



B Resource Guide: Employee Engagement and Metrics

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I. Why Assess Employee Engagement?

If you have over 30 employees, it is good idea to conduct regular, anonymous surveys of your employees, to assure that they are satisfied with their work and the workplace and, more importantly, feel engaged in the enterprise'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 in, and enthusiastic about, his or her work.

In his book, *Getting Engaged: The New Workplace Loyalty*, author Tim Rutledge explains that truly engaged employees are attracted to, and inspired by, their work ("I want to do this"), committed ("I am dedicated to the success of what I am doing"), and fascinated ("I love what I am doing").¹ And there are many management studies and consultant reports linking highly engaged employees with key performance metrics, such as increased employee retention, increased customer satisfaction, and increased revenues.²

Conducting employee surveys at least annually is the best way to help you benchmark progress and target areas in employee engagement needing improvement. We also recommend that companies regularly collect and review other standard data about employees. Other key employee metrics include retention, absenteeism, and diversity.

II. How to Survey Employees

There are generally 3 ways to go about surveying employees:

- 1- **Create Your Own Survey**, using survey monkey or another online source
The advantage of this is that it is very low cost. The disadvantages are that there is no guaranteed anonymity, no way to benchmark your findings with that of like companies or industries, and that unless you have a professional surveyor on staff, you'll likely encounter some difficulties in formulating questions in the best way to make use of the answers.



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- 2- **Engage a Large, Professional Survey Company**, such as Gallup Q12 Consulting³ or Scarlett Surveys.⁴

The advantage of using a large professional firm is that you get a full scale solution. For example, Gallup Consulting maintains one of the world's most 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, and can benchmark your organization's employee engagement levels against data collected in 45 languages from over 5.16 million employees in 15 major industries in over 124 countries.

Interestingly, after hundreds of focus groups and thousands of interviews with employees in a variety of industries, Gallup came up with the Q12, a 12-question survey that identifies strong feelings of employee engagement. Results from the survey show a strong correlation between high scores and superior job performance. Those 12 questions are in the box below.⁵

The 12 Elements of Great Managing

To identify the elements of worker engagement, Gallup conducted many thousands of interviews in all kinds of organizations, at all levels, in most industries, and in many countries. These 12 statements – the Gallup Q12 – emerged from Gallup's pioneering research as those that best predict employee and workgroup performance.

1. I know what is expected of me at work.
2. I have the materials and equipment I need to do my job right.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor, or someone at work, seems to care about me as a person.
6. There is someone at work who encourages my development.
7. At work, my opinions seem to count.
8. The mission or purpose of my company makes me feel my job is important.
9. My associates or fellow employees are committed to doing quality work.
10. I have a best friend at work.
11. In the last six months, someone at work has talked to me about my progress.
12. This last year, I have had opportunities at work to learn and grow.

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The disadvantage of working with a full service solution is cost. And if you have less than 250 employees, the full set of services they offer may not be relevant to your company. It is important to note that borrowing survey questions from other sources and using them as the basis of your own customized survey is copyright infringement.

- 3- **Engage a Small to Medium Sized Professional Services HR boutique Firm**, such as Quantum ⁷, LRA, ⁸ Valtera, ⁹ or eePulse Employee Engagement. ¹⁰ These firms are ones we found in a Google search for “employee engagement.” They are likely representative of the plethora of firms that do employee engagement consulting using their own instruments and at various cost levels. Generally, their services are targeted to companies with at least 100 employees, and often more. The firm eePulse Employee Engagement, for example, publishes a price list which starts at \$14,000 and its service at that level is recommended for companies with up to 250 employees.

III. A Special Offer for B Corporations

Given that most of these options are not satisfactory for most B Corporations, which tend to have under 100 employees, we’ve added a fourth option for B Corporations:

Engage founding B Corp Workplace Dynamics to perform your annual employee engagement and metrics survey.

Workplace Dynamics (<http://www.workplacedynamics.com>) specializes in delivering business intelligence to better recruit, engage, and retain employees. Workplace Dynamics works with FTSE100 companies, Fortune 500 companies, partnerships, multi-nationals, private equity as well as smaller private companies.

Doug Claffey, CEO, has agreed to create a special package just for B Corps - \$1000 for one online survey with benchmarked results for any B Corp with 100 employees or less. This would cover both general employee metrics and employee engagement measures. He would also be interested in customizing a package for any B Corp that has more than 100 employees. For more information, email Doug at doug.claffey@workplacedynamics.com.

¹ http://en.wikipedia.org/wiki/Employee_engagement

² See, for example, the executive summary of Accenture’s High Performance Workforce Report, at <http://www.accenture.com/NR/ronlyres/F842BBE6-E136-4D43-8519-m4A80731C7AB4/0/AccentureHighPerformanceWorkforceexecsummary2006.pdf> and Scarlett Survey’s Why Measure Engagement? Value Proposition white paper at <http://www.scarlettsurveys.com/surveys.cfm?subID=66>



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³ <http://www.gallup.com/consulting/52/Employee-Engagement.aspx>

⁴ <http://scarlettsurveys.com/>

⁵ The Q¹² items are protected by copyright of Gallup, Inc., 1993-1998. All rights reserved.

⁷ <http://www.qmrinc.com/Home/index.html?gclid=CIK88fvP2pECFO18GgodZyxleA>

⁸ http://www.lraworldwide.com/solutions_research_employee.html

⁹ <http://www.valtera.com/solutions/engagement.asp>

¹⁰ http://www.eepulse.com/2005_employee_engagement.html and for price list, see http://www.eepulse.com/wakeup/documents/pdfs/EE_Engagement_Summary_page2.pdf