

It's Time to Re-think People Surveys:

Event-driven surveys across the Employee Lifecycle

It's time for a change...

- ✚ Employee surveys have always played a role in HR. Typically, they involve a lot of time and a lot of work – they are big projects that happen once a year or once every two years. In most cases, because of their size and complexity, analysis takes a long time and we are left with a static, moment-in-time view of what was going on in the organization at the time of the survey. This leaves HR in the position of reacting to what was, rather than responding to what is and planning for what will be.
- ✚ In this eBook we introduce a new way of thinking and doing people surveys that is guaranteed to have you operating in the here-and-now of employee experiences:
 - ✓ We'll advocate for an **event-driven approach to surveys** that can yield powerful, ongoing insight into the employee experience. This means, conducting smaller, targeted surveys at significant moments in time with particular segments of the employee population. This means gathering feedback and data on an ongoing basis and feeding this into decisions and actions in real-time.
 - ✓ We'll explore the value that this approach can deliver to HR, the employees and the organization as a whole.
 - ✓ Even more, we'll provide 5 detailed examples of event-driven surveys that you can quickly and easily start implementing today.

Calendar based surveys the norm in HR

Surveys conducted on bi-annual, annual or semi-annual basis have a role in understanding the big picture of the organization.

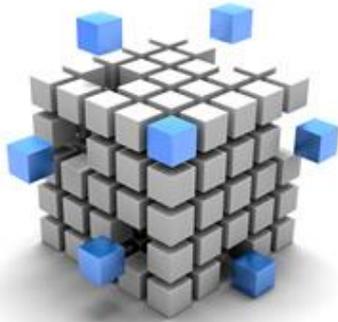
However, they also have a number of limitations:

- organization-wide, therefore broad/generic questioning
- scope is 'mile-wide, inch-deep'
- long planning cycle
- can be costly (time, \$)
- are often lengthy
- can have response rate issues
- lengthy analysis phase i.e. by the time results are available the insights are no longer fresh
- insights isolated, not linked to other people & business data



It's time to re-think people surveys with an event-driven approach to gathering ongoing feedback and insight.

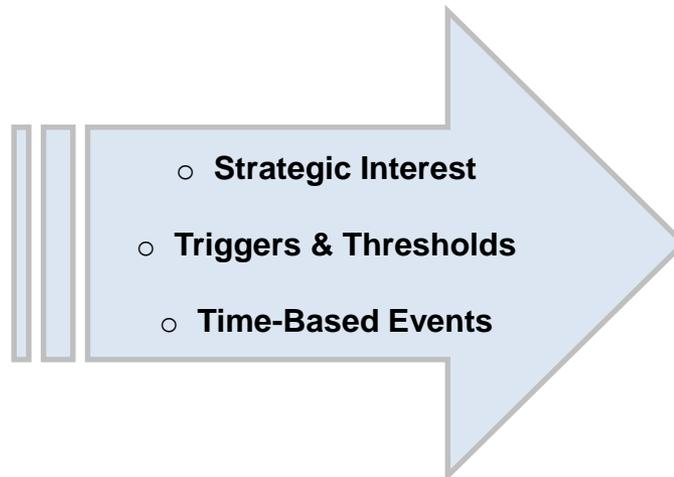
Use your workforce data to guide your survey efforts.



Don't just do a survey because it's that time of the year. Build precision surveys based on what your workforce data is telling you. Move from one blanket survey to a suite of automated, timely and highly targeted surveys.

Use Your HR & Business Outcomes Data...

- HRIS
- Turnover
- Learning
- Employee Movements
- Progression
- Performance
- Health & Safety
- Engagement
- Productivity
- etc.



...To Launch Targeted Surveys that Deliver Business Insight

- Top Performer
- Candidate Experience
- New Hire
- Manager Promotion
- Stretch Assignment
- Key Value Creator
- Work Anniversary
- Ad-Hoc Pulse
- High Turnover
- etc.

Event-driven surveys provide insight across the entire employee lifecycle



- Event-driven surveys can cover pre-hire to retire, including any key events in between
- Access the employee experience from *their* point of view
- Gather important feedback and data in between longer engagement/ satisfaction survey cycles
- Unearth informal culture
- Identify employee moments of truth within the organization
- Obtain ongoing feedback about programs, policies, proposed initiatives
- Build culture of empathy and empowerment by genuinely seeking feedback and interacting with employees on a regular basis

Surveys covering key events/milestones provide ongoing insight and intelligence

Event-driven surveys provide real-time feedback and ensure that decisions and actions are timely and evidence-based. They provide a complement to larger org-wide surveys by filling in the gaps with precision-insight on key business issues on an ongoing basis.

Event-driven surveys are:

- automated, triggered by specific employee event
- short, to-the-point, targeted, ‘inch-wide, mile-deep’
- in-the-moment, not relying on long-term memory/ recall of events and experiences



Event-driven surveys deliver significant value to HR and the business



- No need to wait for annual cycle to obtain feedback
- Set up once, automate, iterate as necessary
- HR can have conversations about what is happening **now** rather than presenting details about what happened last month or last quarter
- HR becomes proactive, nimble i.e. collecting ongoing data vs. responding to issues
- HR operates strategically and at the level of business outcomes
- HR makes use of ongoing feedback and analytics to drive business outcomes:
 - Lower Turnover / Increased Retention
 - Lower Absenteeism
 - Higher Engagement
 - Greater ROI of Programs and Initiatives
 - Increased Employee Productivity, Performance



Example: New Hire Feedback

New Hires can tell you a lot about your organization. Use automated surveys to connect with New Hires at meaningful intervals during the first year.

Survey:	Insight areas:
Upon Hire	Candidate experience, competitors, recruitment and hiring processes
30-day	On-boarding, first impressions, expectations
90-day	Settling in, impressions of team, work, organization
9mo	People, process, place/culture, perceived future
9mo	Quality of Hire survey sent to hiring manager
1Yr Anniversary	Year in review

What's the value?

- window into candidate & recruitment experience
- in-depth understanding of new hire journey (what's working/not)
- first year milestones identified
- feedback on HR programs (onboarding, recognition, performance mgmt)
- combine this with a Quality of Hire survey conducted with hiring manager for added insight
- build foundation for strong HR-employee relationship (“we’re listening”)



Example: Manager Promotion

Consider launching automated surveys when an individual is promoted to manager. Obtain valuable feedback for learning/ development, recognition and performance management programs. Can be scheduled at varying intervals – immediately, 3 mos, 6 mos, 1 year, etc.

Survey	Insight areas:
New Manager	Settling in, how equipped do they feel, support needed, etc.
Manager of New Manager	Performance of new manager, strengths/weaknesses/areas for improvement
Direct Reports of New Manager	Perceptions of new manager, strengths/weaknesses/areas for improvement

What's the value?

- 360 view of manager
- insight into effectiveness of learning/development programs
- build new manager success profile
- connect manager data to performance, learning, engagement data
- build support system for new managers based on feedback
- feed succession planning with data



Example: Work Anniversary

Why not connect with employees at career milestones? 2yrs, 5yrs... whenever. Notice a particular turnover problem at the 3yr mark? Engage employees before this tenure hits. Use targeted surveys to ask questions, listen, and feed results into programs and approaches designed to delight, motivate, and retain employees.

Survey	Insight areas:
Check-In	Engagement/Happiness, opportunity to provide feedback about work/people /culture/ organization (“we’re listening”)
Fit	Perceptions of culture, perceived fit vis a vis company/team/task/role
Stretch	Goals, desires with respect to learning/development/opportunities

What’s the value?

- connect with employees, maintain relationship
- ability to identify concerns and issues early
- build programs, offerings that resonate
- find or create assignments that keep employees engaged, challenged, happy



Example: Stretch Assignments

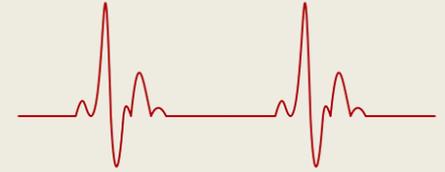
Have you ever wanted to know whether stretch assignments are adding value – to the employee and the organization? Introduce automated surveys to get at this understanding.

Survey	Insight areas:
30 days in	Initial impressions of experience, positives/negatives, expected outcomes, etc.
3-6 mos	Enjoyment, perceived value, positives/negatives, expected outcomes, etc.
@ end of assignment	Impressions of experience, positives/negatives, engagement, feelings towards organization, realization of expected outcomes, etc.

What's the value?

- understand what benefits stretch assignments are yielding
- connect to engagement scores, performance and tenure data
- understand ROI of these assignments
- feed learning into development of new/different opportunities for employees with the biggest payoff

Example: Ad-hoc Pulse Survey



It happens to us all. Situations come up and we wish we had some way of gathering more information about what's going on. With pulse surveys you can react quickly and gain in-the-moment feedback so you can respond to the situation in the most appropriate way.

Pulse surveys can take many forms... here are a few to consider:

Survey	Insight areas:
Program Evaluation	Early feedback on a program or initiative, what's working and not
Turnover Issue	Understand what is happening in a high turnover segment, get to the heart of the issue
Check-In	Touching base with a specific group to "take the pulse" or give them a voice

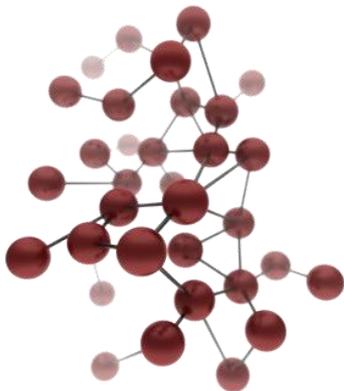
What's the value?

- being able to respond quickly to issues as they arise
- not having to wait until a formal survey period or relying on gut feel about an issue
- in-the-moment/real-time feedback
- developing a nimble HR – having the ability to rapidly gather evidence and resolve business issues

Connect survey results to other workforce & business data for rich, actionable insight.

Once you've started to collect survey data you have the ability to connect these results to other data for even more powerful insight

- ◆ Imagine taking New Hire, Quality of Hire and Exit survey results and connecting these to other data sources such as Recruiting, Turnover, Learning, Performance, Engagement and other Business Data
- ◆ You'll quickly realize the value in making these connections, for example:
 - the ability to identify which recruiting sources are yielding the highest performing, most productive, and engaged employees
 - the ability to see which learning opportunities are yielding the best results
 - having the input to build a New Hire success profile that can feed recruitment efforts



Enrich your survey learning – go beyond the numbers with **Qualitative Research**

- Surveys do a great job of identifying the who, what and how many of an issue, but sometimes we need more – we need the ‘why’, the ‘how’ and the ‘what can we do about it’
- When we need a more nuanced understanding of an issue, qualitative research in the form of **Focus Groups**, **Interviews**, or **Online Immersions** is a great way to get at what is really going in a given situation
- Nothing beats going direct to the source – your employees – and delving deep to understand the beliefs, attitudes, motivations and behaviours that are at the core of your workplace experience
- For example, if you have identified a critical turnover issue among first year employees, it only makes sense to engage with them and understand from their point of view what the New Hire experience is all about – hold a focus group, listen intently, and learn from them - only then can you start to tackle it in a meaningful way



Change is good...

-  Surveys have always been part of HR and they've served us well. But that doesn't mean we have to **do** employee surveys the same way we always have. It's time for a change.
-  In this eBook we've seen that we have the ability to be proactive and to do more, faster, and better employee surveys. We can develop and deploy them quickly to targeted groups, and these days we don't need to break the bank of money or time to do it.
-  Most importantly, we have the ability to build an approach to surveys that delivers on our strategy by helping improve people and business outcomes. This is through **event-driven surveys**.
-  Imagine, surveys that aren't just an all-hands-on-deck, annual or semi-annual initiative but are a built-in, seamless means of gathering ongoing insight into the people and the business. It's possible and event-driven surveys are the way forward.

To **learn more** about event-driven surveys and how you can leverage these for powerful insight into the business, **contact us.**

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