

DO YOU HEAR WHAT I'M SAYING?

Using **YOUR EMPLOYEE SURVEY RESULTS** to build engagement

The way you report your organisation's **EMPLOYEE ENGAGEMENT SURVEY RESULTS** is as important as the survey itself. A new **ENGAGE FOR SUCCESS** publication highlights the risk of stifling the **EMPLOYEE VOICE** through the practice of **POSITIVE REPORTING** – and offers Tools for Success based on best practice.



LOSING YOUR VOICE

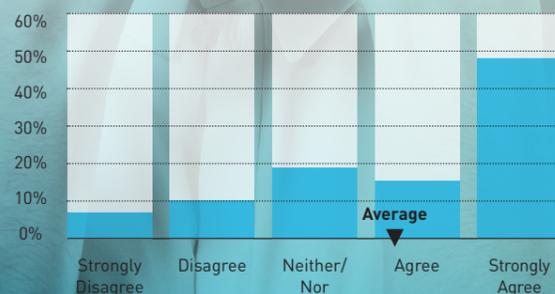
When you present '**PERCENT POSITIVE**' survey results (by merging the percentage who agree to a question and the percentage who strongly agree) it can make survey **RESULTS LOOK BETTER** than they really are. This masks the less positive responses and denies employees of their voice. It also means you lose an important opportunity to **ENGAGE PEOPLE** through taking positive action on areas that need improvement.

EXAMPLE: HOW **PERCENT POSITIVE** REPORTING STIFLES EMPLOYEE VOICE

"I answered Strongly Disagree last year. We've really made progress and I answered Neither/Nor this year. Percent Positive scoring does not pick this up at all – our progress does not register (both years my response is just counted under 'not a positive response')."

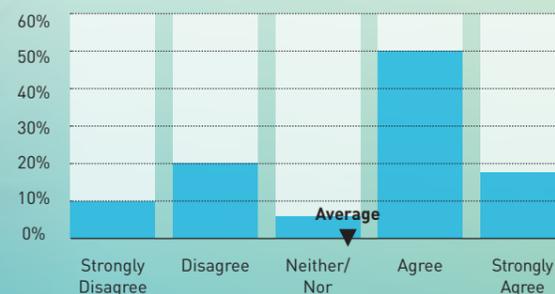
TEAM A - **PERCENT POSITIVE 65%**

Average 3.9 equivalent to **73%** | Typical = Strongly Agree (median)



TEAM B - **PERCENT POSITIVE 65%**

Average 3.4 equivalent to **60%** | Typical = Agree (median)



Misleading results: these graphs show how Percent Positive reporting can make two different engagement scores look the same.



KNOWING THE SCORE

When you report the '**AVERAGE**' (mean) score for each question it ensures that all responses are considered. This means every **EMPLOYEE'S VOICE** is heard. It also makes it much easier to check for statistical significance of differences – opening up opportunities to take action that will **DRIVE IMPROVEMENT** and build engagement.

THE **FOUR KEY ENABLERS** OF EMPLOYEE ENGAGEMENT

EMPLOYEE VOICE means people throughout an organisation can be involved, listened to, and invited to contribute their experience, expertise and ideas. It is one of the **FOUR KEY ENABLERS** of engagement identified by Engage for Success <http://engageforsuccess.org/the-four-enablers>.



STRATEGIC NARRATIVE



ENGAGING MANAGERS



EMPLOYEE VOICE



INTEGRITY



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TOOLS FOR SUCCESS

The **ENGAGE FOR SUCCESS REPORT Employee Engagement in the not-for-profit sector – Engaging the Engaged?** is based on research from 2014 that was tested for the next **THREE YEARS**. One point it highlights is that employee engagement scores in this sector often appear artificially high. This can be because employees reflect on their engagement with '**THE CAUSE**' rather than their engagement with the organisation.

The research shows:

- Engagement scores in the not-for-profit sector were most often in the **80-90%** range
- Yet **65% OF RESPONDENTS** believed their survey overstates engagement levels
- **ONLY 25%** believe their engagement score presents an accurate picture
- **ONLY 35%** said their organisation enabled strong employee voice.

Separate research also found:

- The '**FEELGOOD**' factor of working for a cause you support is worth the equivalent of **£22,000** in salary

The report - published in March 2017 - shows how organisations are tackling these issues. **CONTRIBUTORS INCLUDE** the British Red Cross, WaterAid, VSO, Cancer Research UK, Jewish Care, the CIPD and CAFOD.

It also offers practical **TOOLS FOR SUCCESS** to help organisations in any sector get a more accurate picture of their employee engagement levels – and learn **HOW BEST** to act on them.

Full report available **FREE** of charge at <http://engageforsuccess.org/nfptoolkit>
Infographic download available at <http://engageforsuccess.org/nfpvoice>