

Employer User Guide - Employee Feedback Survey

Dear Employer:

Congratulations on your decision to conduct this Employee Feedback Survey.

The survey will provide valuable insight into your employees' opinions on the work environment. The results of the survey will identify specific areas that may be negatively affecting your company's productivity, such as high turnover and absenteeism. By identifying and addressing factors that impact your productivity, you will also be addressing key factors that cause the wage gap. Your company will increase productivity and contribute to closing the wage gap.

This survey is part of the New Brunswick government's Wage Gap Reduction Initiative. The wage gap has a direct impact on the province's economic productivity and is therefore an economic matter.

This survey will also identify positive aspects of your company that can be used to attract and retain skilled employees.

Employers who conduct this survey annually will be able to assess the effects of new policies and changes on productivity. In this way, employers can clearly see the direct links between employees' commitment to their workplace and employee productivity.

Conducting the Survey

As an employer, deciding how to conduct the Employee Feedback Survey will depend on your workplace size, available resources, and what is most appropriate for your workplace. The survey is available for download at www.gnb.ca/wagegap.

Things to consider when conducting your workplace survey:

Things you will need:

- Copies of the survey.
- Self-addressed return envelopes.
- Timelines for completion and return of surveys.
- Timeline for results.

Best Practice Suggestions for Conducting the Survey:

- Brief employees on what the survey is about, why it is being implemented, and the deadline for completing the surveys.
- Assign a Survey Liaison to distribute and collect the surveys or place the surveys and envelopes at a common location in the workplace.
- Collect all completed questionnaires before scoring them using the Master Score Sheet. Summarize the results on the Master Results Sheet.
- Share the results of the survey with employees in a timely manner.

Scoring of Employee Feedback Survey

Results of individual surveys are assessed using the following response scoring range.

RESPONSE SCORING RANGE

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know	N/A
FAVOURABLE		NEUTRAL	UNFAVOURABLE		DK	N/A
Responses that are Strongly Agree and Agree are scored as Favourable.		Responses that are Neutral are scored as Neutral.	Responses that are Strongly Disagree and Disagree are scored as Unfavourable.		Responses that are Don't Know and Not Applicable are scored as DK or N/A.	

The **Results Bar** presents the summary of responses as percentages of total responses for Favourable, Neutral, Unfavourable, DK, and N/A.

Example: If 100 people from your workplace completed the survey and responses for Question 4 resulted in: 65 people either strongly agree or agree, 25 people were neutral, 8 people either disagreed or strongly disagreed, 2 people did not know, and 0 responded that the question was not applicable to them.

CATEGORY	QUESTION	FAVOURABLE		NEUTRAL	UNFAVOURABLE		DK	N/A
		Employee Satisfaction and Engagement	Q4	(30)	(35)	(25)	(5)	(3)

Next Calculate the Percentages

The Results Bar for Question A4 can be presented as follow:

CATEGORY	QUESTION	FAVOURABLE	NEUTRAL	UNFAVOURABLE	DK	N/A
		Employee Satisfaction and Engagement	Q4	65%	25%	8%

Assessing and Responding to Results

Results from the Survey can help you to gain valuable information from your employees that can be used to identify workplace strengths and areas for improvement. Results will also provide benchmark data to use for future ongoing measurements as well as help to determine critical areas in which to direct priorities. Results of the survey are broken down into four levels of agreement.

FAVOURABLE

strongly agree and agree

Favourable percentage responses identify workplace strengths as perceived and experienced by employees.

Clear strength: 80% or more Favourable.

Moderate strength: 65%-79% Favourable.

Suggestions for Clear/Moderate Strength:

Recognize and champion the positives and continue to promote, maintain, and build upon workplace strengths.

NEUTRAL

neutral

Neutral percentage responses may indicate employee's resistance to either agree or disagree, lack of information to properly make a decision, or apathy/indifference.

Suggestions for Neutral Responses:

If the issue is a lack of awareness and/or understanding, ensure effective communication and access to information.

You may also decide to monitor Neutral responses. The difference between DK and Neutral responses should give a measure of indifference or disengagement.

UNFAVOURABLE

strongly disagree and disagree

Unfavourable percentage responses are used to identify weaknesses and can identify opportunities for improvement and productivity gains.

Weakness: 25%-40% Favourable.

Clear Weakness: less than 25% Favourable.

Suggestions for Weaknesses:

Acknowledge the problem by making a commitment to address the issue(s). For a list of best practices and recommended policies on various workplace practices, please refer to *"Workplace Policies and Practices"*.

DK and NA

don't know (DK) and not applicable (NA)

DK percentage responses may indicate employee's lack of information/awareness to properly make a decision, or apathy/indifference.

N/A percentage responses indicate that the question does not apply.

Suggestions for DK Responses:

If the issue is a lack of awareness and/or understanding, ensure effective communication and access to information.

You may also decide to monitor DK responses. The difference between DK and Neutral responses should give a measure of indifference or disengagement.

Additional Comments/Suggestions

Individual comments and feedback may be compiled into one document. You may also decide to assess this portion of feedback by looking closely at comments or suggestions that are repeated and identify those as key priorities in which to respond to.

NEXT STEPS: After assessing the survey you may wish to identify your areas of strength and weaknesses by outlining them in a document.

Case Study Summary from “Work Well, Play Well, Live Well: Statistics Canada’s Workplace Wellness Strategy” by Elaine Lowe, Vanier Institute of the Family Statistics Canada’s Workplace Wellness Strategy

As a leader in producing a range of statistics, Statistics Canada is highly respected in the research community both nationally and internationally.

Statistics Canada, like many other organizations, strives to be highly efficient by attracting and retaining the best employees.

A crucial goal for the Department’s human resources is to achieve a stable workforce of high caliber employees in long-term careers in order to fulfill its mandate.

To measure employee satisfaction on a range of issues, the Department’s Workplace Wellness Strategy had conducted an Employee Opinion Survey. The survey resulted in implementations of new and adapted policies to respond to issues identified from employees.

Benefits Include:

- \$5.5-million invested in training in 2003
- 20 training days per year and mentoring for new recruits
- Onsite Training Center
- Onsite child care
- Workshops on work-life balance
- Fitness program
- Numerous merit awards
- Employee appreciation days
- No-layoff policy
- Competitions for specific levels of proficiency instead of specific jobs

Sange de Silva, Director General of Institutions and Social Statistics says, “We recruit people, we develop them, we make sure they have the capacity, the resources invested in them so they can go anywhere in the organization and be productive.”

The employee wellness policies have paid off with impressive results.

Results of Retention & Turnover Rates:

- Majority of senior managers are retained for twenty or more years
- Voluntary turnover rate is at 5% compared to 12.5% of other government departments of comparable size.

Highlights of Employee Survey:

- 77% of employees say they are able to balance their personal, family and work needs
- 82% feel supported with flexible work arrangements
- 92% are satisfied with their current work arrangement

The high level of satisfaction can be largely attributable to Statistics Canada’s open communication policy. This is supported throughout their human resources strategy and workplace culture.

Employees are able to see their ideas and concerns taken seriously and acted upon because the survey is repeated annually with ongoing adjustments and improvements.

In 2003, Statistics Canada was awarded with the National Quality Institute’s Healthy Workplace Award.

The Department’s Employee Opinion Survey has been so successful that it is now adapted and implemented across all departments in the federal government as the Public Service Employee Survey.

For more information visit:

Work Well, Play Well, Live Well: Statistics Canada’s Workplace Wellness Strategy by Elaine Lowe (full case study):
www.vifamily.ca/library/social/statscan.html

Government of Canada’s Public Service Employee Survey:
www.tbs-sct.gc.ca/chro-dprh/

Master Score Sheet - Employee Feedback Survey

Category	Question	Favourable	Neutral	Unfavourable	DK	NA
Employee Satisfaction and Engagement	Q1					
	Q2					
	Q3					
	Q4					
	Q5					
	Q6	Less than 2 years	2-5 Years	6-10 Years	More than 10 Years or Until Retirement	Don't Know
Quality of Work-Life Balance	Q7					
	Q8					
	Q9					
	Q10					
	Q11					

Category	Question	Favourable	Neutral	Unfavourable	DK	NA
Personal and Professional Growth	Q12					
	Q13					
	Q14					
	Q15					
	Q16					
Compensation and Recognition	Q17					
	Q18					
	Q19					
	Q20					
	Q21					
	Q22					
Workplace Health and Safety	Q23					
	Q24					
	Q25					
	Q26					
	Q27					
Survey Indicator	Q28					

Master Results Sheet - Employee Feedback Survey

Category	Question	% Favourable		% Neutral	% Unfavourable	% DK	% NA
Employee Satisfaction and Engagement	Q1						
	Q2						
	Q3						
	Q4						
	Q5						
	Q6	Less than 2 years	2-5 Years	6-10 Years	More than 10 Years or Until Retirement	Don't Know (%)	
Quality of Work-Life Balance	Q7						
	Q8						
	Q9						
	Q10						
	Q11						

Category	Question	% Favourable	% Neutral	% Unfavourable	% DK	% NA
Personal and Professional Growth	Q12					
	Q13					
	Q14					
	Q15					
	Q16					
Compensation and Recognition	Q17					
	Q18					
	Q19					
	Q20					
	Q21					
	Q22					
Workplace Health and Safety	Q23					
	Q24					
	Q25					
	Q26					
	Q27					
Survey Indicator	Q28					