at work, making them more invested in giving feedback and supporting change. Managers also make it a point to have ongoing conversations around engagement and retention outside of surveys.

You’re Ready to Advance When:

- You want employee feedback to be embedded in your workplace culture at every level
- You want your listening strategy to be less programmatic, more continuous
- You need more sophisticated data and insights to drive smart decisions
- You want to start connecting your listening data to tangible business goals



Cruising

The “Cruising” stage is for organizations that are already committed to listening to their employees and are now embedding employee feedback into their operational culture. These organizations not only recognize the benefit of an advanced employee listening strategy, but they are dedicated to using that feedback to drive continuous improvements at every level of the organization. At this level:

1

You’ve created a “culture of us.”

HR is a driver and coach of employee success initiatives, but everyone shares responsibility. Leaders set the tone from the top. Managers are always working to nurture trust and engagement. And employees are entrusted and empowered to contribute throughout the process. Every employee feels they have a clear channel to share their unique perspective.

2

Tech drives powerful insights and action.

You’ve moved beyond the basics of your survey platform, taking advantage of all the bells and whistles at your disposal. You’re partnering with a sophisticated and connected platform with system-driven insights that help you and your teams understand and act.

3

Feedback is operationalized.

Capturing feedback is no longer a program, but a way of life in your organization. You not only encourage full participation, but expect it. Employees trust that their feedback will not be abused and that it will drive meaningful changes to their experience. You’re having ongoing conversations around experience, impact, and retention at all levels of the organization. And you’re using what you learn to pull the right levers at the right time to drive employee and business success.

4

You’re strategically uncovering meaning and taking targeted action.

Your data is easy to connect across all of your different surveys and performance tools. Your analytics tools make it easy to slice and dice your data to understand what’s happening within specific pockets of the business. Data-based decision making is the norm. Your listening data is synced with your business intelligence platforms, fueling informative dashboards that help you decide what, when, and who to ask for feedback.

5

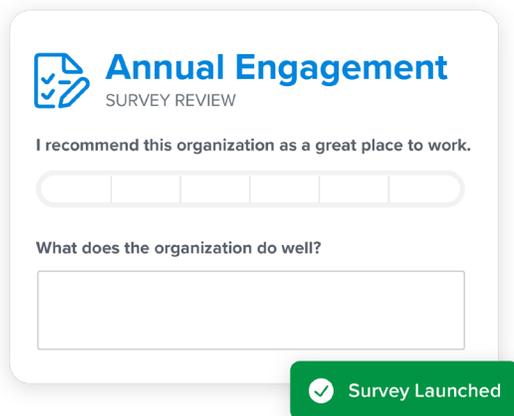
There’s a clear connection to business priorities.

You are constantly listening, understanding, and acting with a tight focus on what is most relevant to the business. Because listening is ongoing and integrated with business data, leaders can understand and act with more speed and effectiveness.

It takes a lot of work to get to the “Cruising” stage. But it’s absolutely worth it. Companies who travel this far can build true cultures of employee success and make a clear connection between their investments, efforts, and business results.

Three Types of Surveys: One Winning Strategy

Surveys are an effective tool for collecting feedback. But not every survey is created equal. How you design, deploy, and analyze your surveys will make or break the value of the insights you capture. There are three key pillars of your employee listening strategy: Engagement Surveys, Pulse Surveys, and Lifecycle Surveys. Engagement, pulse, and lifecycle surveys are all incredibly valuable on their own. But their power is amplified when used together, unearthing one incredible employee feedback strategy that works for you.



Annual Engagement
SURVEY REVIEW

I recommend this organization as a great place to work.

What does the organization do well?

Survey Launched

ENGAGEMENT SURVEYS

Purpose: Measure engagement at the company level

Timing: Annually

Number of Questions: Less than 50

Area of Focus: Understand where your company excels and where you can improve. Give every employee a voice.



Pulse Survey

- Candidate Experience
- Change Management
- Crisis Management
- DE&I
- Employee Benefits
- New Hire

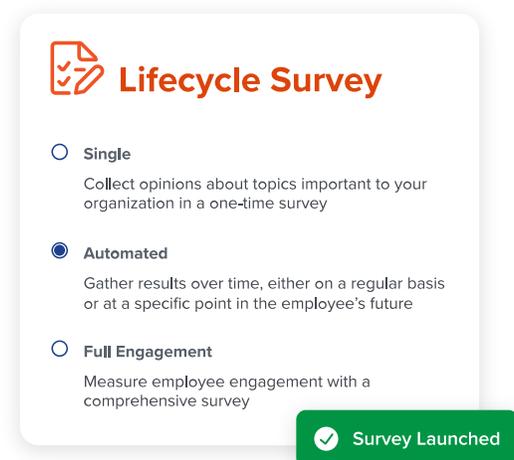
PULSE SURVEYS

Purpose: Gain targeted insights on specific topics or demographics

Timing: As needed/monthly

Number of Questions: Less than 10

Area of Focus: Flexible, scalable surveys to ask about any topic, any time. Collect attributed or anonymous feedback on key areas.



Lifecycle Survey

- Single
Collect opinions about topics important to your organization in a one-time survey
- Automated
Gather results over time, either on a regular basis or at a specific point in the employee's future
- Full Engagement
Measure employee engagement with a comprehensive survey

Survey Launched

LIFECYCLE SURVEYS

Purpose: Understand employee trends at key employment milestones

Timing: At key milestones

Number of Questions: Less than 10

Area of Focus: Capture unique insights and suggestions from new hires, tenured employees, and exiting employees about their experience and journey within your organization.

Designing Your Survey Cadence

There is a delicate balance between how often you send surveys and how engaged employees may be with those surveys. If you don't send enough surveys, you're missing out on opportunities to uncover key insights and trends and to act quickly. But if you send too many surveys, your audience may feel disengaged and fatigued by so many requests.

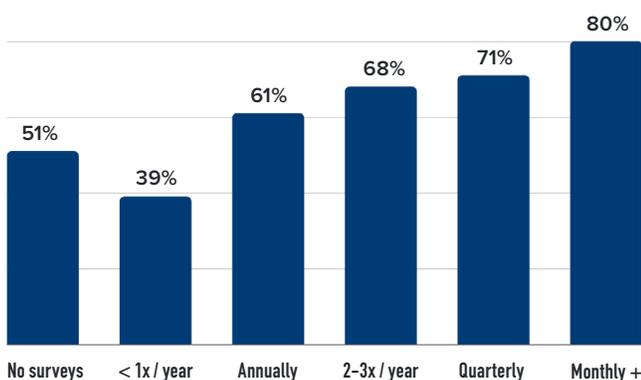
WHAT IS SURVEY FATIGUE?

Survey fatigue is a phenomenon where employees become tired or disinterested in completing your surveys due to over-exposure or repetition. **The biggest driver of survey fatigue is lack of action.** If employees feel that you're putting their feedback to good use (by seeing noticeable changes) they are less likely to experience survey fatigue.

The symptoms of survey fatigue include:

- Declining response rates. A good survey response rate is:
 - 70-80% for large organizations (more than 500 employees)
 - 80-90% for smaller organizations (less than 500 employees).
- Lower quality responses, such as lack of supporting information or incomplete areas of the survey.
- Lack of engagement from participants, especially from groups of employees who have been historically engaged with your surveys.

Employee Engagement Levels by Survey Cadence



IS ONE SURVEY A YEAR ENOUGH?

Our research consistently shows that an annual employee survey alone isn't enough to drive meaningful change and build trust in your listening efforts. There's simply too much that happens from one year to the next. To capture meaningful and actionable feedback, you need to do more.

However, you need to be mindful of what you're doing with your survey results. You should only send as many as you can communicate results and take action on.

We recommend that employees have at least four opportunities per year to share feedback via survey. Our research shows that employees who receive quarterly or monthly surveys are the most engaged. Four surveys per year is a good approach to balancing continuous feedback with visible and effective action.

Deep Dive: Designing an Engagement Survey

Employee engagement surveys are the foundation of your employee listening survey strategy. They provide the most widespread insight into your employee experience.

PURPOSE	POPULATION	TIMING	NUMBER OF QUESTIONS
Used to measure employee engagement and feedback at a company-wide level	The Entire Company	Annual	30-50

WHAT IS AN EMPLOYEE ENGAGEMENT SURVEY?

An employee engagement survey is designed to be sent annually and can help organizations measure employee engagement. A great employee engagement survey can help organizational leaders uncover employee perceptions, make them actionable, and implement changes that move the engagement needle.

WHY SHOULD YOU USE AN EMPLOYEE ENGAGEMENT SURVEY?

Employee engagement surveys provide a specific, measurable, and meaningful avenue to collect employee feedback at scale while also giving employees an outlet to voice their thoughts and feelings about their workplace experience.

Not to mention, employee engagement surveys are the best way to give a voice to every single employee.

There are a number of benefits to implementing an employee engagement survey:

1. Get an accurate, holistic view of employee engagement within your organization
2. Compare and contrast among different employee groups
3. Determine commitment plans and next steps through data analysis
4. Save time and resources within your HR department.
5. Build and maintain trust with your employees.

Some organization have tried moving away from the annual engagement survey to a “pulse survey only” approach. We don’t recommend this. Without the consistency of an annual survey, it’s difficult to determine if perceptions are changing over time, or if it’s a function of what you’re asking in the year. Too many moving variables make it tough to get a true measure of employee engagement—and therefore tough to drive focused and timely action.

USING A VALIDATED MODEL FOR EMPLOYEE ENGAGEMENT

It’s important that you design your employee engagement survey using a reputable model that actually helps you measure and improve engagement. Otherwise, you might find yourself throwing spaghetti at the wall. It will be difficult to understand what truly matters and near impossible to drive meaningful change.



Quantum Workplace e9 Model of Engagement

Quantum Workplace has been helping organizations design, build, and scale their employee engagement surveys for more than 20 years. Our e9 Model of Employee Engagement is scientifically validated, highly researched, and highly effective in helping organizations understand, validate, and improve on employee engagement.

WHAT IS EMPLOYEE ENGAGEMENT?

Employee engagement is the strength of the mental and emotional connection employees feel toward the organization that they work for, their team, and their work.

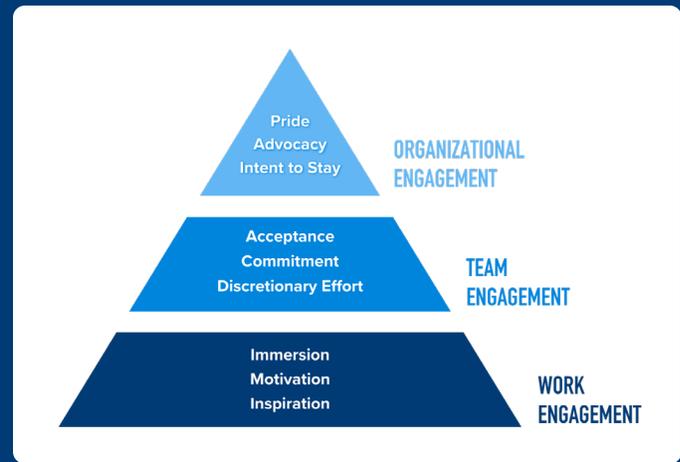
HOW DO WE MEASURE EMPLOYEE ENGAGEMENT?

Our employee engagement survey contains two types of items: **engagement outcomes** and **engagement impact**.

	ENGAGEMENT OUTCOMES	IMPACT QUESTIONS
PURPOSE	Assess the current health of your organization.	Assess which areas have the biggest impact on engagement.
PROVIDES	A robust measure of organization, team, and work management.	A specific look at where you should focus your efforts to improve.

ENGAGEMENT OUTCOME ITEMS

Engagement outcomes are at the core of how we measure employee engagement. They help reveal the current state of employee engagement within organizations. Outcomes are not actionable because they are targets that organizations should strive to maintain or enhance. Our e9 model of employee engagement focuses on three factors, each containing three engagement outcomes.



Work Engagement

Answers the question: How connected am I to my work?

These questions help you understand how employees feel about their individual, day-to-day tasks. They examine areas like motivation, inspiration, and immersion.

- **Immersion:** I find my work engaging.
- **Motivation:** My work motivates me.
- **Inspiration:** I am inspired by the work we do.

Team Engagement

Answers the question: How connected am I to my immediate coworkers?

Feeling like part of a team can be critical to engagement metrics. These questions are designed to evaluate to what extent they feel part of their immediate team.

- **Acceptance:** I feel accepted by my immediate coworkers.
- **Commitment:** My immediate coworkers are committed to this organization's overall goals.
- **Discretionary effort:** My immediate coworkers consistently go the extra mile to achieve great results.

Organizational Engagement

Answers the question: How connected am I to the organization as a whole?

Engagement with the company starts with alignment with its mission, goals, and actions. These questions are designed to measure advocacy and pride.

- **Pride:** I am proud to work here.
- **Advocacy:** I recommend this organization as a great place to work.
- **Intent to stay:** It would take a lot to get me to leave this organization.

When used together and in a meaningful way, these categories, outcome, and impact segments can provide a comprehensive and holistic view into the engagement levels of your organization.



ENGAGEMENT IMPACT ITEMS

Engagement impact items help us figure out what can be done to positively influence employee engagement. They provide us with what actions can maintain or enhance those outcomes.

Career Growth & Development

- I find my job interesting and challenging.
- I see professional growth and career development opportunities for myself here.
- This job is in alignment with my career goals.

Communication & Resources

- There is open communication throughout all levels of the organization.
- I have the information I need to do my job well.
- I have the materials and equipment I need to do my job.

Future Outlook

- I believe this organization will be successful in the future.
- I understand the company's plans for future success.
- I know how I fit into the organization's future plans.

Individual Needs

- I am paid fairly.
- My job gives me flexibility to meet the needs of both my work and personal life.
- If I contribute to the organization's success, I know I will be recognized.

Manager Effectiveness

- My immediate manager cares about me as a person.
- My immediate manager regularly gives me constructive feedback on my performance.
- My immediate manager cares about my development.

Team Dynamics

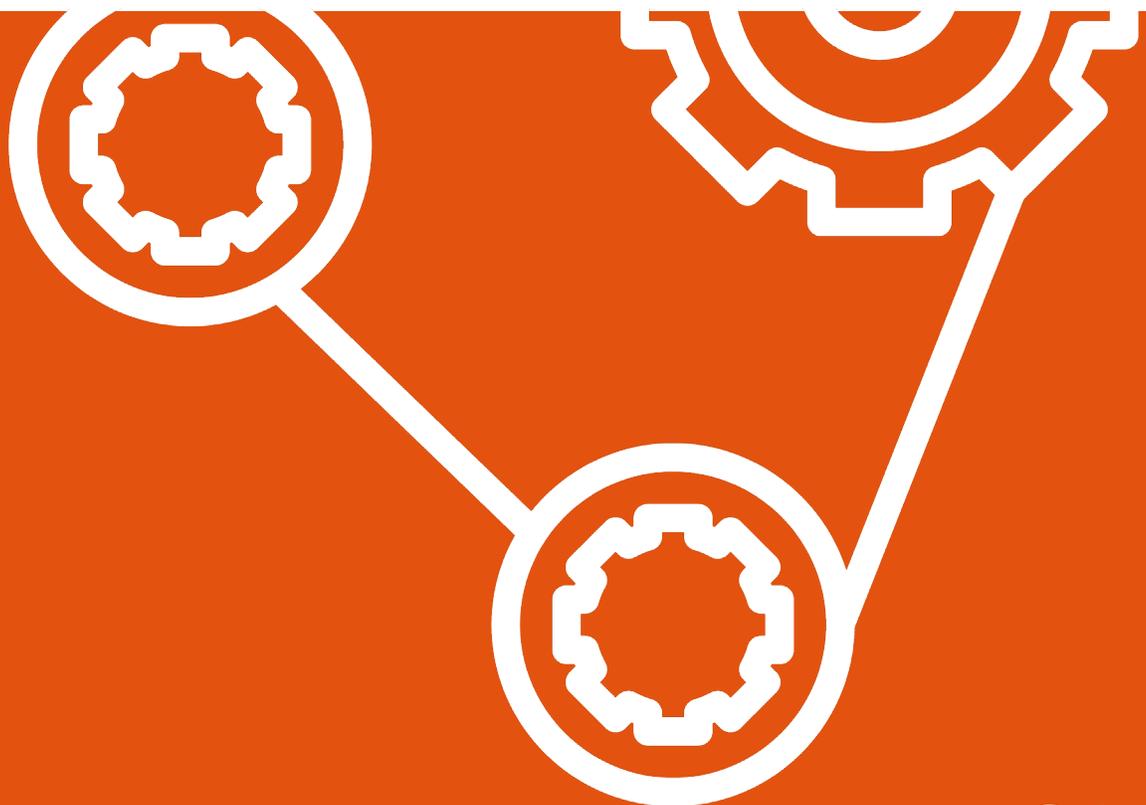
- Goals and accountabilities are clear to everyone on my team.
- My coworkers are committed to producing top quality work.
- Teams collaborate well with other teams.

Trust in Leadership

- The senior leaders of this organization demonstrate integrity.
- I trust our senior leaders to lead the organization to future success.
- The senior leaders of the organization value people as their most important resource.

Diversity and Inclusion

- I trust this organization to be fair to all employees.
- Senior leadership is prepared to effectively manage a diverse workforce.
- I am included in decisions that affect my work.
- I feel like I belong here.



Choosing Your Employee Engagement Survey Questions

There are two types of questions you should center your employee engagement survey around: scaled agreements and open-ended questions.

1. SCALED AGREEMENTS

Scaled agreements are statements intended to elicit a favorable, neutral, or unfavorable response using a sliding scale. These types of questions have many benefits. They are easy to respond to and can provide meaningful metrics as to the intensity of opinions on a topic. Not to mention, they are easy to track over time and segment by category to create meaningful averages.

The 6-Point Likert Scale

Quantum Workplace uses a 6-point agreement scale in our employee surveys and firmly believe this is the most effective scale for employee surveys. It eliminates the neutral option and encourages participants to choose one side or another. This data can help you determine which way your employees are leaning on a particular topic.

This job is in alignment with my career goals.

Strongly Disagree

Agree

Strongly Agree

2. OPEN-ENDED QUESTIONS

Your survey shouldn't include too many open ended questions. Try to stick to between 1-3 in order to have the most impact. Open ended questions allow employees to share meaningful context, meaning, and value to their feedback. Sticking with a small amount of these questions allows you to focus on the questions that will have the most impact without frustrating your participants.

At Quantum Workplace, we like to ask a series of Start/Stop/Continue questions. Not only are these concise and easy to answer, but they can provide actionable insight into what your employees love about your organization - and how to prioritize impact.

- What is one thing you would like your organization to START doing to make it a better place to work?
- What is one thing you would like your organization to STOP doing to make it a better place to work?
- What is one thing you would like your organization to CONTINUE doing that makes it a great place to work?

HOW LONG SHOULD MY ENGAGEMENT SURVEY BE?

The ideal survey length takes about 10 minutes to complete and includes 30-40 questions.



Deep Dive: Designing a Pulse Survey

While engagement surveys provide your organization with a meaningful baseline of engagement, pulse surveys can take your listening strategy to the next level.

PURPOSE	POPULATION	TIMING	# OF QUESTIONS
Designed to collect lightweight employee opinions at specific moments	Depends! Specific Group, Random Sample, Entire Company	Monthly - Quarterly	<10

WHAT IS A PULSE SURVEY?

Pulse surveys are fast, easy-to-implement surveys that are specifically designed to rapidly and efficiently collect employee opinions. Pulse surveys make it easy to listen to your employees at scale at regular intervals or whenever you need to understand how a change is affecting your employee base.

WHY SHOULD YOU USE A PULSE SURVEY?

Pulse surveys can collect more targeted opinions and feedback from employees at a more frequent cadence than your engagement survey. Like the name implies, these surveys enable you to know the ‘pulse’ of your organization. Pulse surveys enable you to:

1. Target a specific demographic or niche audience when you need to dig in on a specific topic or issue.
2. Be both proactive or reactive, depending on what’s happening at your organization.
3. Show employees that leadership cares about their needs and build trust.
4. Provide an easy way for management to listen to their teams.
5. Listen more carefully to critical areas identified in your engagement survey.
6. Reinforce accountability for engagement survey follow up.
7. Foster a culture that embraces continuous listening.

PULSE SURVEY TOPICS & QUESTIONS

There are any number of reasons why your organization might want to send a pulse survey. The true benefit of pulse surveys comes from their flexibility. You can send pulse surveys to specific segments, a specific team, or a random subset of employees.

The topic of your pulse survey is also extremely flexible. Here are some great examples:

1. Your engagement survey identified that employees want more flexibility. Your pulse survey can ask about what flexibility means to your employee base and how you might go about improving.
2. Your company just went through a round of large layoffs. You want to make sure you collect employee thoughts, questions, and concerns in order to address them.
3. A small group of employees attended a career growth training. You want to send a survey in order to identify the strengths and weaknesses of the training.

These are just a small sample of ways you can use pulse surveys to more effectively listen to your employees.

CHOOSING YOUR PULSE SURVEY QUESTION TYPES

The questions you ask in your pulse survey may be slightly different than those used in the engagement survey. That's because pulse surveys enable you to ask questions with more context and color.

For example, you may find yourself using questions types like:

Yes or No Questions

These questions allow you to collect targeted answers where a sliding scale is not necessary. For example, these can be knowledge-centric or be used when you have a good idea of your respondent's favorable options.

Multiple Choice Questions

These questions enable you to suggest a list of options for your survey respondent to select. These might be a good choice if you want to offer a predetermined list of solutions, factors, opinions, or choices to your respondents. Remember to offer an "other" option that enables the user to provide context if their choice is outside the list of options.

Rank Questions

These questions allow you to understand the preference order of your survey respondents. For example, you may want to ask which employee benefits are most preferred to your respondent in the order of their preference.

Deep Dive: Designing an Employee Lifecycle Survey

Lifecycle surveys are similar to pulse surveys but have one key difference. These surveys are designed to collect feedback from employees at specific career milestones such as after 30 days of employment and when an employee exits the organization.

PURPOSE	POPULATION	TIMING	# OF QUESTIONS
Designed to collect feedback during key employee milestones during their tenure	<ul style="list-style-type: none">• New Hires• Existing Employees• Exiting Employees	<ul style="list-style-type: none">• 30/60/90 days• 1, 3, 5, 10 years• Last Day	<10

WHAT IS A LIFECYCLE SURVEY?

A lifecycle survey is designed to measure employee opinions at a specific point in their tenure of lifecycle. The most common lifecycle surveys used are new hire surveys, stay surveys, and exit surveys.

WHY SHOULD YOU USE A LIFECYCLE SURVEY?

Lifecycle surveys are unique because they offer your organization the opportunity to listen to employees during very specific milestones. These surveys not only allow you to set baselines, but also identify trends over time. Lifecycle surveys allow you to collect feedback about your onboarding process or identify when a particular issue is causing a large amount of exits from your company.

WHAT KEY MOMENTS SHOULD YOU MEASURE?

Lifecycle surveys are designed to capture milestone feedback. That means, your organization will likely ask for feedback during specific employee moments. While your organization may have a unique structure, you can usually include lifecycle surveys for:

- New hire feedback on days 30, 60, and 90.
- Stay surveys after 1, 3, 5, and 10 years of tenure with your company.
- Exit surveys on the employee's last day for the employee leaving.
- Exit surveys on an employee's last day for teammates of that employee.

LIFECYCLE SURVEY TOPICS & QUESTIONS

The topics you include during your lifecycle survey may look different depending on the milestone.

NEW HIRE	STAY SURVEYS	EXIT SURVEYS
<ul style="list-style-type: none">• Understand manager effectiveness• Determine role fit• Evaluate team dynamics• Obtain clarity and expectations at hire	<ul style="list-style-type: none">• Ask about career growth• Understand employee job satisfaction• Evaluate likeliness to stay• Determine role fit	<ul style="list-style-type: none">• Collect improvement suggestions• Understand the reason for exit• Determine preventability• Collect last thoughts

Quantum Workplace offers best practice survey templates for new hires and exits. These templates are great starting points. They are designed to help you assess aspects of the employee experience that are important regardless of industry, job type, or other factors.

Sample Questions: New Hire Survey (1 week)

Understand the experience of your newest employees over the course of their onboarding.

- I understand what is expected of me
- I am able to do what is expected of me with my current skills and abilities
- I feel comfortable reaching out to my coworkers whenever I have questions
- The goals and objectives of my onboarding have been clear
- I have the materials and equipment I need to do my job
- I understand the benefits and policies offered to me by this organization
- I understand the organization's culture, mission, and values

Sample Questions: New Hire Survey (60 or 90 days)

Understand the experience of your newest employees by surveying at 60- or 90-days tenure so you can optimize their experience and create a foundation for an engaging experience.

- I enjoy doing my work
- I feel accepted by my immediate coworkers
- I know I can depend on the other members of my team
- Communication is effective among people who impact my ability to do my job
- I have the materials and equipment I need to do my job
- My immediate manager cares about my development
- My immediate manager cares about me as a person
- I receive timely feedback on my work
- The training I have received so far has been effective
- My job allows me to utilize my strengths
- I clearly understand how my performance is measured
- This organization's onboarding process is effective
- I feel valued as an employee at this organization
- My experiences so far have matched my expectations
- I recommend this organization as a great place to work
- What is one thing we should START doing to improve how we onboard new employees?

Sample Questions: Exit Survey

Understand what factors influence an employee's decision to leave and their experience prior to departing.

- Which of the following factors contributed to your decision to leave? (please check all that apply)
 - Lack of fair pay
 - Lack of career growth
 - Poor relationship with manager
 - Poor relationship with coworkers
 - Didn't like the role
 - Workload was too demanding
 - Felt unrecognized or underappreciated
 - Disagreed with company strategy
 - Moral or ethical conflict
 - Undesirable work environment
 - Conflict with management practices
 - Leaving the workforce
 - Other (leave a comment)
- I saw professional growth and career development opportunities for myself in this organization
- This job was in alignment with my career goals
- Please elaborate on why you decided to leave
- What do we need to improve in order to retain our top talent?
- My job allowed me to utilize my strengths
- I was paid fairly
- The benefits offered here met my and my family's needs
- My job gave me the flexibility to meet the needs of both my work and personal life
- My immediate manager cared about me as a person
- My immediate manager regularly gave me constructive feedback on my job performance
- Everyone here is treated fairly regardless of race, gender, age, ethnic background, disability, sexual orientation, or other differences.
- I felt accepted by my immediate coworkers
- I felt valued by leaders at this organization
- I recommend this organization as a great place to work
- Are you willing to be contacted by a member of the HR team for any follow-up questions?

Beyond the Survey: Analysis & Action

So, you've collected your survey data. Now what? Traditional survey reporting is not enough. You need intelligent analysis and insights to make sense of your data and drive impact where it's most critical to the business. Once you have your survey data collected in one place, you can start to analyze your survey results.

As we mentioned before, the different types of surveys we've covered offer unique value on their own. But when you can bring your data from various touchpoints TOGETHER, you'll be able to create a more powerful, more holistic, and more actionable roadmap for improving your workplace.

HOW TO ANALYZE AND ACT ON ENGAGEMENT AND PULSE RESULTS

Review your response rate

A good response rate is anywhere between 70-80% for large organizations (more than 500 employees) and 80-90% for smaller organizations (less than 500 employees). The best thing you can do to get a good response rate is to make it clear to your employees that feedback will drive real change. You'll need to communicate actions you plan to take and report on progress as you implement your plans.

Evaluate favorability

Favorability is used to describe responses that are "Agree" and "Strongly Agree." An overall favorability of 70% or higher is considered healthy. Use your favorability metrics to identify the largest areas for improvement.

Identify high impact items

Your high impact items will be a summary of the areas where you're doing really well and the areas which represent the largest opportunities for improvement. You can use these areas to determine where you can make the largest impact to your organization.

Choose your focus areas

If you've got a lot of work to do it can be difficult to choose where to focus. Our team recommends the 3-2-1 model. Find three key results within your data. These could be highs, lows, or key comments. As a team, discuss the two most significant opportunities for improvement. Then, decide on one action you're going to take for the benefit of your organization. One action may seem small, but it enables you to zero in and affect successful change.

Communicate progress

Regular communication is key to an effective employee listening strategy. You can't just listen to your employees. You have to make sure they know they're being heard. And that comes from communication. Use pulse surveys to evaluate your progress toward goals and give regular updates in meetings and town halls.

Tips for Leveling up Your Analysis

- Compare results to past surveys
- Use external benchmarks to understand where you stand compared to other organizations
- Examine group-level differences inside your organization
- Review open-ended comments to gather context

HOW TO ANALYZE AND ACT ON LIFECYCLE RESULTS

Understand perceptions

With new hire surveys, you should expect to see higher favorability on many topics compared to tenured employees thanks to the “honeymoon effect.” It’s helpful to zero in on those perceptions that are less favorable among new hires compared to more tenured employees and how those gaps might be addressed.

With exit surveys, keep a regular pulse on the reasons why employees are leaving. This will help you quickly identify and address barriers to retention.

Beyond understanding why employees leave, work to understand what’s happening in specific areas like manager effectiveness or career development. It’s common for exiting employees to be less favorable, but understanding the context behind these gaps can be incredibly helpful in creating a more engaging employee experience.

Look at trends over time

As more employees participate in your onboarding survey, your data will become more robust. Look at trends month-over-month or quarter-over-quarter to understand changes over time. You should also compare feedback from different points in tenure, such as comparing 30 day new hire feedback with 90 day new hire feedback.

It’s also helpful to look at your exit survey results month-over-month or quarter-over-quarter. Does voluntary turnover spike at certain points in the year? Have the reasons why employees leave changed? Consider how these trends might coincide with organizational changes, external factors, or seasonal factors unique to your business.

You should also compare trends year-over-year by month or quarter. This will help you see if turnover is consistently high in certain months or quarters, and if perceptions tend to be similar across time.

Compare groups

Understand where you need to take action by investigating group or demographic trends in your onboarding data. Take a look at differences across location and department to see where you may need to standardize or improve your onboarding programs. Understand nuances across key roles, particularly those that are hard to recruit, expensive to hire, or critical to the success of your business. Compare trends across gender, age, or other personal demographics to help inform your Diversity, Equity, and Inclusion efforts.

When it comes to your exit surveys, you should also consider exploring trends across top performers. Why are top performers leaving the organization? Does this differ from non-top performers? This can provide key insights into proactively retaining your best talent.



BRINGING YOUR DATA TOGETHER

Each type of survey you conduct provides unique insight and value. Pooling the data from all of your surveys can provide an even more in-depth understanding of your employees' perceptions and experiences.

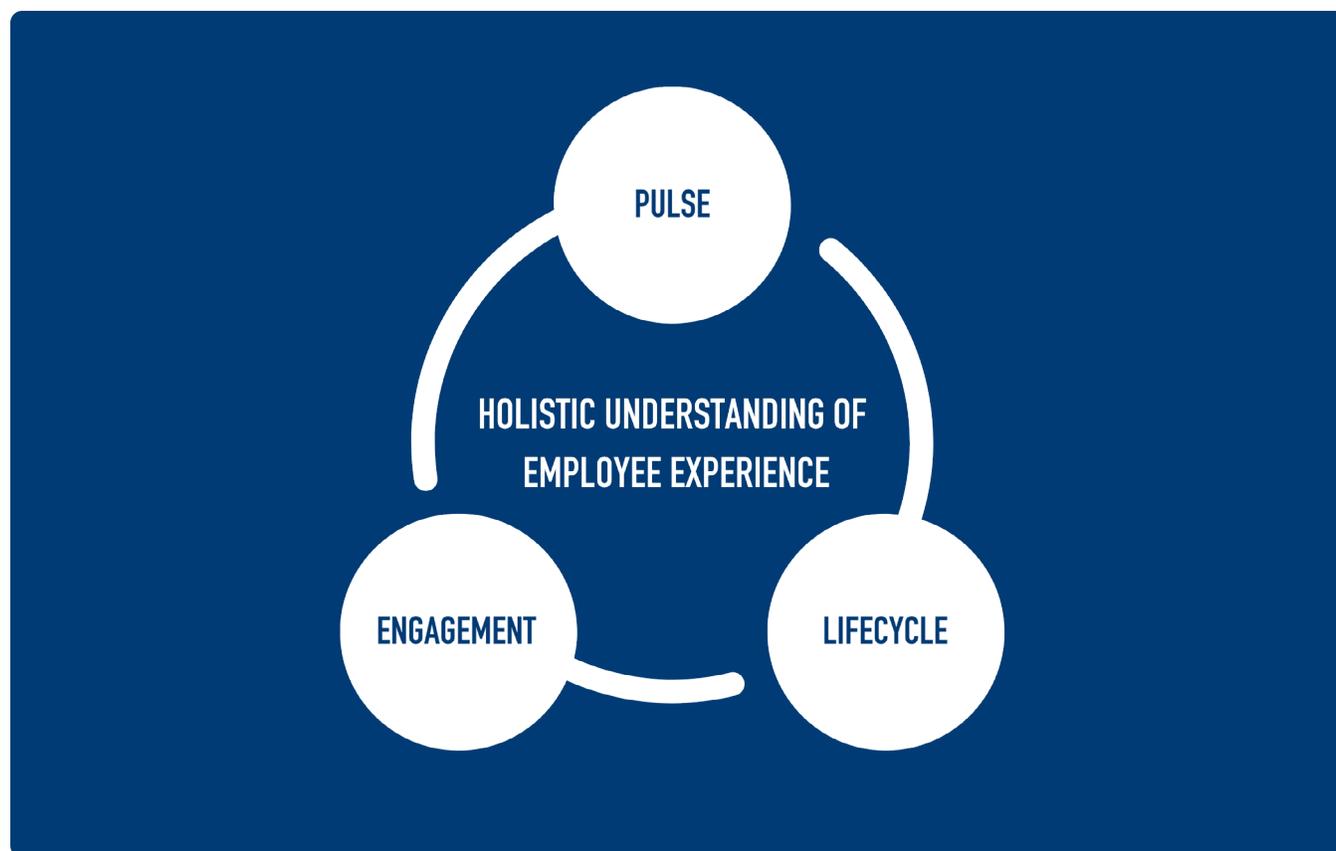
Let's say your exit survey results reveal that the biggest reason employees leave your organization is a lack of career development opportunities. You've also learned from your engagement survey that career growth and development is a key driver of employee engagement in your organization.

To drill down even further, you learn in your engagement survey that your top performers have less favorable views on career growth and development opportunities than your average performers. You know your top performers are at a higher risk for leaving if you don't do something about their career growth and development.

Maybe you're also learning that a top reason candidates join your organization is the promise of career development opportunities. But your new hire survey tells you that new hires feel their jobs aren't quite what they pictured—and they're unclear on what opportunities for growth look like.

In this example, data from your exit and engagement surveys make it clear that solving for career development is critical. This issue is showing up early in the employee experience, in recruiting and onboarding.

Solving for this problem won't be easy, but feedback from across the employee lifecycle makes it clear that this is a business problem worth tackling.





Choosing the Right Survey Partner

It can be tempting to go off on your own when developing your survey listening framework. And if you're at an early maturity level, doing something is always better than doing nothing.

The right survey partner can not only provide the survey framework you need to start building your listening program, but also provides you with the tools, data, analytics, reporting, and insights you need to impact what matters most to your employees.

When is a survey partner the right fit for you? There are several indicators that working with a survey partner is the right fit for your organization. Here are a few key indicators:

- You've outgrown free, inexpensive, or homegrown tools to collect employee feedback
- You've had trouble getting a true measure of employee engagement
- You feel like you aren't taking the right action at the right time—it's hard to move the needle
- You've wasted valuable time and money on the wrong approach
- Thinking about building a survey strategy from scratch makes your head hurt
- You're collecting data but aren't sure what to do with it
- You've struggled to communicate the value of surveys to leadership
- You spent way too much time in spreadsheets trying to build ultimately clunky reports

You don't have to do it alone. There's a right way to survey your employees—and your survey technology plays a huge role in your success. With the right mindset, the right approach, and the right surveys and tools you can affect meaningful change at your organization.

You need a scientific approach to survey design that helps you ask, understand, and act on the right things. That starts with selecting the right survey partner.

Quantum Workplace is the Most Trusted Survey Partner

Our employee success platform is built to help you maximize your employee listening efforts. We help you uncover the true meaning behind your employee voice so you can impact what matters most.

You get a research-backed survey.

Take the trial and error of the figuring out the “right” survey questions off of your plate. Our research-backed survey templates help you measure the right things so you can capture meaningful, actionable data.

You get a validated engagement model.

Our scientifically-validated e9 model of employee engagement has been developed out of 20 years of employee engagement research and best practices. We examine and update the model regularly as the workplace evolves.

You get unparalleled industry benchmarks.

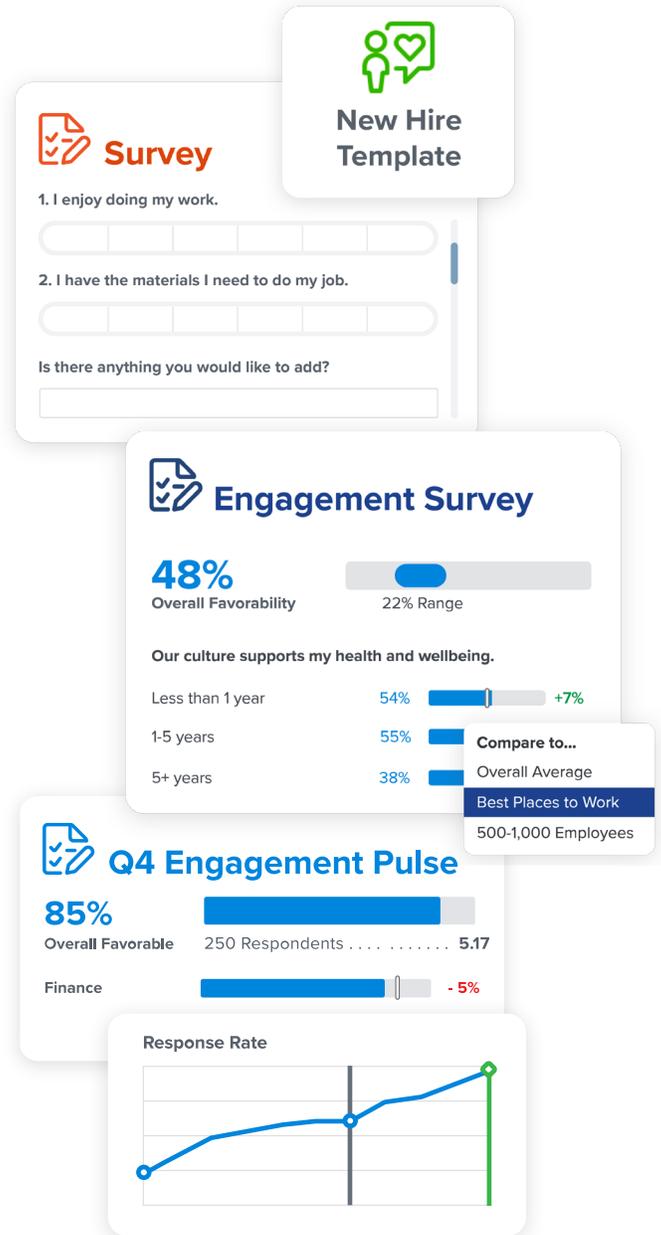
Knowing where you stand is invaluable information when competing for top talent. With Quantum Workplace, you get access to benchmarks from the largest employee engagement database in North America. You can compare yourself against Best Places to Work companies and numerous industry, regional, and company size benchmarks.

You get high-impact analysis and reporting.

We are much more than a survey tool. We offer robust people analytics tools that make it easy to analyze and act on your employee feedback. Simplified reporting, canned dashboards, and smart insights make it easy to see what is having the biggest impact on employee success at any given time, helping you focus your efforts.

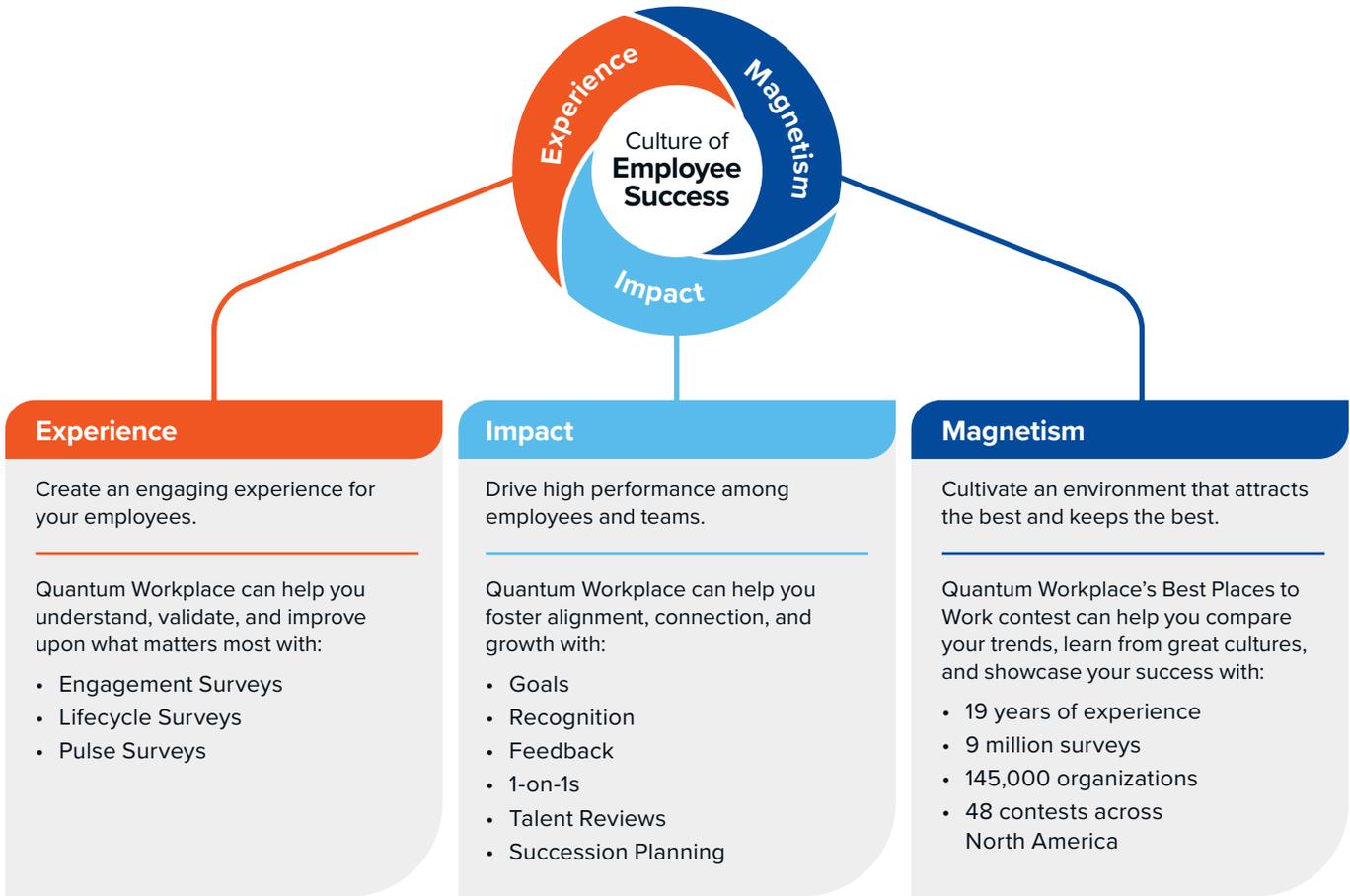
You get tools that managers and employees love.

Everyone owns employee success. Our tools help drive action at every level of the organization. We empower leaders, HR, managers, and employees alike to play their part in improving the employee experience. We build for your workflow—not ours—prioritizing smart insights, easy conversations, and meaningful action.



Build your culture of employee success.

Quantum Workplace helps organizations make work better every day by building a culture of employee success. Our employee success platform empowers organizations to understand and improve employee experience, inspire employee impact, and create a magnetic culture that attracts and retains top talent.



Trusted by 10,000+ Best Places to Work



Learn how Quantum Workplace can help you build a culture of employee success.

[Get a Demo](#)