Appendix B

Great Employee Survey Questions

You’re probably well aware of the potential power of an employee survey, but maybe you’ve discovered that writing good survey questions is harder than it seems. That’s why I’m offering this survey item resource, with tons of examples of good questions to help you get started.

Before you jump right to the list of sample survey items, you may want to check out my overview of the most important design principles when constructing a survey.

Survey Design Principles 101

With the hundreds of examples in this chapter, you can see that you’ll have some hard choices to make when it comes time to deciding what goes in or what comes out of your survey. You can always later refine how you look at the data you have, but you cannot put in data you failed to collect. If you leave out the important data, you’ll lose your chance to gain important insights. The best analysts put in their best work before they collect data by a) coming up with solid research designs...
rooted in a deep appreciation of the problems to be solved and b) by using the best available methods of behavioral science. Spend time up front to build a quality survey, because what you put on the survey is the most important component of your analysis; in the end, what you decide to ask will shape what you learn.

**Show constraint when it comes to numbers**

Though I have designed surveys containing a range from 1 to 100 statements with equally successful response rates, I suggest that, most of the time, 50 questions is about the right number for a one-time-per-year key driver analysis survey and 10–20 questions is about right for a more regular key performance indicator survey.

**Make it easy for the person taking the survey**

When choosing the title and order of the sections, consider what will make the most sense to your respondents.

A simple employee experience survey structure that I have found people readily understand looks like this:

» About You
» About the Job
» About the Opportunity and Rewards
» About the People
» About the Company

I’ll organize the sample items I share below within this structure.

**Use a consistent agreement scale**

I recommend using a Likert agreement scale (see Chapter 12) as part of your survey toolset. For each statement, respondents indicate how much they agree by choosing a value from a scale like this:

» Strongly Agree
» Agree
Neither Agree nor Disagree
Disagree
Strongly Disagree

Ask questions in the first person

The best way to structure a survey item is to phrase it such that it directly applies to the survey respondent in the first person; if desired, it can then be generalized to describe sentiment by segment or more broadly in the company. This is a more reliable, valid, and useful survey technique than attempting to obtain sentiment regarding a broad generalization without any provided specifics.

Some statements appear in more than one category because they can be related to multiple topics. If you include multiple categories containing the same statement in your own survey, you don’t need to duplicate the statements.

About You

Replace <Company> with your company’s name.

Where company and individual meet

Use the following statements when you’re interested in employees’ perception of the overall experience of working for your company:

I recommend <Company> as a great place to work.
I am proud to tell others I work for <Company>.
I fit in well in <Company> employee culture.
I feel like I belong at <Company>.
I am inspired by the people I work with at <Company>.
I find personal meaning in the work I do at <Company>.
I can recall a moment in the past three months when I felt genuine happiness at work.
I have no desire to leave <Company> right now.
» If I have my own way, I will be working for <Company> one year from now.
» I would be thrilled to be working at <Company> years from now.

**Activation**

The statements in this section pertain to the theory that individual success requires, at minimum, four conditions:

» Agreement on the goals
» Capability to perform the goals
» Motivation to perform the goals
» Support to perform the goals

The absence of any of these four conditions results in something less than great performance. Below are eight statements intended to be used together in a brief survey to evaluate if the four minimum necessary conditions are likely present together or not present together.

After the Likert agreement scale statements of this survey, consider offering a free-form field where employees can expand on what they think would help them to be more effective. For each statement where a person responds with Disagree or Strongly Disagree, consider prompting the respondent to explain why.

**Agreement on the goals**

» There is a clear objective around which myself and the people I work with rally.
» I have a clear understanding of the difference between an average contribution and a great contribution for my role.

**Capability to perform the goals**

» My primary work group has all the capabilities it needs right now to achieve top performance as a team.
» I have the capabilities I need right now to achieve top performance in my current role right now.
Motivation to perform the goals

» The people I work with are willing to help, even if it means doing something outside of their usual activities.
» I am motivated to do more than minimum expectations.

Support to perform the goals

» I have the cooperation and support from others at <Company> I need to be successful.
» I have the resources and tools I need to be successful.

Notice that the items in each category are intentionally similar, but the focus of the first is on the team and the focus of the second is on the individual. Each survey item is framed in a particular way, which is subject to a particular bias. Asking the question in more than one way is intended to provide balance to minimize the impact of any one bias. Asking about the same concept in more than one way creates a better performing index. The overall index will be more reliable than the response to a single item.

Engagement

Engagement is a multidimensional concept composed of an index of questions that describe the extent to which employees are attached to the organization and motivated to apply themselves in their work. Engaged employees come to work actively interested in what the organization is trying to achieve (belonging); are highly committed to the organization (attachment); and are motivated to “go that extra mile” to help the organization succeed (motivation).

The most important element of engagement is the willingness on the part of the employee to apply discretionary effort — the difference between the level of effort an employee puts into a task and the minimum level required to complete the task. You want employees who are committed to stay and who are enthusiastic about staying.

Engagement option A

BELONGING

» I am proud to tell others that I am part of <Company>.
» <Company> has a great deal of personal meaning for me.
COMMITMENT

» I do not intend to change to another <Company> at this time.
» I would be happy to spend the rest of my career with <Company>.

MOTIVATION

» I am willing to give extra effort to help <Company> meet its goals.
» I feel motivated to go beyond my formal job responsibilities to get the job done.

Engagement option B

EMOTIONAL ENGAGEMENT

» I am enthusiastic in my job.
» I feel energetic at my job.
» I am interested in my job.
» I am proud of my job.
» I feel positive about my job.
» I am excited about my job.

COGNITIVE ENGAGEMENT

» At work, my mind is focused on my job.
» I pay a lot of attention to my job.
» I focus a great deal of attention on my job.
» I am absorbed by my job.
» I concentrate on my job.
» I devote a lot of attention to my job.
PHYSICAL ENGAGEMENT

» I work with intensity on my job.
» I exert my full effort to my job.
» I devote a lot of energy to my job.
» I try my hardest to perform well on my job.
» I strive as hard as I can to complete my job.
» I exert a lot of energy on my job.

Engagement option C

COMPANY ENGAGEMENT

» Being a member of <Company> is captivating.
» I am excited to get involved with what is happening at <Company>.
» Being a member of <Company> make me “come alive.”
» Being a member of <Company> is exhilarating.
» I am highly engaged in <Company>.

JOB ENGAGEMENT

» I really “throw myself into” my job.
» Sometimes I am so absorbed in my job that I lose track of time.
» This job is all-consuming — I am totally into it.
» I am highly engaged in this job.

About the Job

When people talk about how they want to create a great place to work, engage employees, and change the company for the better, they often forget the obvious: The job is an important part of the employee experience. Understanding how employees perceive their work can help you identify categories of work that should be redesigned, provide information about the success of your recruiting efforts
when it comes to putting the right person in the right job, and identify when to begin targeting employees for promotions or transfers.

Role clarity and alignment

Having a clear understanding of goals and priorities is critical to the performance of companies and individuals. The intent of the statements in this section is to measure how well the company has communicated its priorities and whether the employees see a connection between their work and the big picture:

» I am clear about my priorities at work.
» I am clear about my teams’ objectives.
» I am clear about the part I can play in helping <Company> achieve its goals.
» I believe my team’s objectives are clearly understood by other members of the team.
» I believe my team’s objectives can actually be achieved.
» I believe my team’s objectives are realistic and can be attained.
» I believe my teams objectives are useful and appropriate.
» I believe my teams’ objectives are worthwhile to the organization.
» I believe my teams’ objectives are worthwhile to the wider society.
» I believe other members of my team agree with team objectives.
» I have a clear understanding of the difference between an average contribution and a great contribution for my role.
» I have a clear understanding of the priorities for my work this quarter.
» I have a clear understanding of the priorities of <Company> this quarter.
» I have a clear understanding of the priorities of my division this quarter.
» I have a clear understanding of the priorities of my manager and teammates this quarter.
» I have a clear understanding of what others will expect of me in this job over the next quarter.
» I have the opportunity to do what I do best in my work at <Company>.
» I have clear goals and objectives for my job.
» I know exactly what is expected of me.
» I know what I need to do to be successful in my role.
I know what most people around me do.
I know what my responsibilities are.
I receive useful feedback on the quality of work I have done.
I regularly receive feedback on ways I can improve my work performance.
I understand clearly how I can contribute to the general goals of the company.
I understand how my work contributes to a broader division or <Company> objective.
My objectives are challenging but achievable.
My objectives are measurable.
My objectives are motivating to me at this time in my career.
My objectives are specific.
My objectives make an important contribution to <Company>.
My objectives make an important contribution to the objectives of the broader team.
The team that I work on has a clear criterion that members try to meet in order to achieve excellence as a team.
There is a clear objective around which myself and the people I work with rally.

Challenge

Gauging the perception that jobs and/or tasks are challenging, complex, and interesting – yet at the same time not overly taxing or unduly overwhelming — can be a good measure of job satisfaction.

I am absorbed by my job.
I am excited about my job.
I am motivated to do more than expected to help those I work with succeed.
I exert my full effort to my job.
I feel challenged by the work I am currently doing.
I feel energetic at my job.
I feel motivated to go beyond my formal job responsibilities to get the job done.
I find personal meaning in the work I do at <Company>.
I have the opportunity to do what I do best in my work at <Company>.
» I strive as hard as I can to complete my job.
» I think my workload is reasonable for my role.
» I try my hardest to perform well on my job.
» I usually do not need to put in long hours to complete my work.
» I would be thrilled to be working in the same job 12 months from now.
» My current job makes full use of my talents.
» My objectives are challenging but achievable.
» My objectives are motivating to me at this time in my career.
» Sometimes I am so absorbed in my job that I lose track of time.
» The values and objectives of <Company> are consistent with my personal values and objectives.
» The work I am asked to do makes full use of my knowledge, skills, abilities, and experiences.
» This job is all-consuming — I am totally into it.
» I have the capabilities I need to achieve top performance in my current role right now.

**Autonomy, flexibility, and risk taking**

The following statements gauge the perception that employees have autonomy and freedom in performing their jobs and that the organization is willing to take risks and deal with uncertainty and ambiguity associated with creative endeavors.

» I am able to control my own work.
» I am able to define my own work projects.
» I am able to make changes to my work even when results are uncertain.
» I am able to make decisions on my own to a fairly large extent.
» I am able to make my own choices about my daily work.
» I am able to move forward even in the face of uncertainty.
» I am able to prioritize my own work to a fairly large extent.
» I am able to propose new and better ways of doing things.
» I am able to put forward new or untested ideas to the people I work with.
I am able to take bold action even if the outcome is unclear.
I am allowed to participate sufficiently in significant decisions that affect my work.
I am delegated work and authority appropriate to my expertise.
I am empowered to solve problems on my own.
I am encouraged to apply new work methods to meet new conditions.
I am encouraged to be innovative in my work.
I am free to take risks without fear of mistakes being held against me.
I am invited to participate in significant decisions that affect my work.
I am often able to venture into unknown fields or areas.
I feel safe taking risks at work.
I have the freedom to decide how I am going to carry out my projects.
I have the right amount of autonomy to be successful.
I know where to find information to do my job well.
I receive all the information I need to carry out my work.
I am satisfied with how decisions are made that relate to my work.
I find personal meaning in the work I do at <Company>.

Support and resources

The following statements gauge the perception that the organization has, and is willing to use, resources to facilitate, encourage and eventually implement creative ideas.

I can get the information I need to do my job.
I have access to all the learning and development resources I need to do great work in my current job.
I have adequate information technology support for the work I do.
I have the cooperation I need to be successful.
I have the equipment I need to do my job effectively.
I receive the support I need from the people I work with to do my work effectively.
» My primary work group has all the capabilities it needs right now to achieve top performance as a team.

» The learning and development opportunities available to me are relevant and high-quality.

» The people I work with here are willing to change timelines to think about new ideas.

» The people I work with here co-operate in order to help develop and apply new ideas.

» The people I work with here provide and share resources to help in the application of new ideas.

» The people I work with here provide practical support for new ideas and their application.

» The people I work with here take the time needed to develop new ideas.

» The people I work with here take time to test new ideas.

About the Opportunity and Rewards

I suspect the topics here will be of great interest to your employees.

Compensation and benefits

The statements in this section pertain to perceptions of pay and benefits, which is an important part of the “what’s in it for me?” for employees. One thing all employees have in common is that they wouldn’t be working here if they weren’t being paid for their efforts. Though you should never expect people to respond as favorably to compensation items as they do to most other items on the survey, you can learn a lot from the pattern among segments of your population and from the relationship between these items and other items:

» I can tell that leadership wants to get and keep the most talented people because of the level of pay and benefits that <Company> offers.

» I have a clear understanding of my pay-and-benefits package.

» I know how pay is determined at <Company>.

» I understand how my job performance is evaluated.
My current pay-and-benefits package is adequate to meet my (and my family's) needs.

My total compensation package is as good as or better than what I could get at most other companies.

My total compensation package is as good as or better than what people doing similar work at <Company> get.

The benefits and perks at <Company> communicate that company leaders truly care about employees.

**Career opportunity**

The statements in this section pertain to the perception of long-term opportunities for work enrichment and promotion, which for many employees is a much bigger part of the “what’s in it for me?” pie than their current pay and benefits. The more you invest in employees' futures, the more they invest in your future. These statements can be an early-alert system to any major problems that, left unaddressed, will lead to employees leaving for greener pastures:

Career advancement opportunities at <Company> go to those who are the most qualified.

I have a clear understanding of the long-term career opportunities available to people like me at <Company>.

I know how promotion opportunities are determined at <Company>.

I would like to pursue career advancement at <Company>.

My company believes that people can always greatly change their talents and abilities.

My current job satisfies me for the foreseeable future.

My long-term career opportunity at <Company> is as good as or better than what I could get at most other companies.

Overall, I think that I can meet my career goals at <Company>.

Someone has regular conversations with me about my learning, development, and career aspirations.

The effort <Company> puts into job rotation and career advancement opportunities communicate that company leaders want to attract and keep the most talented and motivated people.
There are an adequate number of career development and advancement opportunities at <Company>.

When there are career opportunities at <Company>, I am made aware of them.

**Fairness**

These statements look at the perception that opportunity and rewards are tied to performance.

- I am confident that I will receive job opportunities at <Company> appropriate to the knowledge, skills, and abilities I have to offer.
- I am confident that I will receive rewards appropriate to the effort I put in to do my work.
- I believe my job performance is evaluated accurately and fairly.
- I believe that career advancement opportunities at <Company> go to those who are the most qualified.
- I believe that good work is recognized and rewarded at <Company>.
- I believe that my total compensation is fair, relative to similar roles at <Company>.
- I can tell that leadership wants to get and keep the most talented people because of the level of pay and benefits that <Company> offers.
- I have a clear understanding of the long-term career opportunities available to people like me at <Company>.
- I have the same opportunity as anyone else at <Company> to get special recognition.
- I know how promotion opportunities are determined at <Company>.
- I receive recognition for the good I do.
- I regularly receive feedback on ways I can improve my work performance.
- I understand how my job performance is evaluated.
- In general, there is an adequate system for career development at <Company>.
- The effort <Company> puts into job rotation and career advancement opportunities communicate that company leaders want to attract and keep the most talented and motivated people.
The job-rotation-and-promotion process at <Company> is fair.
» The process to determine pay and rewards at <Company> is fair.
» There are an adequate number of career development and advancement opportunities at <Company>.
» There is an appropriate difference between the pay awarded to good and bad performers at <Company>.

About the People

In pursuing people analytics, you obviously will want to gauge how people view their peers and their superiors.

Managers

We all work for somebody, and we know that this somebody is kind of a big deal. (Google’s landmark research on the qualities that make great managers helped inform these statements.)

You can replace <my manager> in this list with the name of a particular manager:

» I would recommend <my manager> to others.
» <My manager> assigns stretch opportunities to help me develop in my career.
» <My manager> can be relied upon to provide good guidance.
» <My manager> cares about me as a person.
» <My manager> communicates clear goals for our team.
» <My manager> consistently shows consideration for me as a person.
» <My manager> demonstrates she/he values the perspective of others even when she/he doesn't agree.
» <My manager> does not micromanage me.
» <My manager> effectively collaborates across <Company>.
» <My manager> has had a meaningful discussion with me about my career development in the past six months.
» <My manager> has the functional expertise required to manage me effectively.
» <My manager> is friendly and easy to approach.
» <My manager> is really good at getting to the bottom of problems.
» <My manager> keeps the team focused on priorities, even when it means declining interesting projects or putting less-important projects on the back burner.
» <My manager> lets me make my own decisions much of the time.
» <My manager> makes tough decisions effectively.
» <My manager> regularly gives me actionable feedback.
» <My manager> regularly shares relevant information from senior leadership.
» <My manager> shows that he/she has confidence in me.
» <My manager> trusts me to make work-related decisions without getting her/his permission first.
» <My manager> values my perspective, even when she doesn't agree with it.

Leadership support and organizational integration

If you’re leading, often all you hear from other people are positive and complimentary comments. The survey is a safe opportunity for subordinates to provide safe feedback to leaders. Most great leaders appreciate that feedback and genuinely want to improve.

Like <my manager> statements, <my division leader> statements obtain specific feedback about specific people, which can then be generalized more broadly to describe sentiment more broadly about leadership in the company. You can replace <my division leader> with the name of a particular person.

» <Company> leadership communicates a vision for the future that is inspiring.
» <Company> leadership responds promptly to new commercial and technical innovations that relate to our work.
» I am informed about significant issues in <Company> as a whole.
» I am kept adequately informed about significant issues in the company as a whole.
» I have a clear understanding of <Company>’s competition.
» I have a clear understanding of <Company>’s mission, values, and culture.
I have a clear understanding of <Company>’s performance: sales, profitability, and future prospects.

I have a clear understanding of <Company>’s products and services.

I have a clear understanding of the priorities of <Company> this quarter.

I have a clear understanding of where <Company> is going and what it’s trying to achieve.

<My division leader> acts when important issues come to her/his attention.

<My division leader> challenges us to make the changes necessary to be effective.

<My division leader> communicates a vision of the future that inspires me.

<My division leader> communicates clear values, vision, goals, and priorities.

<My division leader> demonstrates integrity.

<My division leader> demonstrates the ability to attract, motivate, and retain the most talented people for our division.

<My division leader> earns my confidence as a leader.

<My division leader> equips and empowers others to lead effectively.

<My division leader> makes tough decisions effectively.

<My division leader> mediates the resolution of conflict among and between teams.

<My division leader> plans for the future.

<My division leader> responds promptly to new commercial and technical innovations that relate to our work.

<My division leader> supports our team with what we need to perform at a high level.

There is little conflict among the people I work with in <my division>.

There is little conflict between <my division> and other divisions.

<My division> has the right mix of talent and skills for future success.

Co-workers

A work environment is often affected more by peers than by superiors. Gauging perceptions of co-workers is key to understanding the climate of a workplace.
Positive peer interactions

The following statements can help you determine if employees feel part of a supportive and intellectually stimulating peer group, where relationships are characterized by trust, openness, humor and good communication, where communication between peers is clear, open and effective, and where employees perceive a sense of togetherness and cohesion in the organization.

» <Company> atmosphere is easygoing and lighthearted.
» A playful atmosphere prevails at <Company>.
» Conflicts among people I work with are handled well.
» Conflicts among my division and other divisions are handled well.
» Good-natured joking and teasing occur frequently at <Company>.
» I am inspired by the people I work with at <Company>.
» I am motivated to do more than expected to help those I work with succeed.
» I can ask others for help when I need it.
» I can be myself at <Company>.
» I do not fear of being "stabbed in the back" at <Company>.
» I feel like I belong at <Company>.
» I feel motivated to go beyond my formal job responsibilities to help the people I work with at <Company>.
» I feel that I am a valued member of <Company>.
» I feel that the people at <Company> treat me with respect.
» I fit in well with <Company> employee culture.
» I receive the support I need from the people I work with to do my work effectively.
» Nobody I work with would deliberately act in a way that undermines others’ efforts.
» Someone I work closely with cares about me as person.
» I feel understood and accepted by the people I work with.
» The people I work with accept others’ differences.
» The people I work with are diverse.
» The people I work with act in an open and sincere manner.
» The people I work with actively attack problems.
The people I work with are collaborative.
The people I work with are committed to maintaining close relationships.
The people I work with are committed to solving problems together.
The people I work with are deeply committed to their jobs.
The people I work with are energized about their work.
The people I work with are friendly and easy to approach.
The people I work with are of the highest quality you can find in our field.
The people I work with are open and responsive to change.
The people I work with are particularly good at realizing ideas.
The people I work with are willing to help, even if it means doing something outside of their usual activities.
The people I work with believe in and trust each other.
The people I work with build on each other's ideas in order to achieve a better outcome.
The people I work with communicate openly, honestly, and with respect.
The people I work with do not talk behind each other's backs.
The people I work with exhibit a sense of humor.
The people I work with have a "we are in it together" attitude.
The people I work with have fun when they work.
The people I work with keep their commitments to each other.
The people I work with monitor each other to maintain a high standard of work.
The people I work with often engage in laughter.
The people I work with provide useful ideas and practical help to each other.
The people I work with pull their weight.
The people I work with regularly take time to figure out ways to improve team work processes.
The people I work with search for a solution immediately whenever something goes wrong.
The people I work with share information with the team.
The people I work with support each other.
The people I work with take a sincere interest in their work.
The people I work with usually do more than they’re asked to do.

The people I work with want to improve the quality of our work output together.

The work I do is valued by the people I work with in my division.

The work I do is valued by the people I work with in other divisions.

There is little conflict among the people I work with in my division.

There is little conflict between my division and other divisions.

Intellectual stimulation and inclusion

The following statements ask respondents if free debate and the discussion of ideas (not persons) is encouraged and supported in the organization. These statements also ask if inclusion is encouraged and supported.

I can speak up when I disagree.

I can voice a contrary opinion without fear of negative consequences.

I have adequate opportunities to express my views in my department.

I have confidence in the process by which important decisions are made in the company.

I have confidence that if I speak up, my opinion will be valued.

I have enough time to think through and test new ideas.

I receive encouragement to offer my opinions and ideas.

Perspectives like mine are included in the decision-making.

The people I work with are prepared to question the basis of what the team is doing.

The people I work with build on each other’s ideas in order to achieve the best possible outcome.

The people I work with appraise potential weaknesses in the work that is being done in order to achieve the best possible outcome.

The people I work with exchange opposing viewpoints.

The people I work with express a wide variety of different viewpoints.

The people I work with have differences of opinion frequently.

The people I work with are always searching for fresh, new ways of looking at problems.
The people I work with interact frequently.
The people I work with listen to all views, even if it is a minority view.
The people I work with monitor each other so as to maintain a high standard of work.
The people I work with often discuss different points of view.
The people I work with provide useful ideas and practical help to enable me to do my job to the best of my ability.
The people I work with share information rather than keeping it to themselves.
The people I work with are always moving toward the development of new answers to problems.

About the Company

Surveys should also ask about Big Picture items.

Company brand and product

<Company> compares favorably with competitors as an attractive place to work.
<Company> compares favorably with competitors in innovation.
<Company> compares favorably with competitors in quality.
<Company> compares favorably with competitors in the development of new products and services.
<Company> demonstrates a commitment to express values through its actions.
<Company> has quality standards that are higher than those of its competitors.
<Company> is changing for the better.
<Company> is highly regarded by customers.
<Company> is highly regarded in the community.
<Company> leadership communicates a vision for the future that is inspiring.
<Company> product strategy matches what customers want.
» *<Company>* products and services are as good as, or better than, competitors.
» *<Company>* responds promptly to new commercial and technical innovations.
» *<Company>* seems like it's in a position to succeed over the next three to five years.
» I am proud of the quality of products and services our company provides.
» I am proud to tell others I work for *<Company>*.
» I believe the future of this company is bright.
» I have a clear understanding of *<Company>*'s brand identity and products.
» I have a clear understanding of where *<Company>* is going and what it is trying to achieve.
» I think that my long-term career goals can be met at *<Company>*.
» I would recommend *<Company>* to a friend as a great place to work.

Categorizing your employment brand concept

After you gain a general sense of relative brand strength, the next-deeper level of analysis is to develop an appreciation for the words people associate with your employee brand. You may want to do this concept analysis periodically among current employees as well as others who have been exposed to your company.

To measure what words people associate with your employment brand, you can use unaided and aided recall measurement devices.

UNAIDED

1. Ask the survey taker what words come to mind when they think of your company. Have them list as many as they can.
2. When all responses have been collected, classify and recode like terms by category.
3. Count the number of responses by category.
4. Identify the most frequently provided categories.

AIDED

1. Construct a list of key company concepts, some positive and some negative, and put them on a list. For example:
   - Arrogant
   - Conservative
• Creative
• Diverse
• Ethical
• Friendly
• Fun
• Innovative
• Intelligent
• Intimidating
• High Performing
• Professional
• Quality
• Successful
• Snobby
• Traditional
• Trustworthy
• Unethical

2. Be sure to include key company values and brand pillars, if you have them.

3. Ask the survey taker to simply select the ones they think best describe your company.

**Company Culture**

Culture is difficult to measure when everyone has a different idea of what the company culture is or should be. I encourage you to define your company’s current and desired culture clearly and develop a series of statements to measure the cultural values and aspirations that are important specifically to your company.

Using the following statements can be a good way to start the conversation — see Chapter 10 for a full discussion of defining company culture:

- The employee culture at *<Company>* is distinct and well understood by employees.
- The employee culture at *<Company>* is essential to its success.
- The employee culture at *<Company>* compares favorably to competitors’ cultures.
The employee culture at <Company> is getting better, not worse.

I fit in well in the current <Company> employee culture.

My manager sets a good example of what <Company> culture ought to be.

My division leader sets a good example of what <Company> culture ought to be.

I can provide clear examples of good employee culture at <Company>.

I cannot think of any clear examples of bad employee culture at <Company>.

After the people taking the survey respond to each of the last two statements, consider offering a free-form field where they can share stories about examples of good or bad employee culture.

**Organizational Culture Assessment Instrument (OCAI)**

Culture is measured a little differently in the OCAI survey instrument than most other types of survey instruments. Because culture isn’t presumed to be universally good or bad, the way the OCAI uses culture data is by measuring the differences between the current and expected states, a concept I refer to as congruence.

In the OCAI, participants are asked to divide 100 points between four options, depending on the extent to which they find each option to be similar to the company. The participants are instructed to give a higher number of points to the option that is most similar to the company. The survey instrument ensures that participants get only 100 points to distribute, and they must distribute all 100 points. The participants are asked to do this twice — once for now and once to represent their preference for the future. These point distributions are placed in separate side-by-side columns.

Behind the scenes, you calculate congruence as the difference between the participants’ Now rating and the Preferred State rating. Congruence is measured for each of the six major concepts included in the OCAI definition of culture — dominant characteristics, company leadership, management of employees, company glue, strategic emphases, and criteria for success.

You can mathematically measure not only congruence between each participants current and preferred states but also the congruence between participants, either as a whole or by segment. All this congruence data can be used in several ways — some direct and some indirect.

The following OCAI was designed by Kim S. Cameron and Robert E. Quinn and is described in their book *Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework* (John Wiley & Sons).
### Dominant Characteristics

Divide 100 points among these four alternatives, depending on the extent to which each alternative is similar to your company, with a higher number of points given to the alternative that is most similar to your company.

<table>
<thead>
<tr>
<th>Now</th>
<th>Preferred</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

A. *(Company)* is a very personal space. It is like an extended family. People share a lot of themselves.

B. *(Company)* is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.

C. *(Company)* is very results-oriented. A major concern is with getting the job done. People are very competitive and achievement-oriented.

D. *(Company)* is a very controlled and structured place. Formal procedures govern what people do.

### Company Leadership

Divide 100 points among these four alternatives, depending on the extent to which each alternative is similar to your company, with a higher number of points given to the alternative that is most similar to your company.

<table>
<thead>
<tr>
<th>Now</th>
<th>Preferred</th>
</tr>
</thead>
<tbody>
<tr>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

A. *(Company)* leadership is considered to exemplify mentoring, facilitating, or nurturing.

B. *(Company)* leadership is considered to exemplify entrepreneurship, innovation, or risk taking.

C. *(Company)* leadership is considered to exemplify a no-nonsense, aggressive, results-oriented focus.

D. *(Company)* leadership is considered to exemplify coordinating, organizing, or smooth-running efficiency.
### Management of Employees

Divide 100 points among these four alternatives, depending on the extent to which each alternative is similar to your company — with a higher number of points given to the alternative that is most similar to your company.

<table>
<thead>
<tr>
<th>Now</th>
<th>Preferred</th>
</tr>
</thead>
<tbody>
<tr>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>A.</th>
<th>&lt;Company&gt; management style is characterized by teamwork, consensus, and participation.</th>
</tr>
</thead>
<tbody>
<tr>
<td>B.</td>
<td>&lt;Company&gt; management style is characterized by individual risk-taking, innovation, freedom, and uniqueness.</td>
</tr>
<tr>
<td>C.</td>
<td>&lt;Company&gt; management style is characterized by hard-driving competitiveness, high demands, and achievement.</td>
</tr>
<tr>
<td>D.</td>
<td>&lt;Company&gt; management style is characterized by security of employment, conformity, predictability, and stability in relationships.</td>
</tr>
</tbody>
</table>

### Company Glue

Divide 100 points among these four alternatives, depending on the extent to which each alternative is similar to your company, with a higher number of points given to the alternative that is most similar to your company.

<table>
<thead>
<tr>
<th>Now</th>
<th>Preferred</th>
</tr>
</thead>
<tbody>
<tr>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>A.</th>
<th>The glue that holds &lt;Company&gt; together is loyalty and mutual trust. Commitment to &lt;Company&gt; runs high.</th>
</tr>
</thead>
<tbody>
<tr>
<td>B.</td>
<td>The glue that holds &lt;Company&gt; together is commitment to innovation and development. There is an emphasis on being on the cutting edge.</td>
</tr>
<tr>
<td>C.</td>
<td>The glue that holds &lt;Company&gt; together is the emphasis on achievement and goal accomplishment.</td>
</tr>
<tr>
<td>D.</td>
<td>The glue that holds &lt;Company&gt; together is formal rules and policies. Maintaining a smooth-running company is important.</td>
</tr>
</tbody>
</table>
### Strategic Emphases

Divide 100 points among these four alternatives, depending on the extent to which each alternative is similar to your company, with a higher number of points given to the alternative that is most similar to your company.

<table>
<thead>
<tr>
<th>Now</th>
<th>Preferred</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

A. *<Company>* emphasizes human development. High trust, openness, and participation persist.

B. *<Company>* emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.

C. *<Company>* emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant concerns.

D. *<Company>* emphasizes permanence and stability. Efficiency, control, and smooth operations are important.

100 100

### Criteria for Success

Divide 100 points among these four alternatives, depending on the extent to which each alternative is similar to your company, with a higher number of points given to the alternative that is most similar to your company.

<table>
<thead>
<tr>
<th>Now</th>
<th>Preferred</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

A. *<Company>* defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.

B. *<Company>* defines success on the basis of having the most unique or newest products. It is a product leader and innovator.

C. *<Company>* defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.

D. *<Company>* defines success on the basis of efficiency. Dependable delivery, smooth scheduling, and low-cost production are critical.

100 100
Climate

Climate is reflected in peoples’ perceptions of environmental attributes shaping antecedents, behaviors, and consequences in the workplace. Climate has been technically operationalized in survey items in many different ways by different investigators. Climate is often measured in reference to a domain focus (climate for creativity, climate for service, climate for diversity, climate for innovation, climate for change, and so on) in which multiple variables, or dimensions, are reviewed through surveys for their ability to explain the climate domain focus.

Climate of Innovation

These statements have been found to correlate with work environments that are motivating for employees to apply creativity and innovation to their work.

» I am able to propose new and better ways of doing things.
» I am empowered to solve problems on my own.
» I am encouraged to apply new work methods to meet new conditions.
» I am encouraged to be innovative in my work.
» I am free to take risks without fear of mistakes being held against me.
» I am included in decisions that affect my work.
» I can ask others for help when I need it.
» I can be myself at work.
» I can speak up when I disagree.
» I can voice a contrary opinion without fear of negative consequences.
» I feel safe taking risks at work.
» I feel that the people at <Company> treat me with respect.
» I receive encouragement to offer my opinions and ideas.
» I receive recognition for the good I do.

Climate of Diversity, Inclusion, and Belonging

The statements in this section evaluate how employees think about how well they fit in at the company, how fair they perceive the company to be, and the inclusiveness of the corporate culture to them.
Collect this data in a manner that preserves confidentiality yet allows you to report the results by gender, ethnicity, age/generation, disability, education, or any other relevant segment. That way, you can see whether specific groups have a different experience or perception than others. You also can identify teams within the company where potentially the leaders, managers, or colleagues haven’t created a safe and inclusive environment.

» Administrative tasks that don’t have a specific owner (taking notes in meetings, scheduling events, and cleaning up shared space, for example) are fairly divided at <Company>.

» I am confident that I will receive rewards appropriate to the effort I put into my work.

» I am included in decisions that affect my work.

» I believe my job performance is evaluated accurately and fairly.

» I can be myself at <Company>.

» I can speak up when I disagree.

» I can voice a contrary opinion without fear of negative consequences.

» I feel like I belong at <Company>.

» I feel that the people at <Company> treat me with respect.

» I fit in well with <Company> employee culture.

» I have the same opportunity as anyone else at <Company> to get special recognition.

» I receive encouragement to offer my opinions and ideas.

» People from all backgrounds have equal opportunities to succeed at <Company>.

» Perspectives like mine are included in the decision-making at my company.

» Someone I work closely with cares about me as person.

» The people I work with accept others’ differences.

» The people I work with are diverse.

» The people I work with make decisions and carry out actions that support stated diversity values.

» The people I work with treat people equally, regardless of ethnicity, gender, age, sexual orientation, religion, or disability.
The ways that I am different are appreciated at <Company>.
When I speak up, my opinion is valued.

Employee Journey

Being able track employee perceptions over the course of a career lifespan can be a great resource for people analytics.

Pre-Recruiting Market Research

» On a scale from 0 to 10, how likely are you to seriously consider a new job opportunity in the next year? (0 = not at all, 10 = very likely)
» If it applies, please describe a moment when you have felt genuine happiness at work.
» If it applies, please describe anything that is preventing you from being as successful as you would like to be in your current role.
» From the following list, name the top three employers you would consider for your next career move.

Insert custom list:

(Insert <Industry Company Name> Example 1)
(Insert <Industry Company Name> Example 2)
(Your Company)
(Insert <Industry Company Name> Example 4)
(Insert <Industry Company Name> Example 5)
(Insert <Non-Industry Company Name> Example 1)
(Insert <Non-Industry Company Name> Example 2)
(Insert <Non-Industry Company Name> Example 3)
Other: ______________
Other: ______________
Other: ______________

» On a scale from 0 to 10, how likely are you to consider a job opportunity at <Company>? (0 = not at all, 10 = very likely)
Unaided brand concept

» When you think of <Company> brand and culture, what words, if any, come to mind? (List as many as you can.)

Aided brand concept

» When you think of <Company> brand and culture, what words from the following list, if any, come to mind? (Select all that apply.)

Sample concepts (insert custom list):

- Arrogant
- Conservative
- Creative
- Diverse
- Ethical
- Friendly
- Fun
- Innovative
- Intelligent
- Intimidating
- High Performing
- Professional
- Quality
- Successful
- Snobby
- Traditional
- Trustworthy
- Unethical
Brand exposure

» Have you ever used the products and services of <Company>? (yes/no) (If yes, detail: _____)

» On a scale from 0 to 10, how familiar are you with <Company>? (0 = not at all, 10 = very familiar)

» Have you ever been to an event sponsored by <Company>? (yes/no) (If yes, detail: _____)

» Do you know anyone who works at <Company>? (yes/no) (If yes, detail: _____)

» Have you ever been approached by a recruiter at <Company>? (yes/no) (If yes, detail: _____)

» Have you ever applied for a job at <Company>? (yes/no) (If yes, detail: _____)

Sourcing channels

» How did you find out about your current job?

» What professional websites or blogs do you follow?

» What periodicals and magazines do you read regularly?

» What professional associations or meetup groups do you regularly participate in?

» What websites do you use to learn about or look for job opportunities?

Pre-Onsite-Interview

» On a scale from 1 to 5, please indicate your level of agreement with the following statements. [1=Strongly Disagree, 2=Disagree, 3=Neither Agree nor Disagree, 4=Agree, 5=Strongly Agree]

• The recruiter(s) have clearly defined what the job is.

• The recruiter(s) have expressed a unique selling point for the job.

• The opportunity that is described to me is compelling.

• I know everything I need to know about the job opportunity for now.

• I have a clear understanding of <Company>’s brand identity and products.

• <Company> seems like it’s in a position to succeed.
• <Company> compares favorably with competitors as an attractive place to work.
• I think that my long-term career goals can be met at <Company>.
• I'd be proud to work for <Company>.

➤ On a scale from 0 to 10, how likely are you to consider a job opportunity at <Company>? (0= not at all, 10 = very likely)

➤ When you think of <Company> brand and culture what words, if any, come to mind? (List as many as you can.)

Post-Onsite-Interview

➤ On a scale from 1 to 5, please indicate your level of agreement with the following statements. [1–Strongly Disagree, 2–Disagree, 3–Neither Agree nor Disagree, 4–Agree, 5–Strongly Agree]

• The recruiter gave me the information I needed to prepare for the interview.
• The interviewer(s) showed up on time.
• The interviewers(s) made me feel welcome and as comfortable as I could be at an interview.
• The interviewer(s) were well prepared to speak with me.
• The interviewer(s) were knowledgeable about the line of work I do.
• The interviewer(s) were interested in and curious about me.
• The interviewer(s) explained and applied an interview method designed to reduce bias.
• The interviewer(s) have realistic expectations about the job.
• In the interviews, I was given the opportunity to fully describe what is unique about me.
• The hiring process at <Company> is much better than my experience with other companies.

➤ How can we improve our recruiting process?

➤ What aspects of the job opportunity at <Company> are the most compelling to you?

➤ What aspects of the job opportunity at <Company> are a concern to you?

➤ When you think of <Company> brand and culture, what words, if any, come to mind? (List as many as you can.)
Post-Hire “Reverse Exit Interview”

» Immediately before joining us at <Company>, did you work for another <Company>? (yes/no)

If no, were you: (select one)

• Personal: Caring for children or significant others
• Personal: Going to school
• Personal: Pursuing nonpaid interests
• Personal: Other

If yes:

• Was your last employer in the same industry? (yes/no)
• What was the name of your last employer?

» At <Company>, do you expect to gain or lose in the following areas? [1–Lose a lot, 2–Lose a little, 3–Neither lose nor gain, 4–Gain a little, 5–Gain a lot]

• Overall company quality
• Leadership team quality
• Manager quality
• Peer quality
• Work quality
• Learning and development opportunity
• Current offered job level
• Long-term career opportunity
• Expected 1-year value of total compensation package (base, bonus, stock)
• Expected 3- to 5-year value of total compensation package (base, bonus, stock)
• Benefits (health and retirement, for example)
• Perks (food, onsite services, and fitness programs, for example)

» On balance, how would you characterize your decision to leave your last employer? (select one)

• Mostly for work-related reasons within your prior employer's ability to address
Mostly for personal reasons outside of your prior employer’s ability to address

Personal: other

If it applies, please describe a moment when you have felt genuine happiness at work.

If it applies, please describe anything that prevented you from being as successful as you wanted to be in your former role at <Company>.

Please tell us about the events leading up to your decision to leave <Company>.

Is there anything your prior employer could have done differently to keep you longer? (yes/no)

Please tell us what your prior employer could have done differently to keep you longer.

14-Day Onboard

On a scale from 1 to 5, please indicate your level of agreement with the following statements. [1–Strongly Disagree, 2–Disagree, 3–Neither Agree nor Disagree, 4–Agree, 5–Strongly Agree]

I feel welcomed by the people I will work with here at <Company>.

I received all the information and learning resources I needed to get up to speed quickly.

I have received the time I need with others to get up to speed quickly.

This onboarding process at <Company> is well-thought-out and well designed.

I was given accurate information during the interview process.

<Company> compares favorably with competitors as an attractive place to work.

How can <Company> improve the onboarding process?

How can <Company> make the first few days on the job better?

When you think of <Company> brand and culture, what words, if any, come to mind? (List as many as you can.)
90-Day Onboard

On a scale from 1 to 5, please indicate your level of agreement with the following statements. [1–Strongly Disagree, 2–Disagree, 3–Neither Agree nor Disagree, 4–Agree, 5–Strongly Agree]

- I feel welcomed by the people I will work with here at <Company>.
- I received all the information and learning resources I needed to get up to speed quickly.
- I have received the time I needed with others to get up to speed quickly.
- This onboarding process at <Company> is well-thought-out and well designed.
- I was given accurate information during the interview process.
- <Company> compares favorably with competitors as an attractive place to work.
- The work I have do in the next 12 months is compelling.
- I have everything I need to perform at my best.
- My manager is working with me to adapt myself to the team and role.
- My manager is working with me to adapt the role to my strengths.

How can <Company> improve the onboarding process?

How can <Company> make the first 90 days on the job better?

When you think of <Company> brand and culture, what words, if any, come to mind? (List as many as you can.)

Exit Survey

After you leave <Company>, will you be working for another employer? (yes/no)

If no, will you: (select one)

- Personal: Care for children or significant others
- Personal: Go to school
- Personal: Pursue nonpaid interests
- Personal: Other
If yes:
- Is your new job in the same industry? (yes/no)
- What is the name of your new employer?

For your new employer, do you expect to gain or lose in the following areas?
[1–Lose a lot, 2–Lose a little, 3–Neither lose nor gain, 4–Gain a little, 5–Gain a lot]
- Overall company quality
- Leadership team quality
- Manager quality
- Peer quality
- Work quality
- Learning and development opportunity
- Current offered job level
- Long-term career opportunity
- Expected 1-year value of total compensation package (base, bonus, stock)
- Expected 3- to 5-year value of total compensation package (base, bonus, stock)
- Benefits (health and retirement, for example)
- Perks (food, onsite services, and fitness, for example)

On balance, how would you characterize your decision to leave <Company>?
(Select one.)
- Mostly for work-related reasons within <Company>’s ability to address
- Mostly for personal reasons outside of <Company>’s ability to address

If it applies, please describe a moment when you have felt genuine happiness working at <Company>.

If it applies, please describe anything that prevented you from being as successful as you would have liked to have been at <Company>.

Did any recent actions or events affect your decision to leave <Company>?
(Choose all that apply.)
- Work related: Action/inaction by your manager
- Work related: Action/inaction by leadership team
- Work related: Action/inaction by peers in your work group
- Work related: Action/inaction by peers not in your work group
• **Personal:** Personal health, health of others, or birth of child
• **Personal:** Career opportunity for significant other is making you move
• **Personal:** You or a significant other reached retirement eligibility age
• **Work related:** Other
• **Personal:** Other

» Please tell us about the events leading up to your decision to leave <Company>.
» Is there anything <Company> could have done differently to keep you longer? (yes/no)
» Please tell us what <Company> could have done differently to keep you longer.
» Is there anything <Company> can do now or in the future to get you back? (yes/no)
» What can company do to get you back?

**People Operations Feedback**

Surveys can definitely help with the recruiting process.

**Talent acquisition process**

**Recruiters**

» The recruiter spent just the right amount of time with me.
» The recruiter described the opportunity carefully to me.
» The recruiter was surprisingly knowledgeable about the space in which I work.
» The recruiter expressed interest and curiosity in learning more about the work I do.
» The recruiter took the time to listen carefully to me.
» The recruiter provided helpful context about the company, division, and team.
» The recruiter was able to answer all my questions (or followed up to get me answers).
» The recruiter was clear about the process and next steps.
The recruiter followed up with me in a timely way.
The recruiter gave me the information I needed to get to the right location.
The recruiter gave me the information I needed to prepare for the interview.

Interview teams

The interviewer(s) showed up on time.
The interviewers(s) made me feel welcome and as comfortable as I could be at an interview.
The interviewer(s) were well prepared to speak with me.
The interviewer(s) were knowledgeable about the line of work I do.
The interviewer(s) were interested and curious about me.
The interviewer(s) explained and applied an interview method designed to reduce bias.
The interviewers were diverse.
The interviewer(s) have clearly defined what the job is.
The interviewer(s) have expressed a unique selling point for the job.
The interviewer(s) have realistic expectations about the job.
The interviewer(s) have realistic expectations about candidates.
The interviewers all asked me different questions.
The interviewers know what they are doing.
The interviewer(s) seem to be “up with the latest,” moving forward rather than backward.

Talent acquisition process

The hiring process at <Company> is much better than my experience with other companies.
The hiring process reflects well the <Company>’s stated mission, values, and brand.
This hiring process has been challenging but fair.
The hiring process at <Company> seems well designed to produce high-quality hires.
The hiring process at <Company> seems well designed to reduce individual bias.

The hiring process at <Company> seems well designed to work as quickly as I can imagine it should.

The length of time between when I started the process and when I spoke to someone on the phone was reasonable.

The length of time between my phone screen and onsite interview was reasonable.

The length of time between my onsite interview and when I received my offer was reasonable.

The length of time between when I started the process and when I finally received my offer was reasonable.

Company career page

<Company>’s career web area is substantively better than that of other companies.

<Company>’s career web area expresses what is unique about this company.

<Company>’s career web area is a place where I would actually go again.

<Company>’s career web area provides useful information.

<Company>’s career website provides a convenient channel to get information.

Onboarding

There are surveys appropriate for every stage of the onboarding process.

Starting out on the right foot

Someone from my work unit contacted me in advance of my first day and made me feel welcome.

I had a helpful, knowledgeable point of contact for my questions before I reported to work.

I was given the information I needed to get to the right location.

I was given the information I needed to prepare for my first day.
I felt welcome and as comfortable as I could be arriving somewhere new on the first day.
» My work space was prepared in advance for me.
» The equipment I need was prepared in advance for me.
» Technical issues and questions were resolved in a timely way.
» People around me knew I would be arriving.
» Meetings were scheduled for me to get to know a few of my co-workers.
» People knew some things about me already (where I had gone to school or worked before, my interests, and so on).
» The people I met with were interested in and curious about me.
» There is a well-honed process to onboard people here.

New hire orientation

» New hire orientation was a good use of time.
» Government compliance and benefit paperwork was handled in the most efficient manner possible.
» New hire orientation was a lot more than just paperwork.
» I learned a lot about <Company> in new hire orientation.
» I left new hire orientation more excited to work here than when I arrived.
» I feel confident I can be successful at <Company>.
» I feel prepared to be successful at <Company>.
» I feel proud to work at <Company>.
» I feel happy to work at <Company>.
» I feel important to someone at <Company>.

Manager new hire assimilation

» <My manager> has spent just the right amount of time with me.
» <My manager> has described her near-term expectations carefully to me.
» <My manager> has expressed interest and curiosity in learning more about me and how I work.
» My manager has taken the time to listen carefully to me.
» My manager is surprisingly knowledgeable in the line of work I do.
» My manager has provided helpful context about the company, division, and team.
» My manager has been able to answer all my questions (or followed up to get me answers).
» My manager has been clear about how he will evaluate my performance.
» My manager has realistic expectations about what I can achieve in my first six months.
» My manager follows up with me in a timely way.

Onboarding process

» The onboarding process at Company is well designed.
» The onboarding process at Company is much better than my experience with other companies.
» The onboarding process at Company reflects well its stated mission, values, and brand.
» The onboarding process at Company is designed to get people up to speed as quickly as possible.
» The onboarding process at Company is designed to help standing teams adapt to a new member.
» The onboarding process at Company is designed to work as quickly as I can imagine it should.

Aligning new hires

» I was given accurate information about Company in the interview process.
» I was given accurate information about the job in the interview process.
» I was given accurate information about the benefits and perks in the interview process.
» I have a way to learn what I need to about Company.
» I have a way to learn what I need to about my manager and peers.
» I have a way to learn what I need to about other important people at Company.
I have a way to learn what I need to about what people think great work looks like at <Company>.

I have a way to learn what I need to about how great work actually gets done at <Company>.

I have a way to learn what I need to about how people are successful at <Company>.

I know enough about <Company>'s mission, values, and culture.

I know enough about <Company>'s products and services.

I know enough about <Company>'s performance: sales, profitability, and future prospects.

I know enough about <Company>'s current priorities and goals.

I know enough about my division's current priorities and goals.

I know enough about my role's current priorities and goals.

I received all the orientation and learning resources I needed to get up to speed quickly.

I received all the technology and equipment I needed to get up to speed quickly.

The job expectations as described in the job posting and interview process are consistent with what I am currently doing.

The work I have do here in the next 12 months is clearly defined.

The work I have do here in the next 12 months is compelling.

The team I work with here seem to know what they are doing.

The team I work with here seem to be “up with the latest,” moving forward rather than backward.

The team I work with here have realistic expectations about what I can achieve in my first six months.

**Employee intranet portal**

- <Company>’s employee intranet is substantively better than that of other companies.
- <Company>’s employee intranet expresses what is unique about this company.
- <Company>’s employee intranet is a place where I would actually go again.
- <Company>’s employee intranet provides useful information.
- <Company>’s employee intranet provides a convenient channel to get information.
Total rewards

- I have a good understanding of the benefits and perks at <Company>.
- I understand how my pay stands relative to my <Company> peers for my job and location.
- I understand how my pay stands relative to the external market for my job and location.
- I understand the way bonuses are determined at <Company>.
- I understand the way pay increases are determined at <Company>.
- I understand what is expected of me in order to receive a pay increase at <Company>.
- My benefits and perks package is as good as or better than that provided at other companies and organizations.
- My total compensation package is as good as or better than what I could get at other companies.
- I receive appropriate recognition for good work at <Company>.
- My bonuses are based on things I can control.
- My pay increases are based on things I can control.
- The effort required to get additional pay increases and bonuses at <Company> is worth it.
- The way bonuses are determined at <Company> encourages me to do more than I might otherwise have done.
- The right people are rewarded and recognized at <Company>.
- The benefits I receive at <Company> communicate that leadership cares about my (and my family’s) health and well-being.
- The way I receive communicates that I am valued at <Company>.
- The way <Company> pays me is structured to be compelling to the most talented people in my line of work.
- I would prefer to give up a little pay for a short time, if I have a greater opportunity for pay later.
- I would prefer to give up base pay for a much higher opportunity of variable pay (bonus, equity).
- I would prefer to give up base pay for better benefits (such as health insurance or food).
» I would prefer to give up benefits and perks for more base pay.
» I would prefer to give up pay for more time off.
» I would prefer to give up pay for much better work or a much better manager.
» I would prefer to give up variable pay (bonus, equity) for base pay.
» <Company>’s benefits program meets my (and my family’s) needs.
» My benefits meet my (and my family’s) needs.
» My current pay and benefits meet my (and my family’s) needs.
» My take-home pay meets my (and my family’s) needs.
» I am compensated fairly for the value I contribute through my work now.
» I believe my total compensation (base salary + any bonuses + benefits + equity) is fair relative to what people in similar roles at other companies earn.
» I have the same opportunity as anyone else at <Company> to get special recognition.
» My job performance is evaluated fairly.
» My total compensation-and-benefits package is fair.
» The way my bonus is determined at <Company> is fair.
» The way my pay increases are determined at <Company> is fair.

Learning and development

» I am given a real opportunity to learn and grow in order to increase my contribution at <Company>.
» I have adequate access to learning resources and training opportunities to get better at my job.
» I have time for learning in my current role at <Company>.
» I know what skills I will need in the future to be a more valuable contributor at <Company>.
» My interest in professional development and growth is supported.
» My prior experiences prepared me for the expectations <Company> without the need for further training.
» Over the past three months, I have learned something new related to what I do or want to do.
Talent management

» I have a clear understanding of how my performance is evaluated.
» I am told how I can improve when my efforts fall short of exceptional.
» I have appropriate input into my work objectives.
» I know how my performance is perceived by my manager.
» I know how my performance is perceived by my peers.
» I receive praise or recognition when I do outstanding work.
» I think my performance is evaluated fairly.
» Over the past three months, I have received feedback or advice that has helped me.

Diversity

It is important to gauge perceptions about diversity across not only work teams or divisions, but also across the company as a whole.

Among people I work with

» People I work with are treated equally regardless of their age.
» People I work with are treated equally regardless of their disability.
» People I work with are treated equally regardless of their race or ethnicity.
» People I work with are treated equally regardless of their sex.
» People I work with are treated equally regardless of their sexual orientation.
» People I work with are treated equally, regardless of ethnicity, gender, age, sexual orientation, religion, or disability.
» People I work with view harassment (sexual, racial, or other) as unacceptable.
» People I work with from all backgrounds have equal opportunities to succeed.

My manager

» <My manager> actively supports diversity in the workplace, recognizing and respecting the value of human differences.
» <My manager> is doing a good job of creating a place that is free of harassment.
» <My manager> is doing a good job of creating a place where all people are treated with dignity.
» <My manager> is doing a good job of creating a place where there are equal opportunities for all people.
» <My manager> is doing a good job of creating a place where men and women have equal advancement opportunities.
» <My manager> is doing a good job of creating a place where minorities and non-minorities have equal advancement opportunities.
» <My manager> is doing a good job of building a diverse team.

My division leader

» <My division leader> actively supports diversity in the workplace, recognizing and respecting the value of human differences.
» <My division leader> is doing a good job of creating a place that is free of harassment.
» <My division leader> is doing a good job of creating a place where all people are treated with dignity.
» <My division leader> is doing a good job of creating a place where there are equal opportunities for all people.
» <My division leader> is doing a good job of creating a place where men and women have equal advancement opportunities.
» <My division leader> is doing a good job of creating a place where minorities and non-minorities have equal advancement opportunities.
» <My division leader> promotes a climate in which diverse perspectives are valued.
» <My division leader> is doing a good job of building a diverse team.

Facilities

» My work area is enjoyable to work in.
» My work area enables me to work effectively.