How an Employee Survey Can Improve Diversity & Equity Culture

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Employee Surveys Can

➢ Remove that Wall
➢ Take a Policy Approach
➢ URMs May Respond to Climate Differently
➢ Identify Barriers to Satisfaction
➢ Give a Voice to All
Five Important Steps

➢ Survey Administration
➢ Create a Relatively Short Survey
➢ Only Relevant Questions
➢ Share Results
➢ Take Action
Survey Administration

➢ All Responses Must be Anonymous
  o Employees must believe that results will not be used against them
  o Only way to work towards authentic responses
➢ Careful that Demographic Questions Do Not Compromise Anonymity
  - May be easy to identify respondent with a few specific questions, especially in small groups
  - Provide range in responses (e.g., 25-29 years old)
Survey Administration

➢ Must Use Outside Entity or External Consultant
   - All data sent to and analyses conducted offsite
   - All reports compiled offsite
   - Steps enhance trust that responses are anonymous
Make Sure to Include Everyone

- Make multiple modalities (online AND paper) available to avoid omitting any employees, if necessary
- At a minimum, provide access to computers for all
Create a Short Survey

➢ Limit Questions to Less Than 100 Items
  o Research shows that fatigue increases, and response rates decrease, once employees reach 100 questions
Create a Short Survey

➢ Questions Should be Short in Length
  o Longer the question, more complex it is
  o Want simple statements to avoid confusion or multiple interpretations
Include Relevant Questions

➢ Pre-Existing Surveys:
  o May ask about areas not relevant to you
    • Example: asking about pay satisfaction to volunteers
Include Relevant Questions

➢ Pre-Existing Surveys:
  - May not ask about areas important to you or your employees
    - Example: ‘psychological safety’ (comfort in speaking up about potentially dangerous situations) often excluded on surveys
Include Relevant Questions

➢ If Possible, Create a Custom-Designed Survey
  o Ask about areas important to you and your employees
  o Don’t ask about irrelevant areas
  o Maximizes time spent taking survey
Include Relevant Questions

➢ Disadvantages of NOT Using Pre-Existing Surveys
  o Takes effort to create a new survey
  o Not able to make comparisons to existing norms
Make a Long Term Commitment to Your Custom Survey

- Create own comparisons year over year
- How helpful are comparisons to other types of organizations anyway?
Must Share Results to All that Were Eligible to Take Survey

- Share results with everyone, not just those who took survey
- It is an ‘Organizational Survey’ not an ‘Individual Survey’
➢ Best to Share Results in Person
  o Can seek to validate results
  o Can respond to questions about results
  o Do not assume employees will retrieve results online and interpret them correctly
Share Results

➢ If You Ask About It, Be Prepared
  o Can form opinions on previously non-existent areas
  o Can create ‘little monsters’ if ask about anything
If Creating Opinions, Better Address Results

- By sharing results, can help prevent rumors
- Can address newly formed opinions
- Can explain why actions not taken
➢ Tackle One or Two Issues, Tops

- Our research revealed addressing too many issues caused annual scores to go down in all areas.
- Tackling one issue resulted in annual scores increasing in all areas.
Take Action

➢ Broadcast Change(s)
  o Tell all employees change(s) made as a result of survey responses
  o Show them what you will do
Take Action

➢ Building Momentum
  o Taking action based on survey results will:
    • increase trust in workplace
    • demonstrate commitment of upper leadership to improvement
    • increase response rates for future surveys
Engagement Outcomes

➢ Job-Related Outcomes:
  o Higher Job Performance
  o Increased Perceptions of Fairness
    • Related to lower litigation
  o Increased Organizational Commitment
  o Increased Workplace Civility
    • Low scores responsible for 1 in 8 employees leaving
Engagement Outcomes

➢ Job-Related Outcomes:
  o Decreased Reports of Upset Stomach, Headaches, and Anxiety
  o Lower Absenteeism
    • Estimated to cost $800 per employee per day
  o Lower Turnover
    • Estimated to cost 1.5 times annual salary
Summary

➢ Steps to Conducting a Successful Employee Engagement Survey
  o Survey Administration
  o Create Short Survey
  o Relevant Questions
  o Share Results
  o Take Action
Employee Engagement Surveys