

# ENGAGEMENT SURVEY QUESTIONS DATABASE

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## ***Note from Sneha:***

***This is a 16 page document with various 'categories' of questions.***

***Please scroll all the way to read the subheadings to find the best ones suited for your needs.***

***You can ignore the stuff in braces – they're notes from the sources.***

## **Vision/Strategy**

- I understand XYZ Organization' direction [and/or purpose, vision, strategy, goals (multi-barreled)
- I understand our mission, vision, and core values (Member Survey – Low Importance, High Score 4.2)
- I understand the basic strategy of our company (Member Survey 3.86 – 114 N, 25 D, 2 SD)
- Our vision creates excitement and motivation for our members (**Denison 31<sup>st</sup> %ile**; .71 driver #5)
- There is a long-term purpose and strategic direction (**Denison 35<sup>th</sup> %ile**; .66 driver #13)
- There is a clear strategy for the future (**Denison 28<sup>th</sup> %ile**; .63 driver #15)
- People understand what needs to be done for us to succeed in the long run (**Denison 27<sup>th</sup> %ile**; .60 driver #19)
- Our strategic direction is clear to me (**Denison 21<sup>st</sup> %ile**; .60 driver #20)
- There is widespread agreement about goals (**Denison 31<sup>st</sup> %ile**; .59 driver #21)
- Leaders have a long-term viewpoint (**Denison 49<sup>th</sup> %ile**; .59 driver #22)
- We have a shared vision of what the organization will be like in the future (**Denison 54<sup>th</sup> %ile**; .57 driver #26)
- We are able to meet short-term demands without compromising our long-term vision (**Denison 38<sup>th</sup> %ile**; .45 driver #44)
- Short-term thinking often compromises our long-term vision (**Denison 51<sup>st</sup> %ile**; .24 driver #59)
- I believe in XYZ Organization' vision (Perception, Engagement)
- What is your opinion of the senior leadership and company vision? (Perception, Engagement)
- I am excited about XYZ Organization' future (Perception, Other Delivered)
- I believe in our CEO's leadership (Perception, Engagement)
- Our CEO communicates a clear sense of the direction the company is headed (Perception, Other)
- Our CEO's actions are consistent with XYZ Organization' core values (Perception, Other Delivered)
- What is your opinion of the senior leadership and company vision at XYZ Organization? (Perception, Other Delivered)
- Clear long-term vision and organizational goals (**CEB 28% discretionary effort / 36% intent to stay**)
- I articulate a clear vision of what can be accomplished in the future (CVF – MSAI)
- I constantly restate and reinforce my vision of the future to members of my unit (CVF – MSAI)
- I capture the imagination and emotional commitment of others when I talk about my vision of the future (CVF – MSAI)
- I help others visualize a new future that includes possibilities as well as probabilities (CVF – MSAI)
- I have developed a clear strategy for helping my unit successfully accomplish my vision of the future (CVF – MSAI)
- I make sure that all employees are clear about our policies, values, and objectives (CVF – MSAI)
- Clear vision, values, mission, objectives, strategies, and operating plans (Employment Relationship)

- I understand the long-term strategy of XYZ (Employee Engagement Group)
- My organization has clear strategic direction and most important goals (FranklinCovey)
- The leadership of this company has communicated a vision that motivates me (IBM/Kenexa)
- I understand the mission, vision, and values of our organization (GPTW)

### **Performance - Goal Alignment**

- I see a connection between my work and XYZ Organization' strategic goals
- I see a connection between the work I do and the company's strategic objectives (Member Survey – Low Importance & Low Score 3.83)
- Work is organized so that each person can see the relationship between his or her job and the goals of the organization (**Denison** 44<sup>th</sup> %ile; .66 driver #12)
- There is good alignment of goals across levels (**Denison** 50<sup>th</sup> %ile; .68 driver #9)
- Understanding connection between work and strategy (**CEB** 33% / 36%)
- I make certain that others have a clear picture of how their job fits with others in the organization (CVF – MSAI)
- A process for linking individual and team contributions to company goals (Employment Relationship)
- I see a strong link between my individual work goals and Stanley Consultant's goals (Aon Hewitt)
- I clearly understand what I'm supposed to do to help achieve my organization's goals (FranklinCovey)
- I work in a way that is aligned with our objectives (T4)

### **Performance - Expectations**

- I know what's expected of me at XYZ Organization
- I know what is expected of me in my job (Member Survey – Low Importance & High Score 4.10)
- Clearly communicate expectations (**CEB** 25% / 33%)
- I know what is expected of me at work (Gallup **Q12**)
- I clarify for members of my unit exactly what is expected of them (CVF – MSAI)
- I know what is expected of me at work (Aon Hewitt)
- I know what is expected of me at work (Employee Engagement Group)
- At work I know what is expected of me (IBM/Kenexa)
- Overall, I have a good understanding of what I am supposed to be doing in my job (DDI)
- Clear expectations, goals, key result areas, responsibilities, standards (Employment Relationship)
- Individual performance plan including goals and competencies (Employment Relationship)
- My manager and I have a clear understanding about my roles and responsibilities (FranklinCovey)
- I have a clear idea of what is expected of me (GPTW)
- I am clear on what I am here to do (T4)

### **SMART Goals** (Include? This is a "multi-barreled" question)

- I have "SMART" goals: Specific, Measurable, Aligned, Realistic, and Timely (T4)
- Leaders set goals that are ambitious, but realistic (**Denison** 24<sup>th</sup> %ile; .58 driver #25))
- Set realistic performance expectations (**CEB** 27% / 36%)
- I use a measurement system that consistently monitors work processes and outcomes (CVF – MSAI)
- Clear, measurable, deadline-driven work goals (FranklinCovey)
- We set goals that are truly achievable (FranklinCovey)
- We set goals that are timely; that is, it's the right time to work on them (FranklinCovey)
- My work goals are tied to specific measures of performance (FranklinCovey)
- My work goals have deadlines (FranklinCovey)

### **Drive**

- My work drives me to go the extra mile (**Denison**, Engagement 38<sup>th</sup> %ile)

- I am passionate about my work (**Denison**, Engagement 34<sup>th</sup> %ile)
- My work energizes me (**Denison**, Engagement 41<sup>st</sup> %ile)
- My work is engaging, which motivates me to go above and beyond (Perception, Engagement)
- I foster a climate of aggressiveness and intensity in my unit (CVF – MSAI)
- By empowering others in my unit, I foster a motivational climate that energizes everyone involved
- I motivate and energize others to do a better job (CVF – MSAI)
- I insist on intense hard work and high productivity from my subordinates (CVF – MSAI)
- I establish ambitious goals that challenge subordinates to achieve performance levels above the standard (CVF – MSAI)

### Communication

- I feel well-informed about what's going on at XYZ Organization (Member Survey – **High Importance**, Low Score 3.66 – 162 N, 59 D, 10 SD)
- The leadership has “gone on record” about the objectives we are trying to meet (**Denison** 69<sup>th</sup> %ile; .55 driver #29)
- We make certain that the “right hand knows what the left hand is doing” (**Denison** 59<sup>th</sup> %ile; .54 driver #31)
- Information is widely shared so that everyone can get the information needed (**Denison** 67<sup>th</sup> %ile; .51 driver #37)
- My manager effectively communicates information to me that affects my work (Perception, Other)
- At XYZ Organization, we have an open and transparent culture (Perception, Other Delivered)
- I feel well-informed about important decisions at this company (WorkplaceDynamics; **64.6%**)
- I routinely share information across functional boundaries in my organization to facilitate coordination; I facilitate effective information sharing and problem solving in my group (CVF – MSAI)
- Candid, timely, open information sharing about direction and results (Employment Relationship)
- Open communication – upward, downward, and across the company (Employment Relationship)
- Important information re: financial performance, client satisfaction, etc. (Employment Relationship)
- Members are kept informed on matters that directly affect them (Aon Hewitt)
- I am kept well informed about changes in the organization that affect my work group (DDI)
- I am informed about what is happening at this organization (Employee Engagement Group)
- We keep people informed about what is happening at this organization (Employee Engagement Grp)
- I receive the information and communication I need to do my job effectively (IBM/Kenexa)
- In this company there is open and honest two-way communication (IBM/Kenexa)
- Leaders communicate what I need to know (T4)

### Team Goals (Goals and Objectives)

- We are focused as a team on clear goals
- My team effectively works together toward our goals (Perception, Engagement) [Collaboration?]
- My department leader communicates a clear sense of direction (Perception, Engagement)
- I understand the objectives of my direct team (Perception, Other Delivered)
- I keep close track of how my unit is performing (CVF – MSAI)
- We are focused as a team on specific goals (Employee Engagement Group)
- My manager sets clear and measurable goals for our team (Aon Hewitt)
- Clear team purpose and process (Employment Relationship)
- Diligent work-team focus on top goals (FranklinCovey)
- Clear, measurable team goals (FranklinCovey)

### Planning

- Business planning is ongoing and involves everyone in the process to some degree (**Denison** 36<sup>th</sup> %ile; .55 driver #28)
- Break down projects into manageable components (**CEB** 27% / 36%)
- We plan our work around our most important goals (FranklinCovey **47%**)
- Each week I identify and schedule activities around the most important goals (FranklinCovey **32%**)
- Clear, correlated assignments and follow through (FranklinCovey)
- My individual work goals are translated into daily tasks and activities (FranklinCovey)
- There is adequate planning of departmental goals and objectives (Employee Engagement Group)

### Importance

- I feel that my job is important and that the work I do makes a difference
- Everyone believes that he or she can have a positive impact (**Denison** 55<sup>th</sup> %ile; .66 driver #14)
- There's a clear mission that gives meaning and direction to our work (**Denison** 40<sup>th</sup> %ile; .71 driver #6)
- I generally find my work meaningful (Perception, Engagement Pulse)
- My work has a positive impact on XYZ Organization (Perception, Engagement)
- My work gives me a sense of personal accomplishment (Perception, Other Delivered)
- Please help us understand what you find meaningful or not meaningful about your work, and why (Perception, Engagement)
- Importance of job to organizational success (**CEB** 30% / 34%)
- The mission or purpose of my company makes me feel my job is important (Gallup **Q12**)
- My job makes me feel like I am part of something meaningful (WorkplaceDynamics **78.5%**)
- My job contributes to fulfilling an important purpose (FranklinCovey **65%**)
- An opportunity to contribute and make a difference (Employment Relationship)
- Challenging, interesting, meaningful, and fulfilling work (Employment Relationship)
- I get a sense of accomplishment from my work (Aon Hewitt)
- I find personal meaning and fulfillment in my work (DDI)
- I understand how the work I do makes a difference (GPTW)
- My work is important (T4)

### Company Pride - Association

- I am proud to be a member of XYZ Organization (Member Survey – **High** Imp & High Score 4.34)
- I am proud to work for this organization (**Denison**, Engagement 53<sup>rd</sup> %ile)
- I am enthusiastic about working for this organization (**Denison**, Engagement 47<sup>th</sup> %ile)
- I am proud to work at XYZ Organization (Perception, Engagement)
- Feelings of pride in the company and in your position (Employment Relationship)
- I am proud to work for XYZ (Employee Engagement Group)
- I have pride in the organization and its products/services (GPTW)

## Development

### Learn & Grow (Development Opportunities)

- I have opportunities for professional development at XYZ Organization
- I believe this organization is committed to my professional career development (Member Survey – **High** Importance, Low Score 3.65 – 194 N, 47 D, 10 SD)
- The capabilities of people are viewed as an important source of competitive advantage (**Denison** 66<sup>th</sup> %ile; .74 driver #3)

- There is continuous investment in the skills of employees (**Denison 51<sup>st</sup>** %ile; .54 driver #30)
- The “bench strength” (capability of people) is constantly improving (**Denison 23<sup>rd</sup>** %ile; .51 driver #35)
- The development opportunities offered at XYZ Organization help me reach my professional goals (Perception, Engagement)
- My manager actively supports my growth and development needs (Perception, Engagement)
- How do you feel about the resources you’re offered at XYZ Organization in terms of professional development? (Perception, Engagement)
- How do you feel about the advancement opportunities you’re offered at XYZ Organization, both in terms of development opportunities and promotions? (Perception, Other Delivered)
- Encourage employee development (**CEB 25% / 36%**)
- This last year, I have had opportunities at work to learn and grow (Gallup **Q12**)
- I facilitate a work environment where peers as well as subordinates learn from and help develop one another (CVF – MSAI)
- I provide experiences for employees [members] that help them become socialized and integrated into the culture of our organization (CVF – MSAI)
- XYZ strongly supports the learning and development of its members (Aon Hewitt)
- This company provides me with opportunities to learn and grow (IBM/Kenexa)
- I have appropriate opportunities for personal and professional growth (Aon Hewitt)
- My job provides me with chances to grow and develop (DDI)
- Opportunities for growth and learning, including training for current responsibilities and education for potential future responsibilities (Employment Relationship)

### **Manager Support**

- I receive encouragement and help with my development here
- There is a characteristic management style and a distinct set of management practices (**Denison 53<sup>rd</sup>** %ile; .40 driver #53)
- My manager is technically competent at his/her job (Perception, Other Delivered)
- Help find solutions to problems (**CEB 27% / 35%**)
- There is someone at work who encourages my development (Gallup **Q12**)
- My manager makes it easier to do my job well (WorkplaceDynamics; **79.4%**)
- My manager helps me learn and grow (WorkplaceDynamics; **74.9%**)
- I make sure that others in my unit are provided with opportunities for personal growth and development (CVF – MSAI)
- I give others assignments and responsibilities that provide opportunities for their personal growth and development (CVF – MSAI)
- Company and immediate manager support for personal and professional development, including investment of time and money (Employment Relationship)
- My manager provides the support I need to succeed (Aon Hewitt)
- My immediate manager is an effective coach (Employee Engagement Group)
- I am encouraged to learn and develop new skills (Employee Engagement Group)
- Managers are genuinely involved in helping people develop their potential (FranklinCovey)
- Someone talks with me regularly about my growth and development (GPTW)
- Someone here has made a personal investment in my growth and development (IBM/Kenexa)

### **Performance – Feedback (Feedback)**

- I receive timely and meaningful feedback regarding my performance (Member Survey – Low Importance & Low Score 3.36)
- The PMP provides a fair basis to evaluate my performance (Member Survey – Low Imp & Score 2.97)

- We continuously track our progress against our stated goals (**Denison** 70<sup>th</sup> %ile; .39 driver #54)
- My manager gives me clear and actionable feedback to improve (Perception, Engagement)
- Quality of informal feedback (**CEB** 26% / 35%)
- Accurately evaluates employee performance (**CEB** 25% / 35%)
- In the last six months, someone at work has talked to me about my progress (Gallup **Q12**)
- I give my subordinates regular feedback about how I think they're doing; I ensure that regular reports and assessments occur in my unit (CVF – MSAI)
- In the past 6 months, someone has talked to me about my progress (Employee Engagement Group)
- Timely and useful feedback on performance and development needs (Employment Relationship)
- Giving and receiving feedback, suggestions, support, and appreciation (Employment Relationship)
- My manager provides regular feedback that allows me to improve my performance (Aon Hewitt)
- I get sufficient feedback about how well I am doing (DDI)
- I routinely receive feedback from my manager (Employee Engagement Group)
- I meet at least monthly with my manager to review progress on my goals (FranklinCovey)
- I receive honest and straightforward feedback (GPTW)
- Someone at work provides me with timely and helpful feedback (IBM/Kenexa)

### Recognition

- I receive meaningful recognition for a job well done (Member Survey – **High** Import, Low Score 3.52)
- I am recognized regularly for the contributions I make in my work (Perception, Engagement)
- I see a clear linkage between my performance and my rewards (Perception, Engagement)
- I receive fair credit for my contributions at work (Perception, Other Delivered)
- My manager recognizes me for my contributions, my ideas, and my effort at work (Perception, Other)
- I feel valued as a member of XYZ Organization (Perception, Other Delivered)
- How do you feel about recognition at XYZ Organization? (Perception, Engagement)
- In the last seven days, I have received recognition or praise for doing good work (Gallup **Q12**)
- I feel genuinely appreciated at this company (WorkplaceDynamics; **78.8%**)
- I motivate and energize others to do a better job (CVF – MSAI)
- I establish ceremonies and rewards in my unit that reinforce the values and culture of our organization (CVF – MSAI)
- I receive appropriate recognition for my contributions and accomplishments (Aon Hewitt)
- In the last seven days, I have received recognition or praise for doing good work (Ee Engagement Grp)
- Formal and informal recognition of accomplishments/contributions (Employment Relationship)
- Feeling noticed, appreciated, and recognized for contributions (Employment Relationship)
- I feel that my contributions to achieving our goals are recognized and appreciated (FranklinCovey)
- Someone tells me when they think I've done a good job or expended extra effort on a task (GPTW)
- I regularly receive praise or recognition when I do good work (IBM/Kenexa)

### Training

- I participate in the development I need to succeed in my job and career
- I am confident with the training I received for my present position (Member Survey - Low Importance & Low Score 3.49)
- Learning is an important objective in our day-to-day work (**Denison** 50<sup>th</sup> %ile; .58 driver #23)
- Problems often arise because we do not have the skills necessary to do the job [reverse scored] (**Denison** 32<sup>nd</sup> %ile; .25 driver #58)
- I get the formal training I want for my career (WorkplaceDynamics; **65.8%**)
- I regularly coach subordinates to improve their management skills so they can achieve higher levels of performance (CVF – MSAI)

- Development – training, coaching/mentoring, and experiences to help keep knowledge and skills current so you will be able to take advantage of career opportunities (Employment Relationship)
- The training that I have received has been useful and I have put it into practice (Aon Hewitt)
- We have high quality training opportunities to improve skills (Employee Engagement Group)
- I enable people to get the training and development they need for career success (GPTW)
- I have the training I need to do my job effectively (IBM/Kenexa)

### Matching

- At XYZ Organization, I have the opportunity to do what I do best every day (Perception, Engagement)
- My manager actively finds ways to leverage my skill set (Perception, Other Delivered)
- My work gives me a chance to use my skills, training, and abilities to the fullest extent (Perception, Other Delivered) [multi-barreled]
- At work, I have the opportunity to do what I do best every day (Gallup **Q12**)
- Each day I have a chance to do what I do best (IBM/Kenexa)
- Put the right people in the right roles (**CEB 27% / 37%**)
- My job taps into the best of my talents and passion (FranklinCovey **41%**)
- My job makes full use of my knowledge and abilities (Aon Hewitt)
- In my work group, people are assigned tasks that allow them to use their best skills (DDI)
- Leadership is focused on utilizing my strengths (T4)
- We identify and recruit the best people for every job (Employee Engagement Group)
- Staffing practices which encourage job mobility, communicate opportunities and requirements, and match individuals to appropriate opportunities (Employment Relationship)

### Career Opportunity - Advice (Not sure how best to word this)

- I understand what is necessary and expected of me to advance my career (Member Survey – **High** Importance, Low Score 3.55 – 195 N, 63 D, 8 SD)
- I understand the criteria for advancement opportunities here at XYZ Organization [or in my department (Perception, Other Delivered)
- Promotions are based on a fair and objective set of consistent criteria and assessment (Perception, Other Delivered)
- Career advisor effectiveness (**CEB 26% / 37%**)
- I actively help prepare others to move up in the organization (CVF – MSAI)
- I understand what is required to progress in my company (Aon Hewitt)
- Someone here provides me with valuable guidance and counseling about my career (Aon Hewitt)
- Someone here provides me with advice about my career “next steps” (GPTW)
- Someone creates opportunities for me to get relevant experience to meet my career goals (GPTW)
- Someone ensures I’m well positioned for promotion when ready for advancement (GPTW)
- Someone ensures that I can see how my career can develop within the organization (GPTW)
- Someone lets me know what’s needed to seek promotions within my department (GPTW)
- Someone helps me see my long-term future with the organization (GPTW)
- Opportunities for receiving and/or providing coaching and mentoring (Employment Relationship)

### Career Opportunity (Advancement Opportunities)

- I am confident with my career opportunities within the organization (Member Survey – **High** Importance, Low Score 3.62 – 181 N, 55 D, 15 SD)
- I am optimistic about my future career trajectory here at XYZ Organization (Perception, Engagement)
- Growth opportunities at XYZ Organization (e.g., projects, experiences, exposure) are transparent and accessible (Perception, Other Delivered)
- I feel there are sufficient opportunities for me to increase my chances for advancement (Aon Hewitt)

- There are real opportunities here for meaningful career and professional development (Employee Engagement Group)
- This company enables me to work at my full potential (WorkplaceDynamics)

## Collaboration

### Teamwork – Within (Teams)

- The members in my department work together as an effective team (Member Survey – **High** Importance & High Score 4.05)
- Teamwork is used to get work done, rather than hierarchy (**Denison** 65<sup>th</sup> %ile; .69 driver #8)
- People work like they are part of a team (**Denison** 69<sup>th</sup> %ile; .67 driver #11)
- Teams are our primary building blocks (**Denison** 70<sup>th</sup> %ile; .78 driver #1)
- My team is a great team to work with (Perception, Engagement Pulse)
- My team effectively works together toward our goals (Perception, Engagement) [Direction?]
- I am able to get help from the people I work with when necessary (Perception, Engagement)
- I enjoy the camaraderie of the people I work with (Perception, Engagement)
- I have a best friend at XYZ Organization (Perception, Other Delivered)
- What would you like us to know about working on your team? (Perception, Engagement)
- I have a best friend at work (Gallup **Q12**)
- I build cohesive, committed teams of people (CVF – MSAI)
- I facilitate effective information sharing and problem solving in my group (CVF – MSAI)
- I create an environment where involvement and participation in decisions are encouraged and rewarded (CVF – MSAI)
- In groups I lead, I make sure that sufficient attention is given to both task accomplishment and interpersonal relationships (CVF – MSAI)
- Friendly, positive working relationships with manager, peers, clients, etc. (Employment Relationship)
- Developing and maintaining ongoing working relationships with others (Employment Relationship)
- Team-based approach - being part of a high-performing team; providing a sense of identification and belonging - feeling connected to others (Employment Relationship)
- People in my work group cooperate with each other to get the job done (DDI)
- I am a member of a well-functioning team (Employee Engagement Group)
- I feel that I am part of a team (IBM/Kenexa)
- I have effective two-way conversations with my teammates (T4)
- My team is highly effective (T4)
- I coordinate my efforts with others (T4)

### Teamwork – Across (Collaboration)

- My team works well with other departments/groups within the company to get work done (Member Survey – Low Importance, High Score 3.97)
- People from different parts of the organization share a common perspective (**Denison** 43<sup>rd</sup> %ile; .58 driver #24)
- Working with someone from another part of this organization is like working with someone from a different organization (**Denison** 42<sup>nd</sup> %ile; .50 driver #39)
- Cooperation across different parts of the organization is actively encouraged (**Denison** 37<sup>th</sup> %ile; .46 driver #43)



- It is easy to coordinate projects across different parts of the organization (**Denison** 60<sup>th</sup> %ile; .42 driver #49)
- My team collaborates effectively with other teams (Perception, Other Delivered)
- I routinely share information across functional boundaries in my organization to facilitate coordination (CVF – MSAI)
- I coordinate regularly with managers in other units in my organization (CVF – MSAI)
- I initiate cross-functional teams or task forces that focus on important organizational issues (CVF – MSAI)
- I interpret and simplify complex information so that it makes sense to others and can be shared throughout the organization (CVF – MSAI)
- Collaboration, partnership, and support (information, advice, etc.) from others within and between teams - elimination of silos (Employment Relationship)
- In this organization, different work groups reach out to help and support each other (DDI)
- There is good inter-departmental cooperation at this company (WorkplaceDynamics)

### **Caring/Compassion**

- My supervisor/manager seems to care about me as a person (Member Survey – **High** Importance & High Score 4.00 – 105 N, 25 D, 17 SD)
- My manager has my best interests in mind (Perception, Other Delivered)
- Care about employees (**CEB** 26% / 34%)
- My supervisor, or someone at work, seems to care about me as a person (Gallup **Q12**)
- My manager cares about my concerns (WorkplaceDynamics; **79.8%**)
- I communicate in a supportive way when people in my unit share their problems with me (CVF – MSAI)
- I foster trust and openness by showing understanding for the point of view of individuals who come to me with problems or concerns (CVF – MSAI)
- When giving negative feedback to others, I foster their self-improvement rather than defensiveness or anger (CVF – MSAI)
- Treatment with empathy, caring / concern for well-being (Employment Relationship)
- My manager is interested in my well-being (Employee Engagement Group)
- My manager really cares about me as a person (Employee Engagement Group)
- I have a manager that cares about me (IBM/Kenexa)

### **Integrity/Trust**

- I believe management at all levels leads with fairness and integrity (Member Survey – **High** Importance, Low Score 3.58 – 178 N, 66 D, 11 SD)
- There is a high level of trust in our organization (Member Survey – **High** Importance, Low Score 3.56 – 166 N, 71 D, 17 SD)
- There is a clear and consistent set of values that governs the way we do business (**Denison** 75<sup>th</sup> %ile; .73 driver #4)
- The leaders and managers “practice what they preach” (**Denison** 61<sup>st</sup> %ile; .70 driver #7)
- There is an ethical code that guides our behavior and tells us right from wrong (**Denison** 79<sup>th</sup> %ile; .68 driver #10)
- Our approach to doing business is very consistent and predictable (**Denison** 77<sup>th</sup> %ile; .61 driver #18)
- There is a clear agreement about the right way and the wrong way to do things (**Denison** 63<sup>rd</sup> %ile; .51 driver #36)
- Ignoring core values will get you in trouble (**Denison** 51<sup>st</sup> %ile; .49 driver #39)
- Decisions that impact my work are made through a fair and transparent process (Perception, Other)

- I feel comfortable communicating openly and honestly with my manager (Perception, Other)
- How do you feel about XYZ Organization' corporate ethics, including diversity, inclusion, and social responsibility? (Perception, Engagement)
- Demonstrate and demand integrity (**CEB 28% / 35%**)
- Atmosphere / relationship of trust (Employment Relationship)
- Honesty in all communications, consistency between words and actions (Employment Relationship)
- Equity, fair policies, consistent application, non-discriminatory practices. (Employment Relationship)
- People trust each other in my work group (DDI)
- I feel comfortable talking to my superiors about any concerns I might have about my work (Employee Engagement Group)
- I believe XYZ Organization is a highly professional and ethical organization (Member Survey – **High Importance & High Score 4.18**)
- This company operates by strong values and ethics (WorkplaceDynamics; **83.6%**)
- This organization shows a commitment to ethical business decisions and conduct (IBM/Kenexa)

#### **Diversity/Inclusion** (Diversity and Inclusion)

- Our company is committed to promoting people of all backgrounds (Member Survey – **High Importance & High Score 4.09 – 81 N, 16 D, 4 SD**)
- My manager [or XYZ Organization] is committed to hiring a diverse team (Perception, Engagement)
- XYZ Organization' diversity and inclusion initiatives help build a better workplace for all (Perception, Engagement)
- I am confident with XYZ Organization' commitment to the local... (Perception, Engagement)
- There is equal opportunity for people to have a successful career at XYZ Organization (Perception, Other Delivered)
- XYZ Organization is committed to creating a culture of diversity and inclusion (Perception, Other)
- Diverse perspectives are valued at XYZ Organization [or by my manager, or in my team] (Perception, Other Delivered – there are several other questions related to D/I)
- Demonstrate strong commitment to diversity (**CEB 29% / 37%**)
- Staff diversity is respected; employees of different backgrounds and personalities are valued (Employee Engagement Group)
- My company has a culture of diversity and inclusion – they treat all employees fairly regardless of age, gender, race, religion, etc. (Employee Engagement Group)
- This organization is committed to providing equal opportunities for all employees (IBM/Kenexa)

#### **Respect**

- I am respected and treated fairly by my manager (Perception, Engagement)
- I am respected and treated fairly by my teammates (Perception, Other Delivered)
- How do you feel about [recognition and] respect at XYZ Organization? (Perception, Engagement)
- At XYZ Organization, I feel comfortable being myself (Perception, Other Delivered)
- Respect employees as individuals (**CEB 26% / 34%**)
- People in my work group understand and respect the things that make me unique (DDI)
- People within our office treat others with respect (Employee Engagement Group)
- Commitment to respect for employees; treatment with respect, dignity (Employment Relationship)

#### **Conflict/Agreement**

- When disagreements occur, we work hard to achieve “win-win” solutions (**Denison 61<sup>st</sup> %ile; .57 driver #27**)
- It is easy to reach consensus, even on difficult issues (**Denison 69<sup>th</sup> %ile; .54 driver #32**)
- We often have trouble reaching agreement on key issues (**Denison 61<sup>st</sup> %ile; .47 driver #42**)

- We genuinely listen to each other, honestly seeking to understand the viewpoints of others (FranklinCovey **48%**)
- We discuss tough issues candidly (FranklinCovey **46%**)
- We do not undermine each other (FranklinCovey **37%**)
- We actively seek out differing viewpoints (FranklinCovey **32%**)
- When leading a group, I ensure collaboration and positive conflict resolution among group members (CVF – MSAI)
- I listen openly and attentively to others who give me their ideas, even when I disagree (CVF – MSAI)
- People in my work group quickly resolve conflicts when they arise (DDI)
- I feel comfortable expressing my views on issues important to me, even if I know that others may disagree (Employee Engagement Group)
- I talk openly with coworkers about our conflicts and our successes (T4)

### Culture

- Our company culture fosters a positive work environment (Member Survey – **High** Importance & High Score 3.94 – 104 N, 28 D, 2 SD)
- There is a “strong” culture (Denison 63<sup>rd</sup> %ile; .77 driver #2)
- At XYZ Organization, we have an open and transparent culture (Perception, Other Delivered)
- Now is your opportunity to share how you feel about company culture at XYZ Organization (Perception, Other Delivered)
- There is not a lot of negativity at my workplace (WorkplaceDynamics; **57.9%**)
- Our people/HR practices create a positive work environment for me (Aon Hewitt)

## Innovation

### Involvement

- I am encouraged to contribute innovative ideas as part of my job (Member Survey – **High** Importance, Low Score 3.92 – 121 N, 26 D, 5 SD)
- Most members are highly involved in their work (**Denison** 58<sup>th</sup> %ile; .61 driver #17)
- I have opportunities to be creative and imaginative in my work (Perception, Engagement)
- My manager creates an environment where I feel comfortable expressing my ideas (Perception, Engagement)
- People are encouraged to be creative (**Denison** Innovation module)
- New ideas are encouraged at this company (WorkplaceDynamics; **75.4%**)
- At work, my opinions seem to count (Gallup **Q12**)
- At work, my opinions and ideas seem to count (Aon Hewitt)
- I encourage others in my unit to generate new ideas and methods (CVF – MSAI)
- I regularly come up with new, creative ideas regarding processes, products, or procedures for my organization (CVF – MSAI)
- My ideas and opinions count (IBM/Kenexa)
- I facilitate effective information sharing and problem solving in my group (CVF – MSAI)
- I create an environment where involvement and participation in decisions are encouraged and rewarded (CVF – MSAI)
- I am always working to improve the processes we use to achieve our desired output (CVF – MSAI)
- I facilitate a climate of continuous improvement in my unit (CVF – MSAI)

- I encourage everyone in my unit to constantly improve and update everything they do (CVF – MSAI)
- I encourage all employees [members] to make small improvements continuously in the way they do their jobs (CVF – MSAI)
- I help my employees strive for improvement in all aspects of their lives, not just in job-related activities (CVF – MSAI)
- The management of our office listens to our people (Employee Engagement Group)
- I am encouraged to seek out innovative and creative solutions to help improve XYZ's performance (Aon Hewitt)
- In my work group, my ideas and opinions are appreciated (DDI)
- I am actively encouraged to volunteer new ideas and make suggestions for improvement of our business (Employee Engagement Group)
- Our management values inputs from all levels (Employee Engagement Group)
- Opportunities to use creativity, make suggestions for improvement, etc. (Employment Relationship)
- Involvement in goal setting, decision making and problem solving (Employment Relationship)
- Influence - having ideas, suggestions and complaints heard and responded to (Employment Rel)
- Ability to have input into or to make significant work-related decisions (Employment Relationship)
- Communication is energetic and creative, often leading to new or better ideas (FranklinCovey 36%)
- Our managers actively seek our opinions on how to do things better (FranklinCovey)
- My manager seeks input, suggestions, and ideas from my team (GPTW)

#### **Support for Innovation**

- Innovation and risk taking are encouraged and rewarded (**Denison** 16<sup>th</sup> %ile; .42 driver #50)
- We are able to implement new ideas (**Denison** Innovation module)
- New ideas are continually evaluated and improved upon (**Denison** Innovation module)
- Support for developing new ideas is readily available (**Denison** Innovation module)
- I create environment where experimentation and creativity are rewarded / recognized (CVF – MSAI)
- I generate, or help others obtain, resources necessary to implement innovative ideas (CVF – MSAI)
- When someone comes up with a new idea, I help sponsor them to follow through on it (CVF – MSAI)
- XYZ provides the support I need to develop ideas that will help make it more successful (Aon Hewitt)
- We apply resources (people, money, systems) to ideas that will drive future success (Aon Hewitt)
- Flexibility, minimum of barriers and assistance in overcoming them (Employment Relationship)

#### **Autonomy (Decision Making)**

- I am allowed to make decisions to solve problems for my clients (Member Survey – Low Importance, High Score 3.99)
- Decisions are usually made at the level where the best information is available (**Denison** 64<sup>th</sup> %ile; .62 driver #16)
- Authority is delegated so that people can act on their own (**Denison** 65<sup>th</sup> %ile; .53 driver #34)
- I feel empowered to make decisions that affect my work (Perception, Engagement)
- I can make meaningful decisions about how I do my job (DDI)
- Autonomy, empowerment, independence, freedom, and control over work (Employment Relationship)
- Authority to do your job well - satisfy clients, make things happen, etc. (Employment Relationship)
- I am involved in decisions that affect my work (IBM/Kenexa)

#### **Client Commitment**

- Our company is committed to meeting or exceeding client needs (Member Survey - **High & High** 4.22)
- The interests of the client often get ignored in our decisions (**Denison** 72<sup>nd</sup> %ile; .43 driver #46)
- We encourage direct contact with clients by our people (**Denison** 38<sup>th</sup> %ile; .42 driver #48)

- All members have a deep understanding of client wants and needs (**Denison 42<sup>nd</sup> %ile**; .35 driver #55)
- Client comments and recommendations often lead to changes (**Denison 56<sup>th</sup> %ile**; .27 driver #56)
- Client input directly influences our decisions (**Denison 79<sup>th</sup> %ile**; .22 driver #60)
- XYZ Organization is constantly innovating to respond to changing client needs (Perception, Other)
- I have consistent and frequent contact with my internal and external customers (CVF – MSAI)
- I make sure that we assess how well we are meeting our customers' expectations (CVF – MSAI)
- I make sure that my unit continually gathers information on our customers' needs and preferences (CVF – MSAI)
- I involve customers in my unit's planning and evaluations (CVF – MSAI)
- I ensure that everything we do is focused on better serving our customers (CVF – MSAI)
- At my organization, we consistently meet the expectations of our clients (FranklinCovey)
- Information re: client wants / needs / expectations and their perceptions of how well we are meeting them (Employment Relationship)

### Decision Making

- I believe our mission, vision, and core values drive the decisions of the organization (Member Survey – High Importance, Low Score 3.77 – 152 N, 37 D, 7 SD)
- There is a clear and consistent set of values that governs the way we do business (**Denison 75<sup>th</sup> %ile**; .73 driver #4)
- I foster rational, systematic decision analysis in my unit (e.g., logically analyzing component parts of problems) to reduce the complexity of important issues (CVF – MSAI)
- I use the mission, vision, and values to make and communicate my decisions (GPTW)

### Change (Change Management)

- New and improved ways to do work are continuously adopted (**Denison 7<sup>th</sup> %ile**; .53 driver #33)
- Different parts of organization often cooperate to create change (**Denison 12<sup>th</sup> %ile**; .43 driver #47)
- Attempts to create change usually meet with resistance (**Denison 13<sup>th</sup> %ile**; .41 driver #52)
- The way things are done is very flexible and easy to change (**Denison 27<sup>th</sup> %ile**; .26 driver #57)
- Change is effectively managed here (e.g., changes in processes, management, structure, etc.) (Perception, Other Delivered)

### Risk Taking / Failure

- We view failure as an opportunity for learning and improvement (**Denison 44<sup>th</sup> %ile**; .48 driver #40)
- Lots of things "fall between the cracks" [reverse scored] (**Denison 68<sup>th</sup> %ile**; .48 driver #41)
- Innovation and risk taking are encouraged and rewarded (**Denison 16<sup>th</sup> %ile**; .42 driver #50)
- People here are comfortable taking calculated risks (Aon Hewitt)
- Freedom to experiment - take risks, make mistakes and learn from them (Employment Relationship)
- Encouragement and support of entrepreneurial initiative and risk-taking (Employment Relationship)

### Competitiveness

- Our strategy leads other organizations to change the way they compete in the industry (**Denison 8<sup>th</sup> %ile**; .45 driver #45)
- We respond well to competitors and other changes in the business environment (**Denison 8<sup>th</sup> %ile**; .41 driver #51)
- I foster a sense of competitiveness that helps members of my work group perform at higher levels than members of other units (CVF – MSAI)
- I push my unit to achieve world-class competitive performance in service and/or products (CVF – MSAI)
- I increase the competitiveness of my unit by encouraging others to provide services and/or products that surprise and delight customers [clients] by exceeding their expectations (CVF – MSAI)

- I constantly monitor the strengths and weaknesses of our best competition and provide my unit with information on how we measure up (CVF – MSAI)
- I create a climate where individuals in my unit want to achieve higher levels of performance than the competition (CVF – MSAI)

## Other

### Resources

- I have the tools I need to do my job (equipment, hardware, software, etc.) (Member Survey – Low Importance, High Score 4.02)
- I have the tools and support to deliver quality work to our clients (Member Survey – Low Importance, High Score 3.99)
- I have the resources (people, finances, etc.) I need to do my work well (Perception, Engagement)
- I have access to the people and finances I need to do my work effectively (Perception, Other Delivered) [multi-barreled]
- I have access to the physical resources (hardware, software, tools, etc.) required for my job (Perception, Other Delivered) [multi-barreled]
- My team has the appropriate headcount to manage our workload (Perception, Other Delivered)
- How do you feel about the resources you're offered at XYZ Organization in your day-to-day role? (Perception, Engagement)
- How do you feel about the resources you're offered at XYZ Organization in terms of physical resources and infrastructure, tools, and headcount? (Perception, Other Delivered) [multi-barreled]
- Help attain necessary information, resources, technology (**CEB 26% / 35%**)
- I have the materials and equipment I need to do my work right (Gallup **Q12**)
- I have the materials and equipment I need to do my work right (Employee Engagement Group)
- I have the tools and equipment I need to do my job effectively (IBM/Kenexa)
- My resources and objectives are aligned (T4)
- Support for high quality and continuous improvement - resources, systems, tools, information, advice, measurement, etc. (Employment Relationship)

### Compensation (Compensation [and Benefits])

- Considering the skills required for my job, my pay is fair (Member Survey – Low Import & Score 3.72)
- I receive fair pay [and benefits] for the work I do (Perception, Engagement) [multi-barreled]
- I see a clear linkage between my performance and my rewards (Perception, Engagement)
- Now is your opportunity to share how you feel about compensation... (Perception, Engagement)
- Now is your opportunity to share how you feel about compensation [and benefits] at XYZ Organization (Perception, Other Delivered)
- My pay is fair for the work I do (WorkplaceDynamics **62.3%**)
- Pay that reflects contribution, results, behavior, and knowledge / skills (Employment Relationship)
- Considering my contribution, I think I am fairly paid compared to others in the office (Employee Engagement Group)
- Compared with other team members in my role, I am fairly paid (Aon Hewitt)
- Considering the office as a whole, the compensation system is managed equitably and fairly (Employee Engagement Group)
- I believe my total pay (base pay, overtime, incentives, etc.) is competitive with other places I could work (Member Survey – Low Importance & Score 3.73)
- Pay that is competitive - reflects the market value of the work (Employment Relationship)

- Highly rewarding compensation - share the rewards of a job well done (Employment Relationship)
- The compensation plans of this organization reward outstanding job performance (IBM/Kenexa)
- I get enough good information about pay (Aon Hewitt)
- My manager ensures that people understand the factors influencing their pay (GPTW)
- My manager communicates about the distribution of profits made by the organization (GPTW)

#### **Benefits ([Compensation and] Benefits)**

- I believe my overall benefits are competitive with other places I could work (Member Survey – Low Importance, High Score 4.26)
- I receive fair [pay and] benefits] for the work I do (Perception, Engagement) [multi-barreled]
- My employee benefits are what I would expect from a company of this size and tenure (Perception, Engagement)
- Now is your opportunity to share how you feel about [compensation and] benefits at XYZ Organization (Perception, Other Delivered)
- My benefits package is good compared to others in the industry (WorkplaceDynamics **59.5%**)
- I have a good understanding of my member benefits program (medical, dental, PTO, 401k, retirement, etc.) (Member Survey – Low Importance, High Score 4.07)
- I get enough good information about my benefits (Aon Hewitt)
- Overall, my benefit plan meets my (and my family's) needs well (Aon Hewitt)
- Our benefits are at least as good as our competitors (Employee Engagement Group)
- Competitive, flexible, and valued benefit options (Employment Relationship)
- My manager helps me understand how I can best take advantage of our benefits (GPTW)

#### **Work Environment – Balance (Work-Life Balance)**

- My job allows me to balance my work requirements and the needs of my private life (Member Survey – Low Importance, High Score 3.94)
- At XYZ Organization, I am able to balance my work and personal life (Perception, Engagement)
- At XYZ Organization, our policies support work-life balance (e.g., flex-hours, convenient schedule, work from home, etc.) (Perception, Other Delivered)
- I am able to adjust my work schedule around my personal life (e.g., flex-hours, convenient schedule, work from home, etc.) (Perception, Other Delivered)
- My manager creates space for me to balance my work and personal life (Perception, Other)
- How do you feel about work-life balance at XYZ Organization? (Perception, Other Delivered)
- I have the flexibility I need to balance my work and personal life (WorkplaceDynamics; **79.2%**)
- Flexible work arrangements (time, place) and sufficient paid time off (Employment Relationship)

#### **Company Pride - Community**

- I feel that XYZ Organization gives back to my community (Member Survey – Low Importance & Low Score 3.70 – 203 N, 38 D, 8 SD)

#### **Commitment/Intent to Stay**

- I am highly committed to this organization (**Denison**, Commitment 60<sup>th</sup> %ile)
- I feel a strong personal connection to this organization (**Denison**, Commitment 60<sup>th</sup> %ile)
- It would be difficult for me to leave this organization (**Denison**, Commitment 66<sup>th</sup> %ile)
- I rarely think about looking for a job with another organization (**Denison**, Commitment 63<sup>rd</sup> %ile)
- I continue to work here more out of choice than necessity (**Denison**, Commitment 60<sup>th</sup> %ile)
- In my role, the amount of stress I deal with is manageable (Perception, Retention)
- I generally find my work meaningful (Perception, Engagement Pulse and Retention) [Direction]
- I see myself working at XYZ Organization a year from now (Perception, Retention)
- I plan to be working at this company 2 years from now (Member Survey – **Anchor** 4.29)

- I want to stay at this company for more than a year (WorkplaceDynamics **73.9%**)
- I feel a sense of loyalty to this company (DDI)
- I would like to be working for this organization one year from today (Employee Engagement Group)
- I rarely think about looking for a new job with another company (IBM/Kenexa)

### **Recommend to Others**

- I would recommend working for this organization to others (**Denison**, Commitment 74<sup>th</sup> %ile)
- I would recommend XYZ Organization as a great place to work (Perception, Other Delivered)
- How likely are you to recommend our company as a place to work? (Perception, Other Delivered)
- How likely are you to recommend our services to a friend or colleague? (Perception, Other Delivered)
- I would highly recommend working at this company to others (WorkplaceDynamics **78.3%**)
- I would recommend employment at my organization to my friends or family (DDI)
- I would gladly refer a good friend or family member to this company for employment (IBM/Kenexa)

### **Overall**

- My manager is a great manager to work with (Perception, Engagement Pulse)
- My manager creates an environment that makes work rewarding and enjoyable (Perception, Engagement)
- I would work with my manager again in the future (Perception, Other Delivered)
- This job has met or exceeded the expectations I had when I started (WorkplaceDynamics **70.3%**)

### **Open Ended Questions**

- What is it about XYZ Organization that you would most like to preserve? (10/15 survey)
- What is it about XYZ Organization that you would most like to see changed? (10/15 survey)
- What we need to start doing or do more of is
- What we need to stop doing or do less of is
- What we need to do better or differently is
- Please share a story or anecdote that conveys your feelings about working at XYZ Organization (Perception, Engagement Pulse)
- We'd like to learn what you appreciate about your work experience (Perception, Engagement)
- What do you particularly like or appreciate about your work experience at XYZ Organization (Perception, Engagement)
- What gets in the way of your fulfillment at XYZ Organization (Perception, Engagement)
- What prevents you from doing your best work (Perception, Engagement)
- Please help us understand what you value most at work (Perception, Engagement)
- What would you like us to know about working with your manager? (Perception, Engagement)