

Measuring Employee Engagement During COVID-19

Guidelines for Surveying Employee Engagement

ABA gathered literature from experts across the HR and consulting fields to pull out some of the do's and don'ts of engagement surveys -- especially during the pandemic.

- Before embarking on an employee engagement survey, it is important to have a clear objective in mind for the findings. Ask yourself, what actionable goal will the data from this survey help us to accomplish?
 - Experts agree that fewer questions that are targeted and focused will give you more of an opportunity for effective follow-up steps.
- During a time of disruption, there are several key areas to make sure you're covering in your employee engagement survey:
 - Organizational trust
 - Commitment to coworkers
 - The right capabilities/resources
 - Managing energy
 - Sense of purpose
- Types of employee engagement data collection methods:
 - Annual surveys -- larger scale online survey
 - Pulse surveys -- 5 to 10 questions on a specific topic
 - Focus groups -- best for complex situations or topics
 - Internal social media platforms -- allows for a continuous open feedback loop
 - Leader accessibility -- town halls, office hours, small group conversations
- Common mistakes to avoid:
 - Asking too many questions -- this will lower participation.
 - Focusing on areas of low importance -- just because something is rated consistently negatively does not warrant heavy attention if it is not an area of high importance for your staff.
 - Acting immediately -- take time to develop a strategic and thoughtful response and action plan using the data you gather from your survey.

Question Bank

Questions adapted from a variety of sources, suitable for times of disruption and beyond.

COVID: Professional Impact

- Do you believe that your organization has responded to the crisis appropriately?
 - Alternate: Are you satisfied with the way your organization has managed both its business and people during this time?

- Do you believe that leadership has acted proactively to protect your health and safety?
- Has your organization maintained adequate communication with all of its employees?
- Have you had the necessary information to plan and adjust during this crisis?
- Have you continued to collaborate with your team during this time?
- Agree/Disagree: "We have found meaningful ways to stay connected as colleagues in the current environment."
- Agree/Disagree: "My manager is checking in regularly enough with how I am doing (not just work-related)."
- Agree/Disagree: "I know where to raise concerns I have in relation to my own or a colleague's wellbeing during this time."
- Agree/Disagree: "I am feeling productive during this time."

COVID: Personal Impact*

**Note: while potentially helpful to get a pulse of how your staff are feeling, be mindful that these items are difficult to remedy through any direct action.*

- Have you, a family member, or a close friend been sick or hospitalized due to COVID-19?
- People are having different reactions to the current situation. Compared to before the pandemic began, how are you feeling these days? Please select one answer for each feeling (answer options: A lot less, Less, About the same, More, A lot more).
 - Worried or afraid
 - Bored
 - Lonely
 - Sad or depressed
 - Angry
 - Calm
 - Connected to others
- Agree/Disagree: "Recently, my levels of stress feel manageable."
- Agree/Disagree: "During these challenging times, I feel able to bounce back as quickly as I normally would."
- Agree/Disagree: "I am able to effectively switch off from work to make time for rest."

General: Work Experience

- Do you know what is expected of you at work?
- Do you have the materials and equipment to do your work right?
- At work, do you have the opportunity to do what you do best every day?
- Do you have the appropriate amount of information to make correct decisions about your work?
- Do you have a good understanding of your organization's informal structures and processes?

General: Individual Purpose & Contribution

- In the last seven days, have you received recognition or praise for doing good work?
- Does the mission/purpose of your company make you feel your job is important?

- At work, do your opinions seem to count?

General: Growth & Development

- In the last six months, has someone at work talked to you about your progress?
- In the last year, have you had opportunities to learn and grow?
- Is there someone at work who encourages your development?

General: Leadership & Management

- Do you believe the organization has your best interests in mind when making business decisions?
- When something unexpected comes up in your work, do you usually know whom to ask for help?
- Does your supervisor, or someone at work, seem to care about you as a person?

General: Social Cohesion

- Are your associates (fellow employees) committed to doing quality work?
- Do you have a best friend at work?
- Does your team inspire you to do your best work?
- Does your team help you to complete your work?

Reading List

For a deeper dive, here are the articles used to gather the information in this guide

- [Measuring Employee Engagement During A Crisis](#) (SHRM): this article outlines several methodologies for gathering information on employee engagement, and provides helpful “do’s and don’ts” when designing surveys and interviews around this topic.
- [Welcome to the COVID-19 Employee Wellbeing survey template](#) (Culture Amp): a resource for developing employee wellbeing surveys, including question banks and helpful advice for conducting such surveys during this time.
- [COVID-19 and the employee experience: How leaders can seize the moment](#) (McKinsey): a survey conducted of 800 US-based employees on their experiences during COVID-19 provides insights into common challenges, and how employers can work to help remedy them.
- [The Gallup Q12 Employee Engagement Questionnaire](#) (SHRM): to take a quick pulse of your staff, Gallup gathered 12 questions that cover key engagement areas.
- [9 Questions That Should Be in Every Employee Engagement Survey](#) (Gartner): traditional employee engagement surveys might not cover some of the common challenges of the pandemic; here’s how to make sure you are asking the right questions.
- [Culture + Community in a Time of Crisis](#) (Slover Linett): the 2020 Culture Track survey provides widespread data about some common impacts COVID-19 has on the arts workforce.