



Resource Guide

Employee Engagement & Feedback



What is Employee Engagement?

According to [Getting Engaged: The New Workplace Loyalty](#), truly engaged employees are attracted to, and inspired by their work, committed, and fascinated. There are many management studies and consultant reports linking highly engaged employees with key performance metrics, such as increased customer satisfaction and revenues. Measuring employee engagement helps a company understand their existing strengths and weaknesses.

Assessing Employee Engagement

It is good to conduct regular, anonymous surveys of your employees to assure they are satisfied with their work and the workplace, and more importantly, feel engaged in the organization's success. Employee engagement is a concept that is generally viewed as managing discretionary effort; that is, when employees have choices, they will act in a way that furthers their organization's interests. An engaged employee is a person who is fully involved and enthusiastic about their work.

Conducting employee surveys at least annually is the best way to help you benchmark progress and target areas related to employee engagement that need improvement. There are other key indicators about employees that can help a company understand engagement such as employee retention and absenteeism.

What is Employee Feedback?

Employee feedback is essential to improving your workers' productivity and engagement. It is a never-ending process between employer and employee, in which there is discussion regarding performance expectations and the performance exhibited by the employee. Feedback should either encourage employees to continue good performance or be used to rectify poor performance. It is important that feedback is always rooted in your company's standards and mission, leaving no ambiguity between what is expected and what your employees demonstrate.

How to Survey Employees

Create Your Own Survey: Companies can take advantage of these free or low-cost tools. However, there is no way to benchmark your findings against similar industries or companies. Creating good survey questions often requires the assistance of a professional researcher.

Work with a Survey Company: The advantage of using a large survey company is that you get a full-scale solution. Many maintain comprehensive databases linking employee engagement to relevant business outcomes like retention, productivity, profitability, customer engagement, and safety. They also collect information on key work force demographics, including length of service, function, level, status, for-profit/non-profit, exempt/non-exempt, and union/non-union.

Engage a Professional Services Firm: Many HR firms do employee engagement consulting using their own instruments and various cost levels. Generally, services are targeted to companies with at least 100 employees, and often more.

Tips to Create a Culture of Giving Employee Feedback

By providing employee feedback, companies lower their turnover rates and increase their employees' engagement. [Building a Feedback-Rich Culture](#) outlines the following suggestions for creating a feedback culture:

Safety and Trust: It is paramount that employers take a genuine interest in their employees. Asking an employee about their weekend, their family, or their wellbeing can be the first steps in creating such a relationship. Be comfortable in talking about emotions, as this will give employees a larger sense of safety regarding feedback.

Balance: Remember, not all feedback has to be negative. A study at Ghent University shows that a ratio of positive to negative feedback should be 5:1. Don't save positive feedback for large accomplishments either, even the smallest of accomplishments are worthy of being praised. The more positive feedback an employee receives, the more self-development an employee may experience.

Normalcy: Employee feedback need not only come during monthly, quarterly, or annual performance reviews, instead it must be normalized into the everyday culture of the firm. Feedback should take place anywhere, not just inside an office or conference room.

Personal accountability: Be transparent in your company's commitment to improving the manner in which feedback is both given and received. Company leadership should explicitly ask employees for their feedback. How is one to lead if not by example?

Resources

- The Society of Human Resource Management provides a list of employee survey companies that can be found [here](#)
- Indiana University's article on [Giving Performance Feedback](#) offers suggestions for constructive criticism
- [Building a Feedback-Rich Culture](#) by Ed Batista in the Harvard Business Review
- Huffington Post explores [10 Reasons Why Employee Engagement Matters](#)
- [Officevibe](#) provides an online platform that integrates providing feedback and measuring engagement into your company

Associated Resource Guides

- Mentoring Programs & Internal Promotion
- Living Wage & Wage Equity
- Supplementary Benefits
- Employee Handbooks

