



UTILIZING EMPLOYEE ENGAGEMENT SURVEYS TO CREATE A CULTURE OF CARE

Committing to a Culture of CARE means creating a culture of inclusion and belonging for every employee at your company. Employees who have a sense of belonging at work feel more engaged and more confident, translating into higher productivity, greater ownership in the company and increased retention.¹

Building a Culture of CARE is a journey, and belonging is at its core. Creating a culture of belonging for your employees equals greater organizational success and creates a shared sense of community and purpose. We all want to feel like we belong.

However, you cannot create a Culture of CARE without first understanding how your employees currently feel about the company's culture. One simple way to do this is to conduct an employee engagement survey. An employee engagement survey is a simple tool that allows organizations to check in with employees to measure engagement at three different structural levels:

- How connected employees are to their work
- How employees understand their team and their organization
- The overall understanding of how well your company is performing in diversity, fairness and belonging

Using an engagement survey to allow every employee to be heard is an important first step towards empowering them to be an active participant in creating a culture where all employees feel their unique differences and strengths matter to the organization.

Before surveying employees, company leaders need to be clear about why the company is conducting the survey and what the company plans to do with the results.

Key areas of focus:

1. Company leaders should align on the purpose of the survey.
2. Why a culture of belonging is important to your company's success.
3. Opportunity for leaders to seek to understand how their employees feel about the company
4. Particularly to understand the different experiences among diverse employee populations

¹ 2022 Leadership Development Survey, "The Importance of Belonging in the Workplace," *Simmons University Institute for Inclusive Leadership*, 2022, <https://www.inclusiveleadership.com/app/uploads/2022/02/The-Importance-of-Belonging-in-the-Workplace.pdf>

5. Then act on those results to strengthen the company's commitment to creating a Culture of CARE.

When conducting an employee engagement survey, while you can use an in-house surveying platform like Survey Monkey, it is considered best practice to utilize a third party to host your survey. This builds trust for employees that their answers to the survey will remain confidential and anonymous. Third parties that conduct engagement surveys include:

- [Qualtrics](#)
- [Culture Amp](#)
- [Energage](#)
- [Betterworks Engage](#)
- [Glint](#)
- [Culture IQ](#)
- [Quantum Workplace](#)

Sample Email Communication to Company Staff about the Survey

In keeping with our commitment to create a Culture of CARE, this survey will help inform our company's executive leadership on ways to improve our practices and policies to ensure an inclusive workplace where staff are comfortable being themselves. There are no wrong answers. Your responses are confidential and will not be linked to your name, department, email address, or phone number.

The survey includes optional questions about your role and tenure, and about the languages you speak, your racial/ethnic identity, and gender identity. Depending on how many people are in a particular role, the total number of survey responses may be fairly small. The results of this survey will not be used to attempt to identify individual staff members, and the survey results will be shared in ways that take this into account. No one at [organization] will have access to individual survey results.

This survey will take approximately 10 minutes to complete.

Sample Survey Questions

Diversity Questions

1. What best describes your race/ethnic identity? (check all that apply)
 - a. Latino or Hispanic American
 - b. Black, Afro-Caribbean, or African American
 - c. Middle Eastern or Arab American
 - d. Asian or Asian American
 - e. Hawaiian or Pacific Islander
 - f. Native American or Alaskan Native
 - g. Non-Hispanic White
 - h. I prefer to describe myself another way
 - i. I prefer not to respond
2. What best describes your gender identify? (check all that apply)
 - a. Male
 - b. Female

- c. Transgender
 - d. Non-Binary
 - e. I prefer to describe myself another way
 - f. I prefer not to respond
3. What best describes your sexual orientation? (check all that apply)
- a. Heterosexual or straight
 - b. Gay/Lesbian
 - c. Bisexual
 - d. I prefer to describe myself another way
 - e. I prefer not to respond
4. Do you identify as having a disability or chronic condition?
- a. Yes, Cognitive
 - b. Yes, Learning or Speech-Related
 - c. Yes, Deaf or Hard of Hearing
 - d. Yes, Mental or Emotional
 - e. Yes, Health-related
 - f. Yes, Physical or Mobility-related
 - g. Yes, Blind or Visually Impaired
 - h. No
 - i. I prefer to self-identify
 - j. I prefer not to respond
5. How old are you?
- a. 18-24
 - b. 25-34
 - c. 35-44
 - d. 45-54
 - e. 55-64
 - f. 65 and over

Inclusion Questions

1. When I share my opinion, it is valued
2. I can voice a contrary opinion without fear of negative consequences
3. If I raised a concern about discrimination, I am confident my employer would do what is right.
4. Senior leadership is prepared to effectively manage a culturally diverse workforce.
5. The people I work with treat each other with respect.

6. I am included in decisions that affect my work.
7. If I saw something wrong at work, I would feel comfortable reporting it.
8. Our organization values diverse opinions and ideas.
9. On my team, we are able to have discussions on difficult/uncomfortable topics.
10. During team meetings, all members are encouraged to speak up and share thoughts and ideas.
11. Perspectives like mine are included in decision making

Belonging Questions

1. At work, I am accepted for who I am, and not judged based on my race/ethnicity, gender, religion, sexual orientation, or disability status
2. I am comfortable talking about my background and cultural experiences with my colleagues
3. People here are managed as if they can always improve their talents and abilities
4. There are leaders here that I can relate to and who encourage me
5. I can bring my whole self to work
6. I feel safe to suggest new ways of doing things
7. I am empowered to make decisions that impact my work
8. We have healthy disagreements and debate on this team
9. My company has a strong safety culture (both physical and psychological safety)

Fairness Questions

1. At work, I am recognized for my accomplishments
2. My job performance is evaluated fairly
3. I believe my compensation is fair
4. Rules and policies are applied fairly across all staff
5. All employees routinely chip in to help with administrative tasks, regardless of race, ethnicity, gender, religion, sexual orientation, or disability status
6. People from all backgrounds have equal opportunities to succeed at my company
7. The process for career advancement/promotion is transparent to all employees
8. My personal characteristics (e.g. gender, age, sexual orientation, color of skin, heritage) are not a barrier to career progression at this organization
9. I trust this organization to be fair to all employees.

10. I believe this organization would take appropriate action if an instance of harassment or discrimination was reported

Open-ended Questions

1. What is one thing we can do as an organization to help improve our decision making?
2. How can we ensure that all team members have a chance to be heard?
3. Do you think the company values everyone's opinion? Please share your experience.
4. Do you think our employee evaluation and promotion strategy supports diversity?
5. What inspires you to work at this company?
6. What does our company value?
7. In what ways can our company further express inclusivity in the workplace?
8. Our organization attracts, develops, and retains people with diverse backgrounds. Do you agree or disagree with this statement?
9. Name one thing that could be changed about our company culture

Post-Survey Next Steps

Once your survey is completed, you need to create an action plan for how you want to share the results with the company and take steps to address the findings from the survey. Most common, the survey results are reviewed by the company's senior leaders to identify the key findings from the survey. If the company is using a third party to administer the survey, lean on them to provide a debrief and summary of key survey findings.

Most importantly, to build trust with your employees that you're committed to creating a Culture of CARE you must be transparent in the survey findings both positive and negative including sharing how the company will address gaps in the survey results over the coming year.

Utilize the resources provided by Culture of CARE to help you build a comprehensive action plan to address diversity & inclusion. Visit www.BuildCulture.org/Make-an-Impact/ to learn more.