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ORGANIZATIONAL SCIENCE

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How an Employee Survey Can Improve Diversity & Equity Culture

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Employee Surveys Can

- Remove that Wall
- Take a Policy Approach
- URM's 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
 - Employees must believe that results will not be used against them
 - Only way to work towards authentic responses

Survey Administration



- 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

Survey Administration



- 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
 - Research shows that fatigue increases, and response rates decrease, once employees reach 100 questions

Create a Short Survey




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

Include Relevant Questions

ement with each statement be circling a number

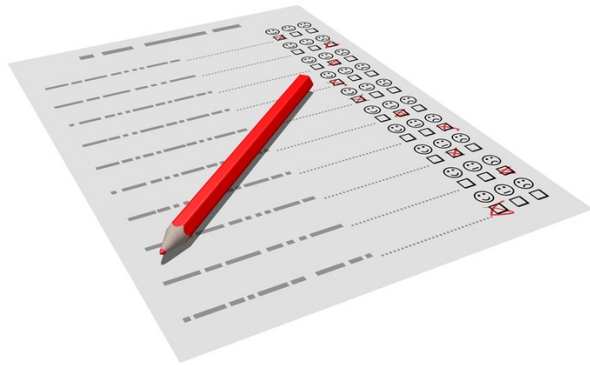
Strongly Agree		Neither Agree Nor Disagree		Strongly Disagree
5	4	3	2	1
5	4	3	2	1
5		3	2	1



➤ Pre-Existing Surveys:

- 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
 - Ask about areas important to you and your employees
 - Don't ask about irrelevant areas
 - Maximizes time spent taking survey

Include Relevant Questions



- Disadvantages of NOT Using Pre-Existing Surveys
 - Takes effort to create a new survey
 - Not able to make comparisons to existing norms

Include Relevant Questions

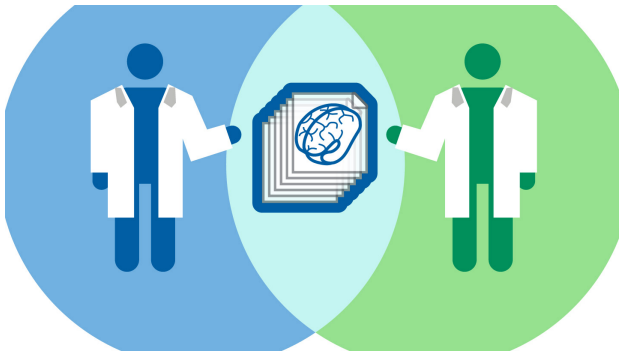
- Make a Long Term Commitment to Your Custom Survey
 - Create own comparisons year over year
 - How helpful are comparisons to other types of organizations anyway?

Share Results



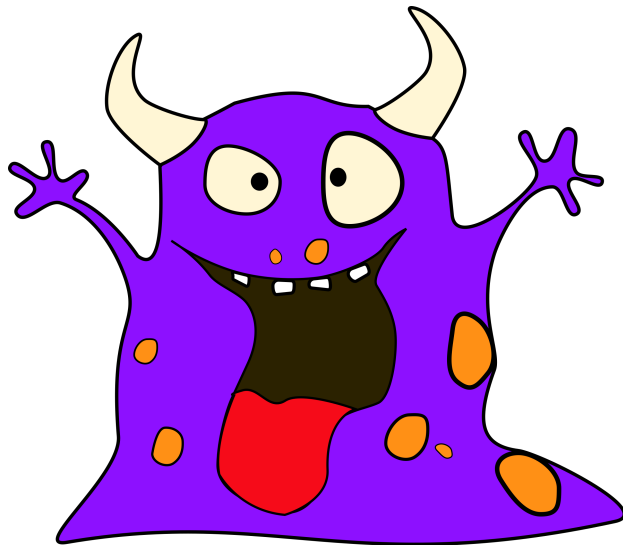
- Must Share Results to All that Were Eligible to Take Survey
 - Share results with everyone, not just those who took survey
 - It is an 'Organizational Survey' not an 'Individual Survey'

Share Results



- Best to Share Results in Person
 - Can seek to validate results
 - Can respond to questions about results
 - Do not assume employees will retrieve results online and interpret them correctly

Share Results



➤ If You Ask About It, Be Prepared

- Can form opinions on previously non-existent areas
- Can create 'little monsters' if ask about anything

Share Results



- If Creating Opinions,
Better Address Results
 - By sharing results, can help prevent rumors
 - Can address newly formed opinions
 - Can explain why actions not taken

Take Action



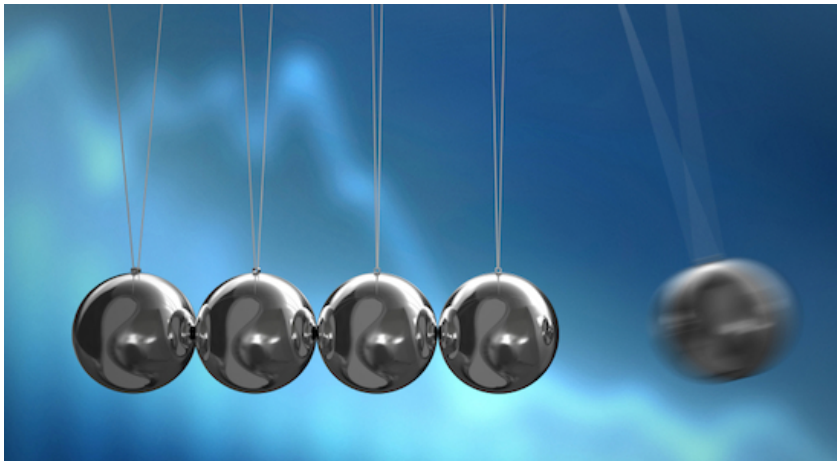
- Tackle One or Two Issues, Tops
 - Our research revealed addressing too many issues caused annual scores to go down in all areas
 - Tackling one issue resulted in annual scores increasing in all areas

Take Action



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

Take Action



- Building Momentum
 - 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:
 - Higher Job Performance
 - Increased Perceptions of Fairness
 - Related to lower litigation
 - Increased Organizational Commitment
 - Increased Workplace Civility
 - Low scores responsible for 1 in 8 employees leaving

Engagement Outcomes



➤ Job-Related Outcomes:

- Decreased Reports of Upset Stomach, Headaches, and Anxiety
- Lower Absenteeism
 - Estimated to cost \$800 per employee per day
- Lower Turnover
 - Estimated to cost 1.5 times annual salary

Summary



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

Employee Engagement Surveys



25