

**TOWN OF CONCORD PERSONNEL BOARD  
AGENDA**

**Wednesday, July 9, 2025  
5:30 p.m.  
55 Church Street & Zoom Video Conference  
Join Zoom Meeting**

<https://us02web.zoom.us/j/89689706996?pwd=PfFr1B8H6PYXPioU8ADyblTqadgzFM.1>

Meeting ID: 896 8970 6996  
Passcode: 067562

- 1. Call to Order**
- 2. Approval of Minutes**
  - December 10, 2024
  - May 14, 2025
  - June 18, 2025
- 3. Assistant Town Manager/ Director of Human Resources Report**
  - MUNIS Payroll Update
  - July 1 Steps
  - FY2025 Merit Pay
- 4. Classification Actions**
  - Review of updated job description/s
    - Office Coordinator – Public Health
- 5. Tracking Employee Satisfaction Discussion**
  - Review of Questions Used by the Personnel Study Task Force in 2022-2023
  - Review samples of other surveys
- 6. Adjournment**

**Meeting materials will be available at: [www.concordma.gov/PersonnelBoard](http://www.concordma.gov/PersonnelBoard)**

- Minutes of December 10, 2024
- Minutes of May 14, 2025
- Minutes of June 18, 2025

**Town of Concord**  
**Regular Status Hires and Terminations**  
YTD 2025 (June 30, 2025)

Department	6-30-2025 Headcount		YTD 2025 Hires		YTD 2025 Terminations			
	RFT	RPT	RFT	RPT	RFT		RPT	
					Resignations	Retirements	Resignations	Retirements
Finance	20	1	6		2			
Fire	50		2			1		
Human Resources	3		2		1	1		
Human Services	27	3	8	1	4	1		
Information Technology	8	1	1		1			
Library	21	5	3		4		2	
Light Plant	40		6		6	1		
Planning & Land Management	21	1	6		5		1	
Police	41		10		7	3		
Public Works	64		16		12	2		
Town Manager's Office	8		1		1			
<b>Grand Totals</b>	<b>302</b>	<b>11</b>	<b>61</b>	<b>1</b>	<b>43</b>	<b>9</b>	<b>3</b>	



## Office Coordinator- Public Health

Department: Planning & Land Management- Health  
Reports To: Public Health Director  
Appointed by: Town Manager

Salary Grade: 5  
FLSA Status: Non-Exempt  
Date: ~~October~~  
2023 July 2025

### **GENERAL SUMMARY:**

Under the general supervision of the Public Health Director, produces professional administrative work products; maintains and/or supervises the maintenance of financial, personnel, and other records; acts as liaison with other departments and outside organizations. Responsible for maintaining and improving upon the efficiency and effectiveness of all areas under the direction and control of the position. Performs varied and responsible duties requiring a thorough knowledge of division operations and the exercise of judgment and initiative in completing tasks, particularly in situations not clearly defined by precedent or established procedures. Incumbent is called upon to handle a significant amount of detail, each varying from the other in substance and content, requiring incumbent to approach workload with flexibility.

### **ESSENTIAL JOB FUNCTIONS:**

*External and internal applicants, as well as position incumbents who are or become disabled as defined under the Americans With Disabilities Act, must be able to perform the essential job functions (as listed) either unaided or with the assistance of a reasonable accommodation to be determined by management on a case-by-case basis.*

- ◆ Acts as liaison with other town departments as well as the general public, consultants, and external agencies (local, regional and state) regarding division operations and special projects; furnishes information and resolves problems; researches questions; schedules appointments and maintains calendar for Health Division staff, including perc-tests and other field work; handles unusual or difficult situations; communicates official plans, policies and procedures to members of the public.
- ◆ Provides administrative support to the Town of Concord and the Town of Lincoln Boards of Health. Prepares Concord Board of Health agenda and information packets, composes and/or types correspondence, memorandums, meeting and legal notices, orders, permits, letters and decisions for the Board's consideration, attends meetings, and takes and prepares minutes. Maintains related files and performs related administrative follow-up.
- ◆ Calculates and prepares bi-weekly payroll for the division; maintains personnel records related to sick leave, holiday leave and vacations; retirement; calculates special payments and allowances; Prepares payroll detail worksheets and payroll summary authorizations; prepares change of status forms.
- ◆ Screens incoming mail and responds appropriately to matters not requiring the personal attention of the Division Manager or Board of Health.
- ◆ Greets and assists customers entering the office and answers incoming phone calls. Gathers information and answers customer's health- and permitting-related questions and directs more complicated inquiries to other Health division staff.
- ◆ Reviews and processes applications for licenses and permits issued by the Board of Health. Maintains database tracking annual permits; sends out renewal notices; monitors late renewals. Provides support/assistance to residents and contractors submitting permit requests and applications to the Health Division/Board of Health.

~~◆ Enforces on time collection of fees and accurate contracting with the Division of Standards.~~

- ◆ Issues all licenses for Body Art Establishments and Practitioner/ Apprentices. Maintains an accurate record of all body art practitioners/ apprentices and schedules a regular follow up on owners of such establishments.
- ◆ Administers inter-municipal agreement to provide public health inspection services to other towns.
- ◆ Prepares guidance documents with Health Director for Board of Health Meetings.
- ◆ Drafts and coordinates contracts with outside vendors such as mosquito control, beach testing, and other public health services for outside vendors.
- ◆ Supports Health Director with the Town's septic betterment loan programs. Provides technical support to residents in need of financial support and ensures that the finance department is provided with financial and legal documents necessary to maintain the Loan Betterment Program.
- ◆ Update and maintain the Health Division's website. Collaborate with the Public Health Nurse and Public Health Director on developing health communications such as flyers, website, and social media platforms to inform residents on topics such as disease prevention, environmental health, and public health programs.
- ◆ Works with highly confidential and sensitive information including medical and financial information, legal investigations, and contemplated policy actions requiring the application of appropriate judgment, discretion, and professional office protocols.
- ◆ Prepares weekly accounts payable invoices and maintains all associated records; collects fees for permits, copies, renewals, etc. and prepares accurate reports; prepares turnover/record payments of fees; prepares and sends invoices for services provided to other towns; coordinates intake of grant funds, maintains records and prepares final reports to grant providers.
- ◆ Performs special projects and related responsibilities as initiated and requested.
- ◆ Performs other related duties as required, directed or as the situation dictates.
- ◆ Regular attendance and punctuality at the workplace is required.

**SUPERVISORY RESPONSIBILITY:**

May occasionally instruct or show other employees how to perform the work.

**EDUCATION & EXPERIENCE:**

- ◆ Associate's degree in business administration, communications, health, or a related field, with four or more years of progressively responsible administrative experience; or any equivalent combination of education and experience. Municipal experience preferred.
- ◆ ~~Associate's Degree or two-year college certificate; training in secretarial science or business administration preferred.~~
- ◆ ~~Five years of progressively responsible administrative experience; or an equivalent combination of education and experience; municipal experience preferred.~~

**KNOWLEDGE, SKILLS & ABILITIES:**

- ◆ Excellent interpersonal skills; Strong proficiency to communicate effectively both verbally and in writing; ability to effectively deal with all members of the public in a courteous and tactful manner; ability to establish and maintain good working relationships with coworkers, ability to maintain confidentiality and sensitivity in conversations. Extensive

## Office Coordinator- Public Health

knowledge of office procedures, practices and terminology. Thorough knowledge of the use of office and data processing equipment, business arithmetic, American business English grammar and spelling. Basic knowledge of bookkeeping techniques.

- ◆ Knowledge of State Sanitary Code, local regulations and operating laws for Board of Health.
- ◆ Technical knowledge and expertise in Title 5 105 CMR.
- ◆ Experience in graphic arts, web design, and proficiency in Canva or similar platforms to create visually engaging public materials, such as flyers, infographics, and outreach documents.
- ◆ Ability to compose correspondence and prepare, type and proofread reports as to form and flow. Ability to maintain detailed statistics, records, and files and to maintain confidential information.
- ◆ Ability to work with a high level of detail; ability to prioritize multiple tasks and deal effectively with interruptions; ability to work independently and accomplish tasks despite frequent interruptions.
- ◆ Strong time management and organizational skills; ability to work accurately and efficiently with a high level of detail; ability to prioritize work, deal effectively with interruptions and effectively perform multiples tasks with deadlines; ability to interpret directions in a fast-paced work environment; ability to identify and analyze complex issues and to develop appropriate recommendations.

### **WORKING CONDITIONS & PHYSICAL DEMANDS:**

*External and internal applicants, as well as position incumbents who are or become disabled as defined under the Americans With Disabilities Act, must be able to perform the physical demands (as listed) either unaided or with the assistance of a reasonable accommodation to be determined by management on a case-by-case basis.*

Normal office environment, not subject to extreme variations of temperature, noise, odors, etc. Majority of work is performed in a moderately noisy work environment, with constant interruptions. Frequently subjected to the demands of other individuals and the volume and /or rapidity with which tasks must be accomplished.

Operates computer, printer, video display terminal, typewriter, calculator, telephone, copier, facsimile machine and all other standard office equipment requiring eye-hand coordination and finger dexterity. Balancing, crouching, grasping, pulling, reaching and stooping may also be required.

***The above statements are intended to describe the general nature and level of work being performed by people assigned to do this job. The above is not intended to be an exhaustive list of all responsibilities and duties required. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.***

***This job description does not constitute an employment agreement between the employer and employee, and is subject to change by the employer, as the needs of the employer and requirements of the job change.***



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## Personnel Study Task Force Questions Used Last Time (2022-2023)

1. I have worked in Concord:
  - a. Less than 2 years
  - b. Between 2 and 5 years
  - c. Between 6 and 10 years
  - d. More than 10 years
2. My category of employment is best described as:
  - a. Full Time
  - b. Part Time
  - c. Temporary
  - d. Seasonal
3. My department is unionized.
  - a. Yes, and I am a member of the union
  - b. Yes, and I am NOT a member of the union
  - c. No
4. In recent years, I have received appropriate and timely feedback about my performance.
  - a. Yes
  - b. No
5. I received the compensation increases that were approved at 2020 and 2021 town meeting.
  - a. Yes
  - b. No
6. I believe that my compensation and benefits are competitive with other communities.
  - a. Yes
  - b. No
7. Are there benefits that are currently not offered in Concord that you would be interested in having? Check all that apply.
  - a. Sick Leave Bank
  - b. Flexible Leave Time
  - c. Flexible Work Schedule
  - d. Floating Holidays
  - e. Ability to convert excess sick days to vacation and vice-versa

- f. Employee Handbook
  - g. Increased employer share of health insurance costs
  - h. Other (please specify)
8. My department regularly interacts with residents and visitors.
- a. Yes
  - b. No
9. On March 13, 2020, non-essential employees were sent home due to the Covid-19 emergency. During the course of the health emergency order, employees in my department continued providing services to the residents of Concord by:
- a. Working remotely
  - b. Working in town owned buildings not open to the public
  - c. Ceasing activities per the governor's order (Library, COA, Recreation, Beede)
  - d. Continued its customary service to the public (Public Safety, Public Works, Concord Light)
  - e. Other (please specify)
10. My department/division has a written remote work policy in case of emergencies.
- a. Yes
  - b. No
11. My department/division allows the opportunity to make use of flex-time work schedules.
- a. Yes
  - b. No
12. I am aware of the roles of the Town Manager, Personnel Board, and Town Meeting in my employment, compensation and benefits.
- a. Yes
  - b. No
13. I am adequately informed about my current: (check all that apply)
- a. Compensation plan
  - b. Benefits
  - c. Personnel Policies
  - d. None apply
14. I am adequately informed about proposed changes to the following before they are brought to Town Meeting for approval:
- a. Compensation Plan
  - b. Benefits

c. Personnel Policies

d. None apply

15.I feel that my input about proposed changes to the following is sought, considered and valued (check all that apply):

a. Compensation Plan

b. Benefits

c. Personnel Policies

d. None apply

16.I would appreciate receiving regular updates of Town news and employee benefits and obligations.

a. Yes

b. No

17.I think the compensation of all Town employees should be publicly available.

a. Yes

b. No

18.I understand the role the Personnel Board fills.

a. Yes

b. No

19.I think that an employee representative should serve on the Personnel Board.

a. Yes

b. No

20.If there were an employee representative opportunity, I would volunteer.

a. Yes

b. No

21.I know (check all that apply):

a. How to find the Personnel Board on the town website

b. How to access the Personnel Board

c. How to attend a Personnel Board meeting

d. None apply

22.If I have a question about any of the following, I know where to turn for information or advice (check all that apply):

a. My position

b. Compensation

- c. Benefits
- d. Working conditions
- e. None apply

23.If I have issues in my department/division, I can reach a positive, confidential resolution by accessing (check all that apply):

- a. My direct supervisor
- b. The head of my department
- c. The HR Department
- d. The Personnel Board
- e. None of the above

24.I am aware that Concord has a grievance policy.

- a. Yes
- b. No

25.I know how to file a grievance

- a. Yes
- b. No

26.If I have a personal or work-related problem, I trust the HR department to help me address it, confidentially and fairly.

- a. Yes
- b. No

27.I was attracted to the opportunity to work for the Town of Concord because:

- a. *Comment Box*

28.I feel there are adequate training opportunities in my current position.

- a. Yes
- b. No

29.I feel I have adequate training opportunities that would provide for growth and/or promotion:

- a. Yes
- b. No

30.Employees in my department/division are recognized for their successes.

- a. Yes
- b. No

31.Employees in my department/division are always treated fairly

a. Yes

b. No

32. The following would be instrumental in my decision to remain working for the Town of Concord for the foreseeable future (Check all that apply):

a. Job Satisfaction

b. Compensation

c. Health Insurance

d. Other Employee Benefits

e. Internal Promotion Opportunities

f. Other (please specify)

33. What have we not asked you that you would like us to know?

**Jessica Porter**

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**Subject:** Employee Satisfaction Survey - Samples?

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**From:** Brian Noble <bnoble@plainville.ma.us>  
**Sent:** Wednesday, July 2, 2025 1:41 PM  
**To:** Jessica Porter <jporter@concordma.gov>  
**Subject:** Re: Employee Satisfaction Survey - Samples?

You don't often get email from bnoble@plainville.ma.us. [Learn why this is important](#)

Jessica,

I used SurveyMonkey

Here are the questions, they are not formatted very carefully on here as I just put them on the app:

**TOWN OF PLAINVILLE  
EMPLOYEE SATISFACTION SURVEY**

*Conducted by the Select Board*

The Select Board is conducting this confidential survey to assess employee engagement, workplace satisfaction, and morale. Your feedback will help us better understand how to support you and improve the overall work environment. Please answer honestly. No identifying information will be collected unless you choose to provide it.

**SECTION 1: ABOUT YOUR POSITION**

1. How long have you been employed by the Town of Plainville?

- Less than 1 year
- 1–3 years
- 4–6 years
- 7–10 years
- More than 10 years

2. Which department do you work in? \_\_\_\_\_

3. What is your employment status?

- Full-time
- Part-time
- Seasonal
- Temporary

## SECTION 2: WORKPLACE EXPERIENCE

On a scale of 1 to 5, please rate the following (1 = Strongly Disagree, 5 = Strongly Agree):

Statement	1	2	3	4	5
I feel valued and appreciated for the work I do.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I understand how my work contributes to the mission of the Town.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have the resources and tools I need to do my job effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am fairly compensated for my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I receive constructive feedback from my supervisor.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel safe and respected in my workplace.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication across departments is effective.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have opportunities for professional development or growth.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## SECTION 3: MANAGEMENT AND MORALE

4. My supervisor treats me with respect and fairness.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

5. I trust the Town's leadership to make decisions in the best interest of employees and residents.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

6. Overall, how would you describe morale in your department?

- Very Low
- Low
- Moderate
- High
- Very High

## SECTION 4: OPEN-ENDED QUESTIONS

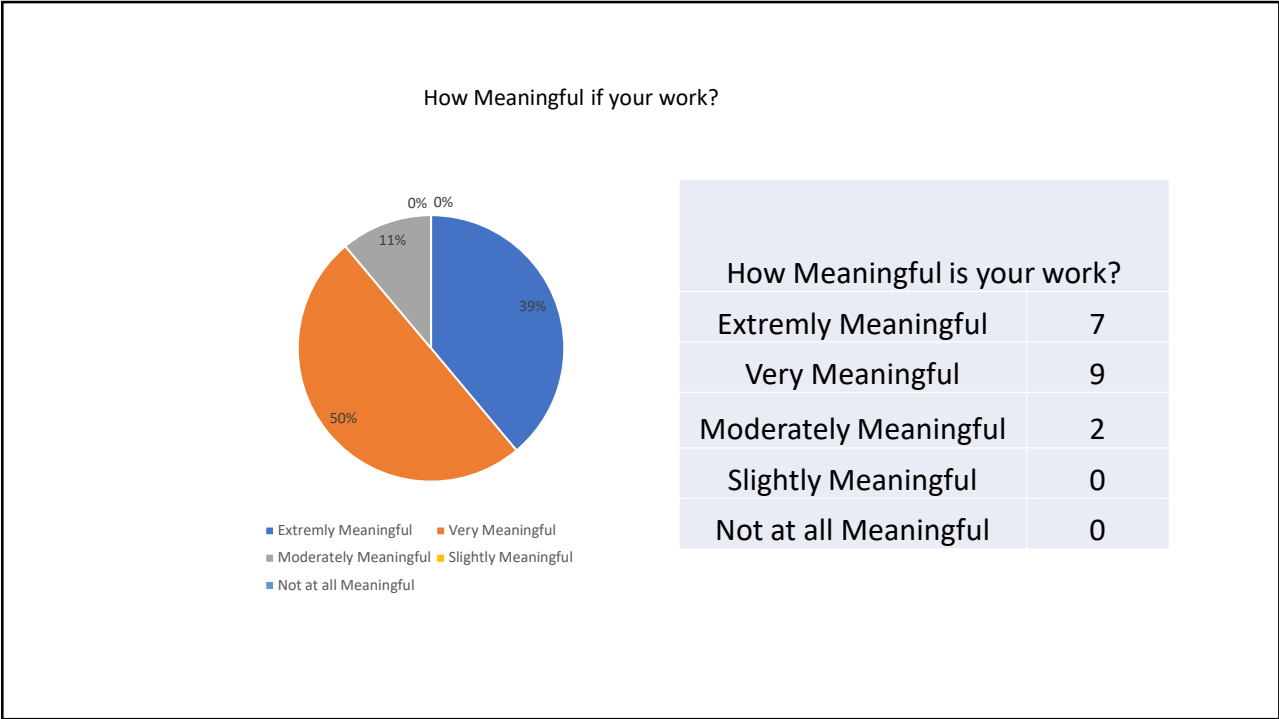
7. What do you enjoy most about working for the Town of Plainville?

8. What would you like to see improved in your department or across the organization?
9. Do you feel the Town provides a healthy work-life balance? Why or why not?
10. Is there anything else you would like the Select Board or Town Administrator to know?

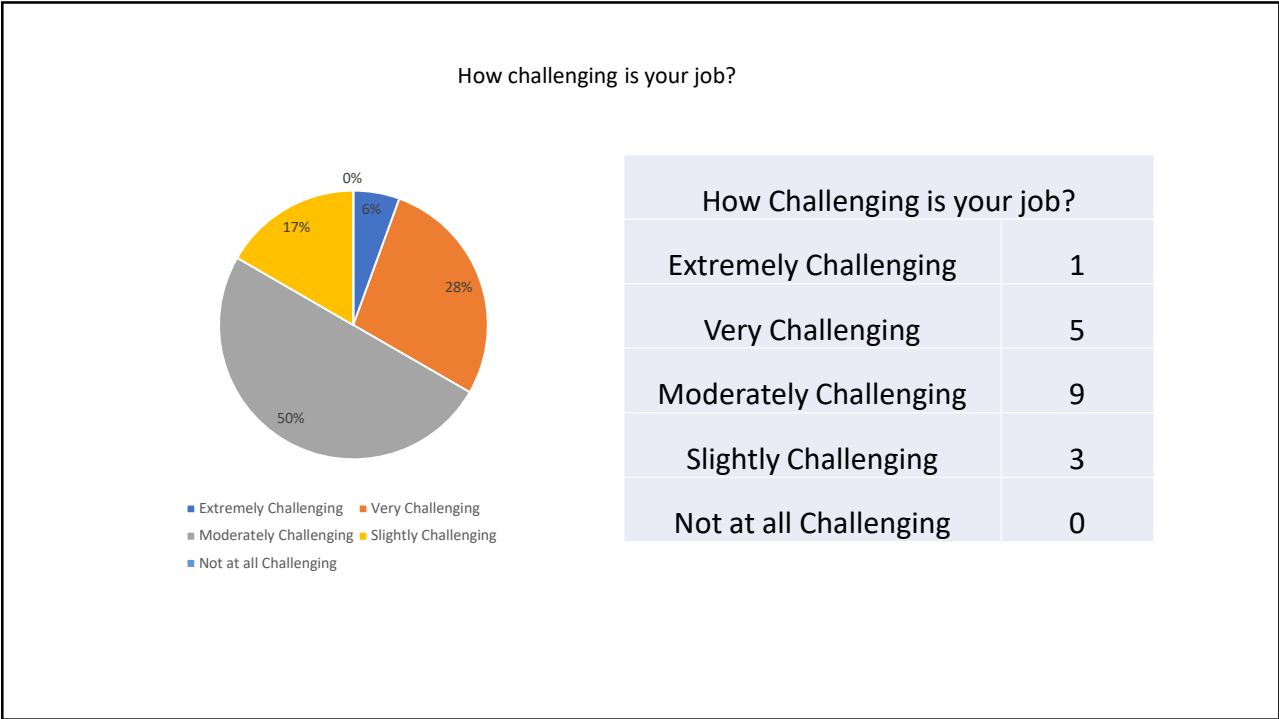
**OPTIONAL: Would you like to be contacted to discuss your responses?**

- Yes (please provide name and email/phone): \_\_\_\_\_
- No

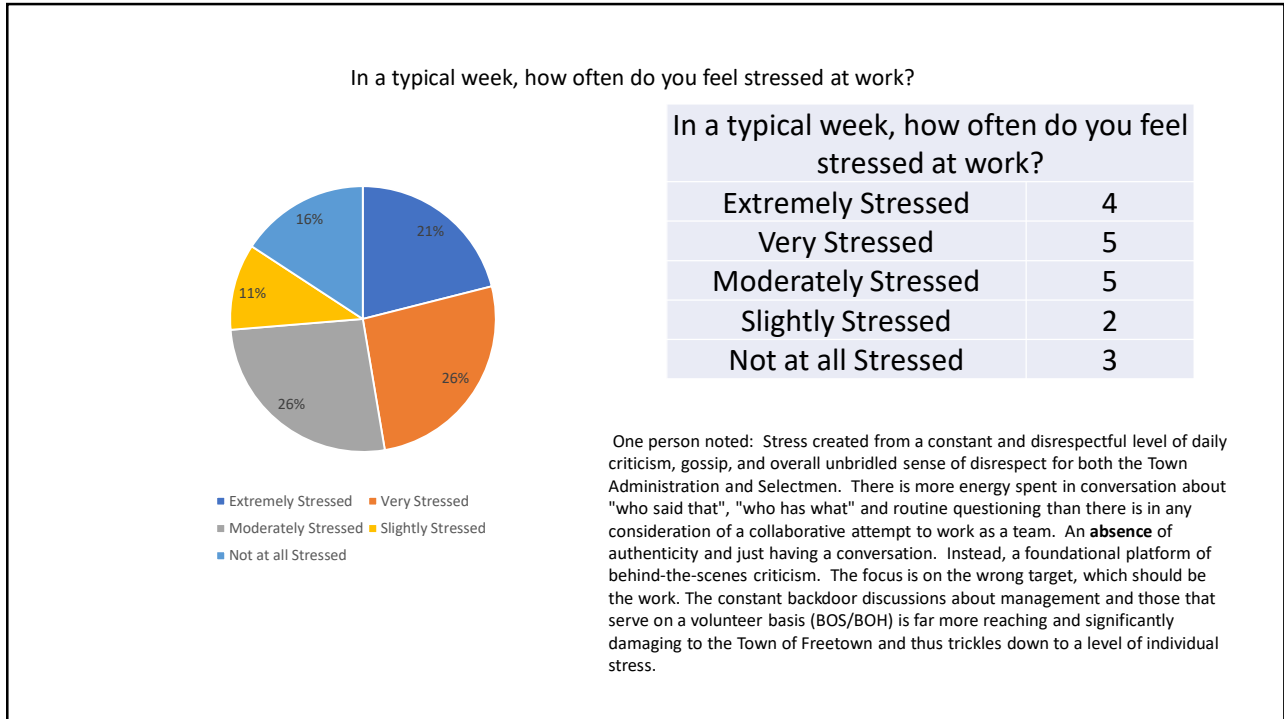
Thank you for your participation. Your input is important and will be used to help improve the Town of Plainville as a place to work.



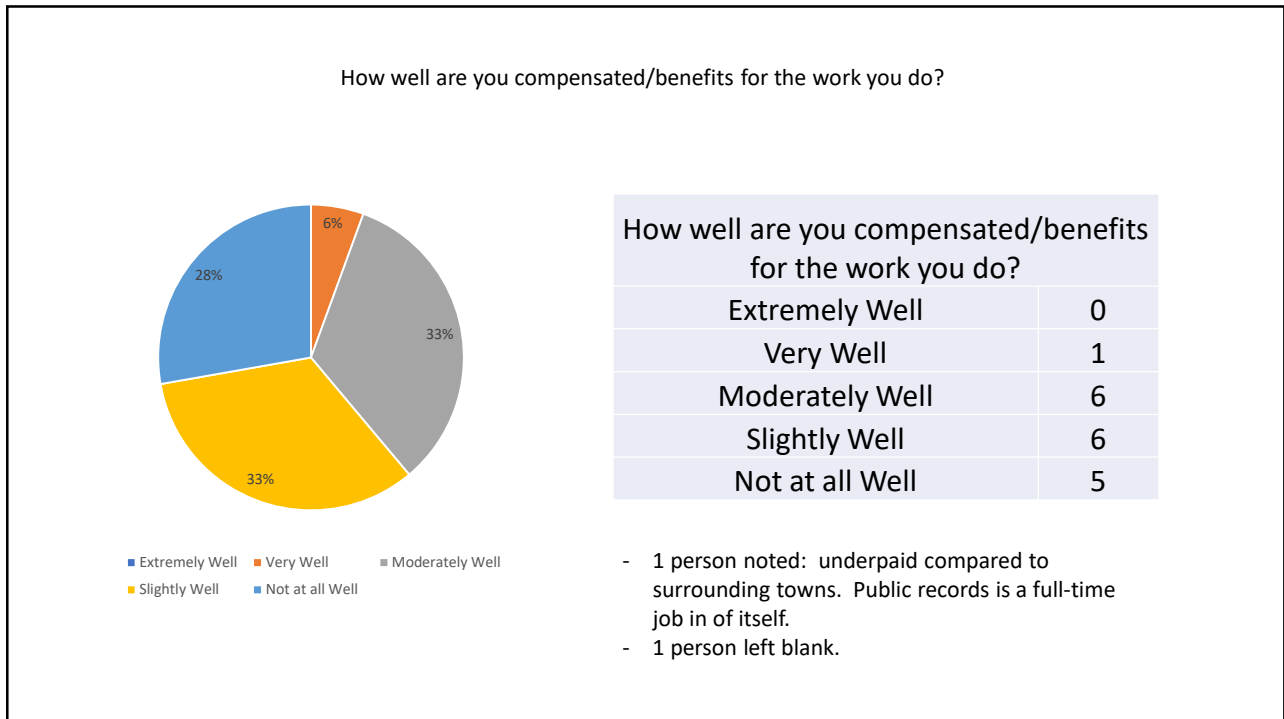
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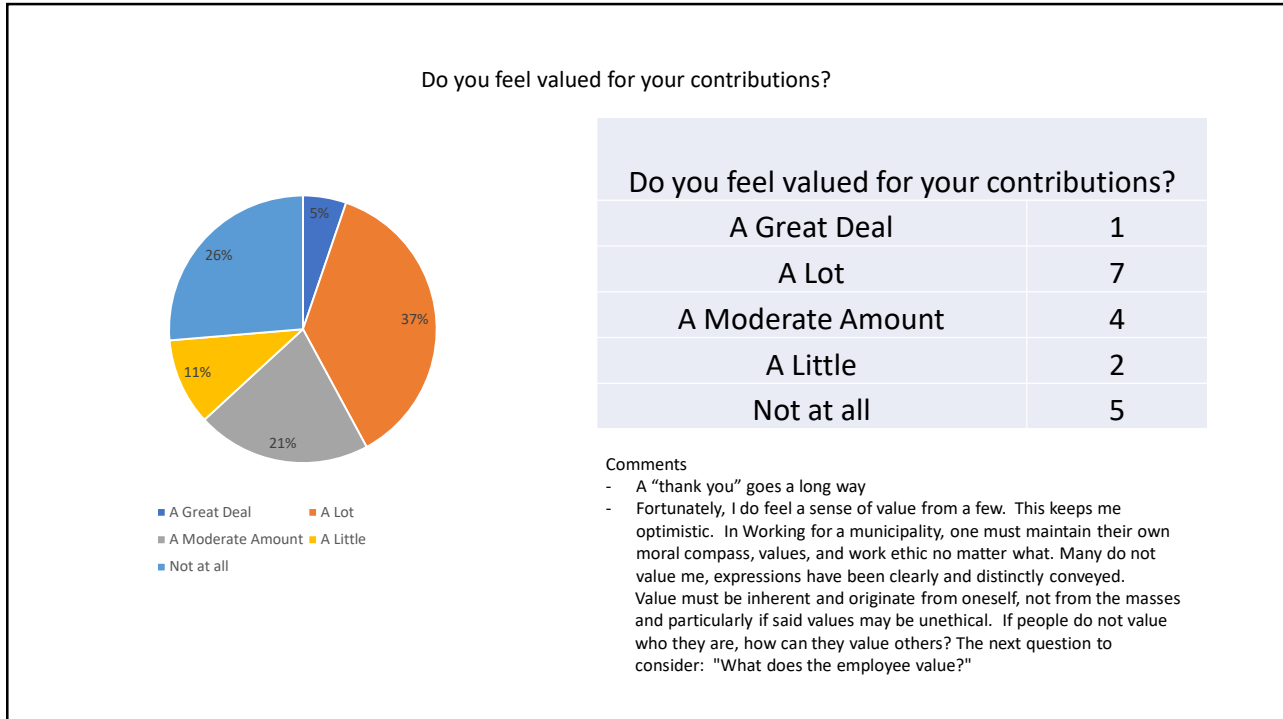
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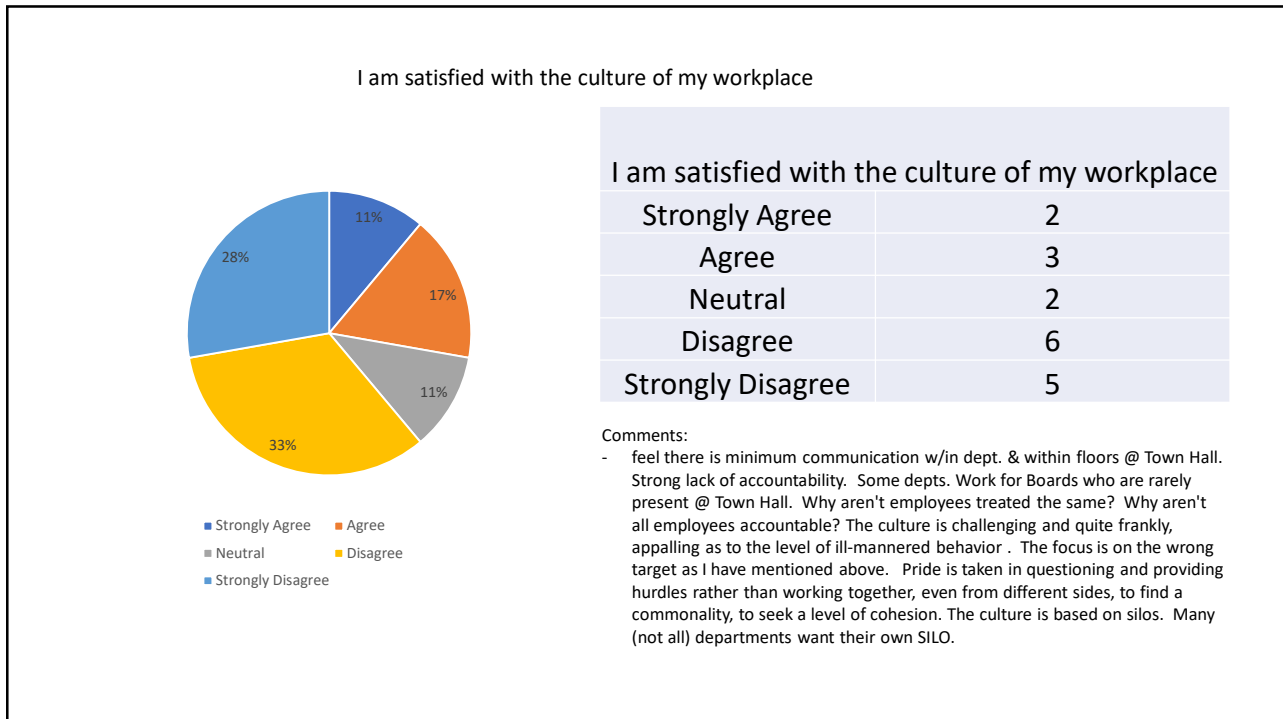
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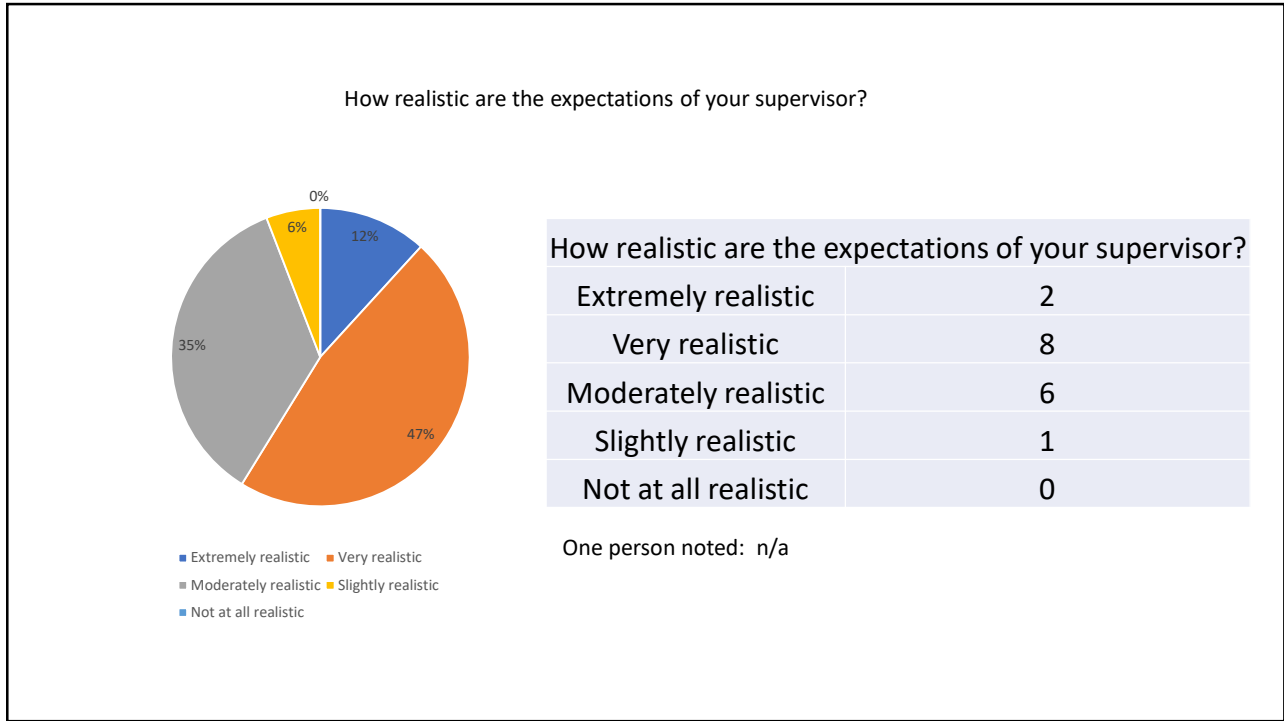
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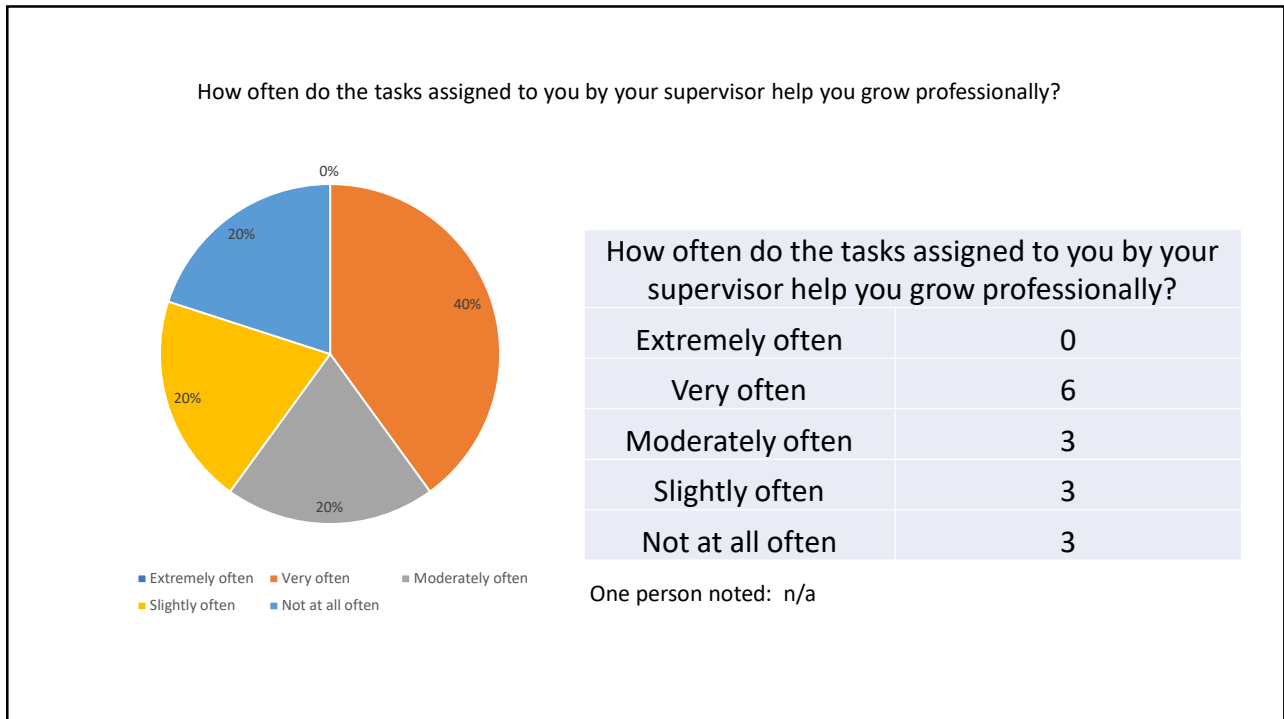
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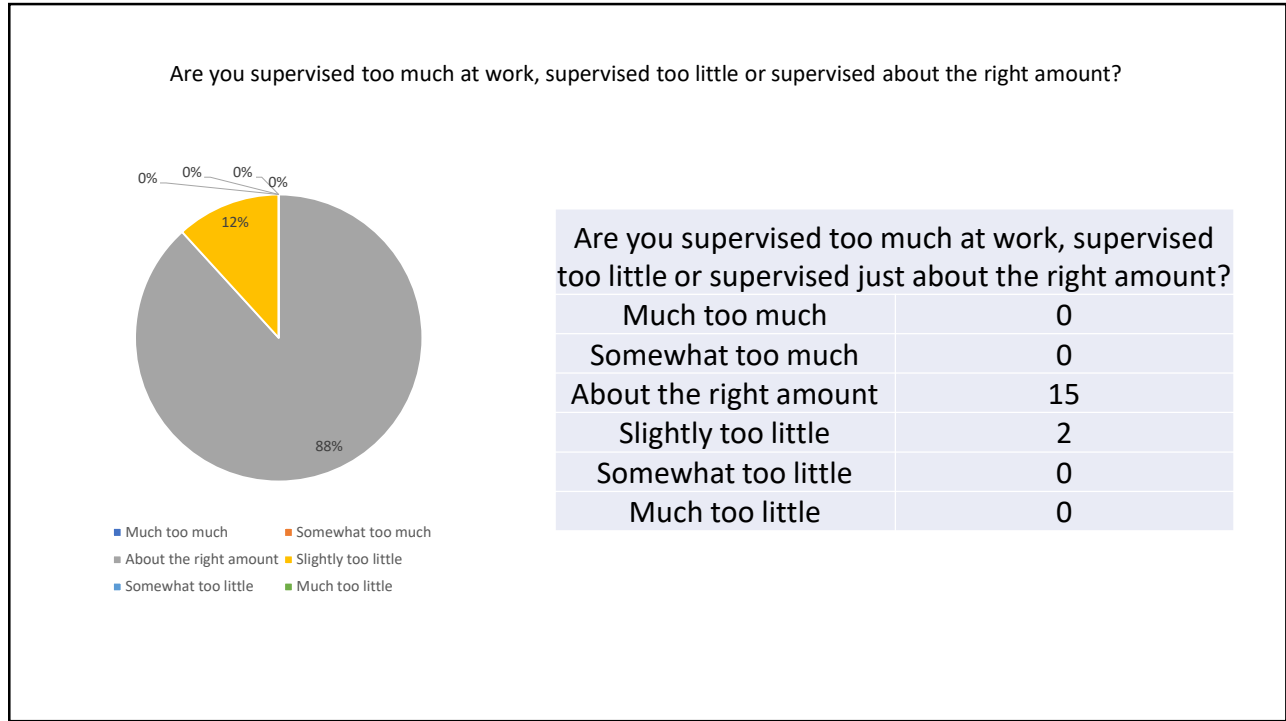
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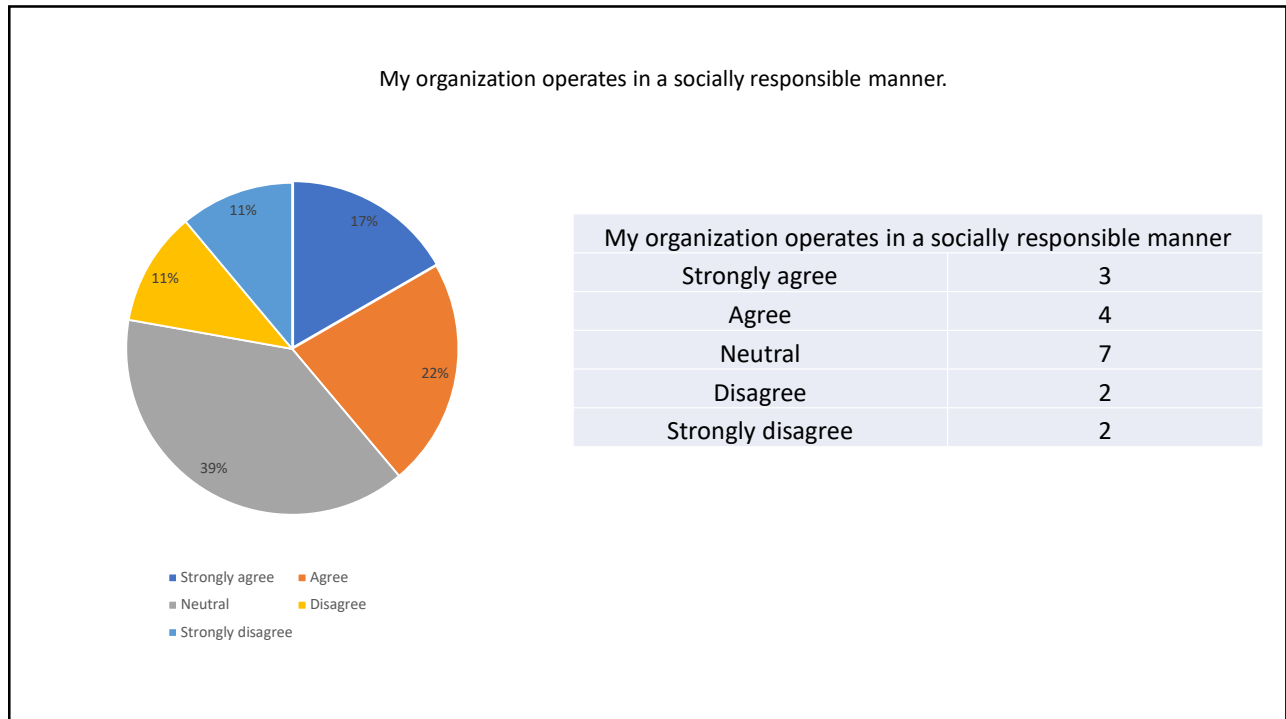
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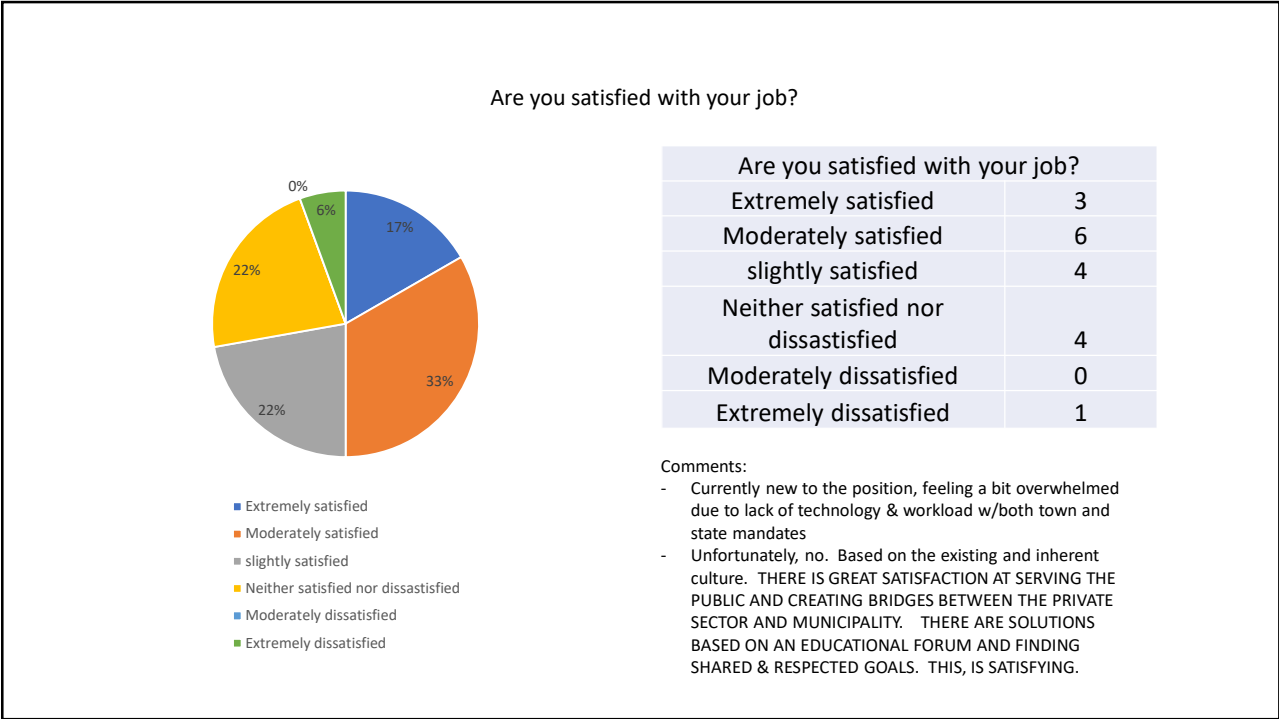
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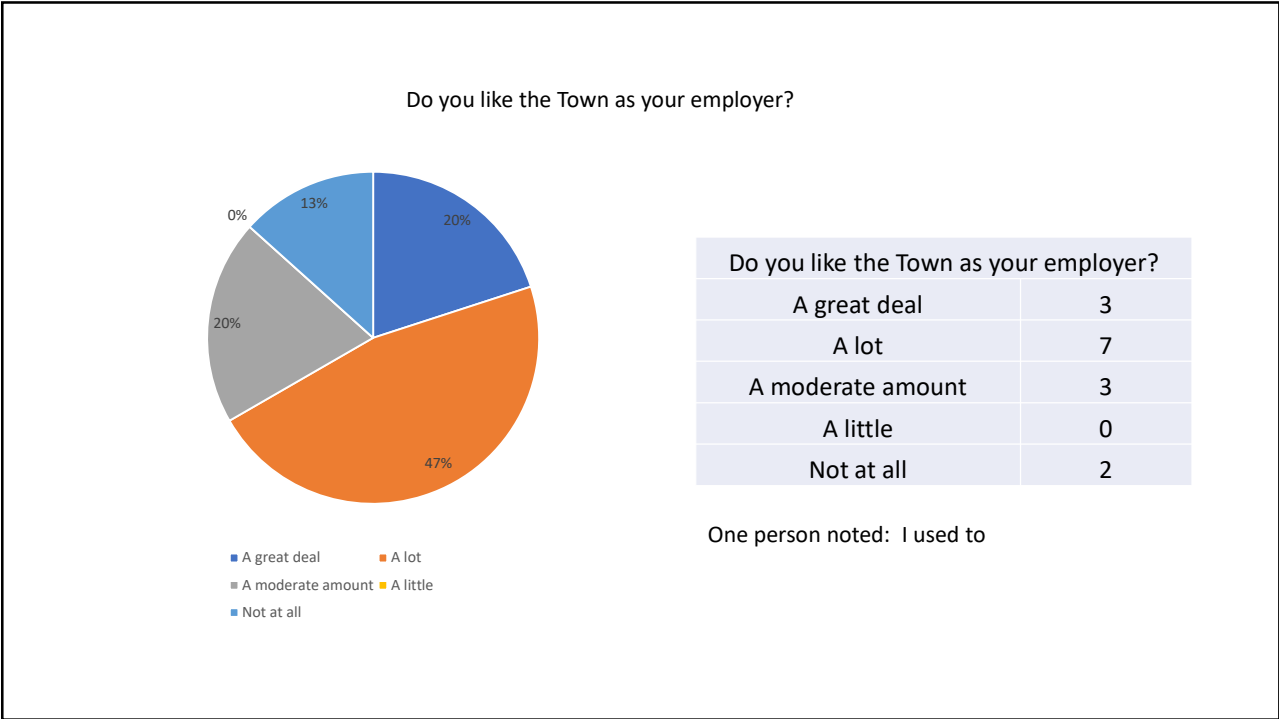
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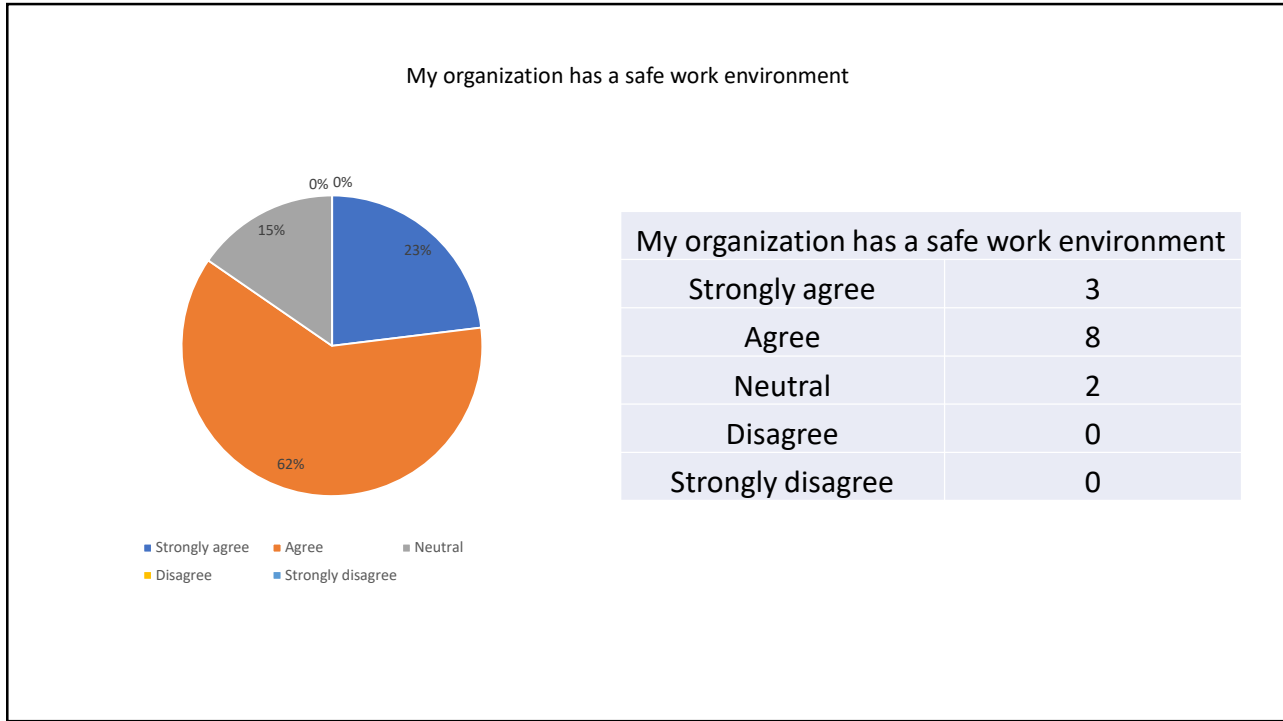
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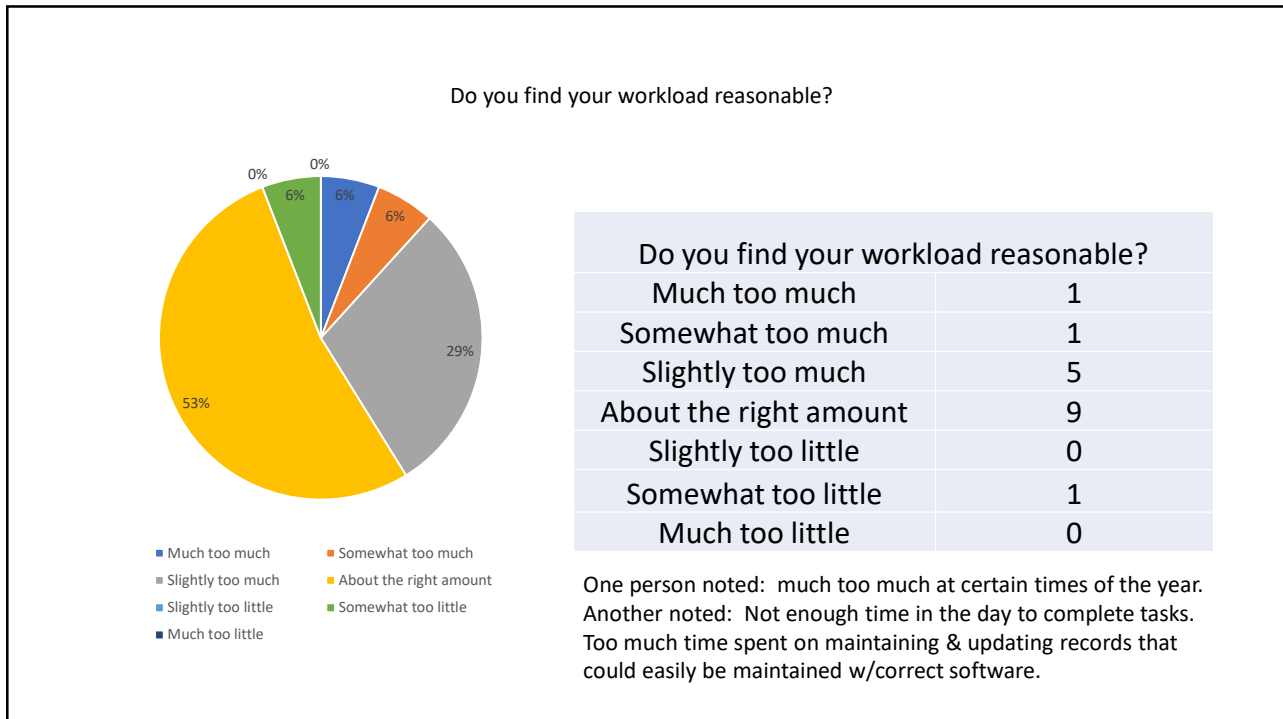
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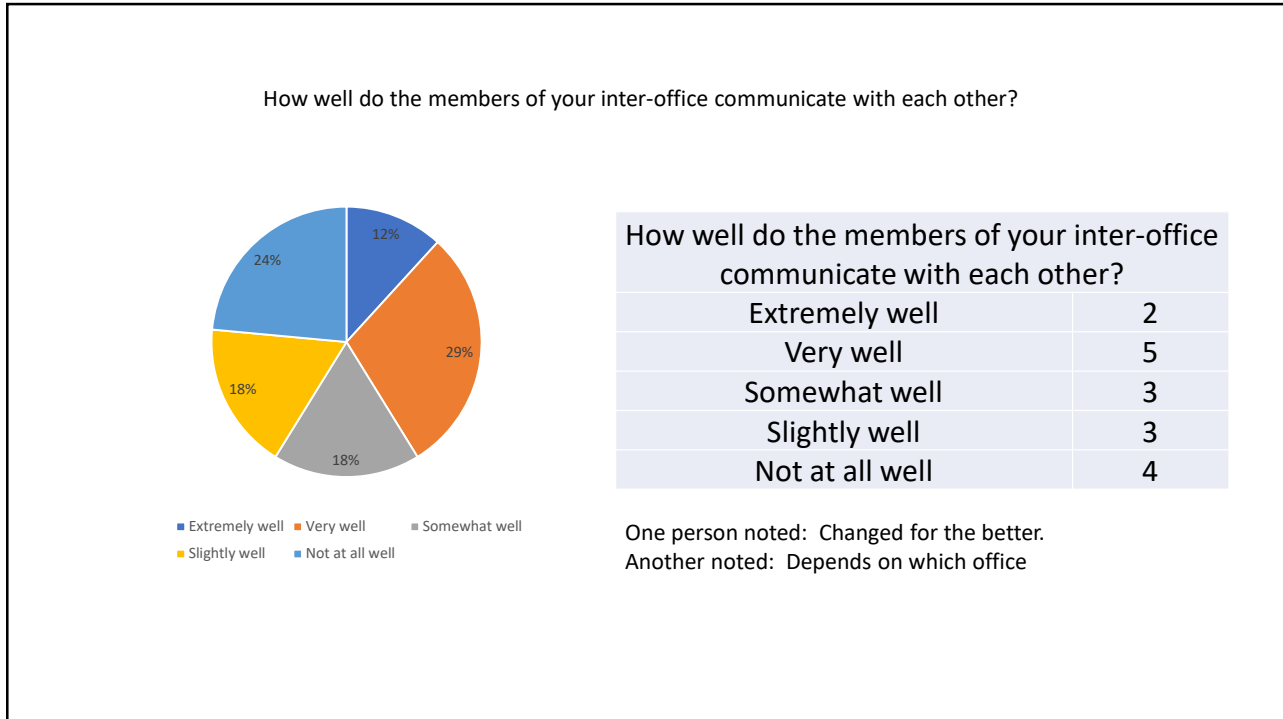
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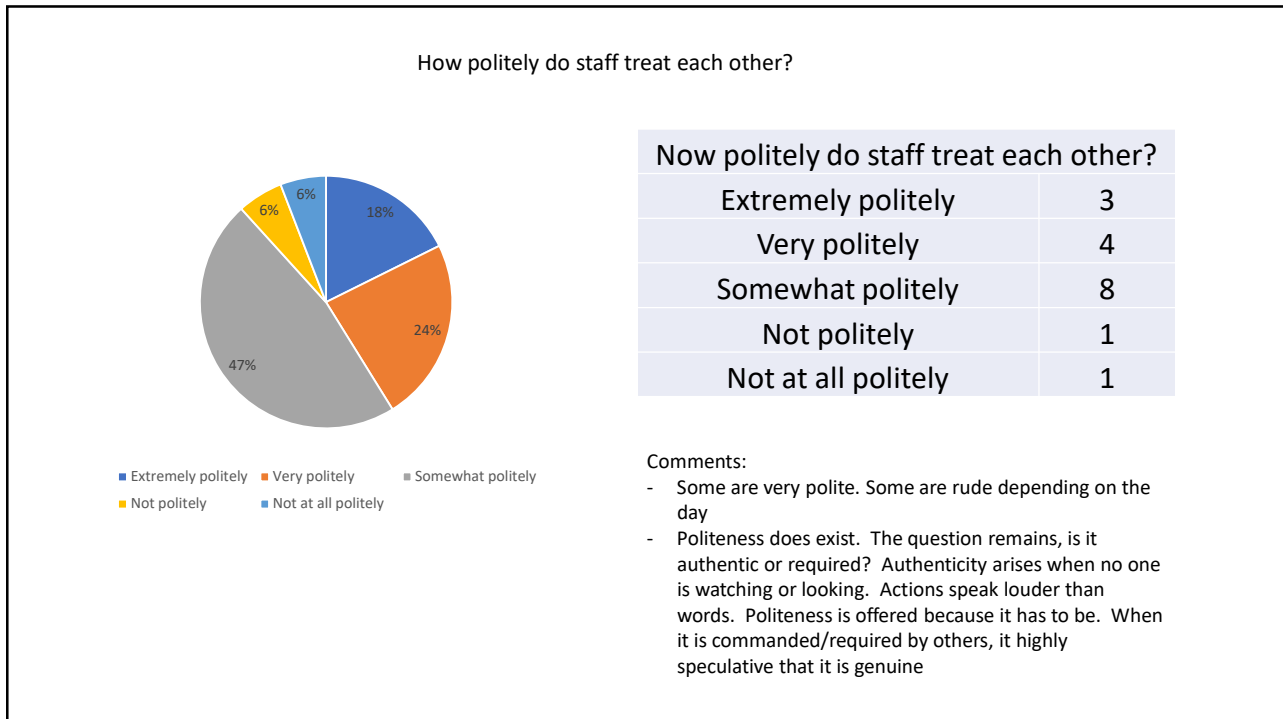
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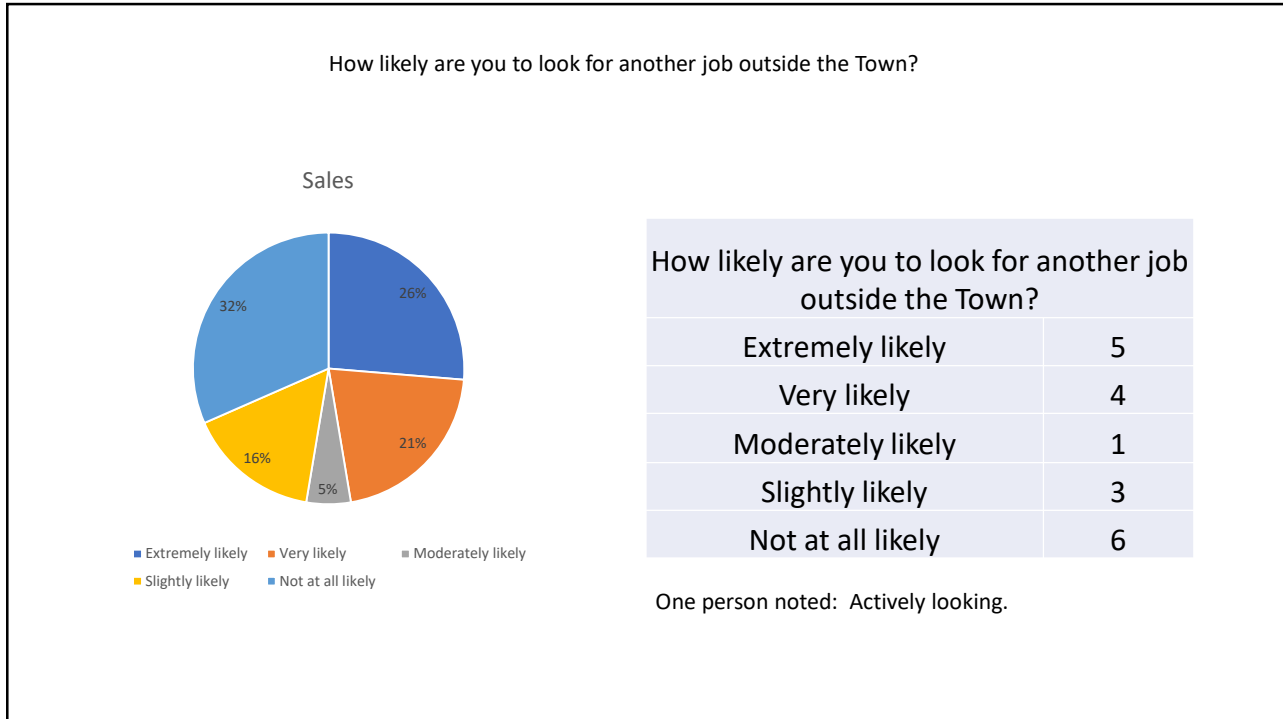
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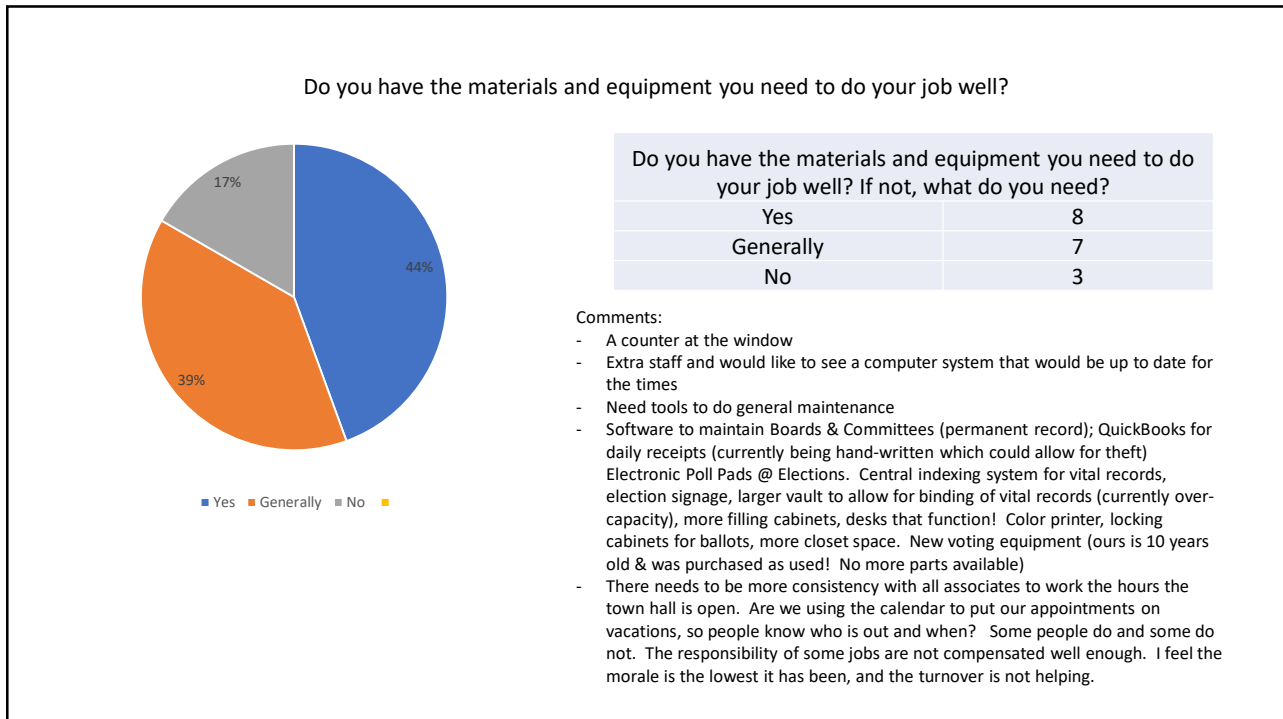
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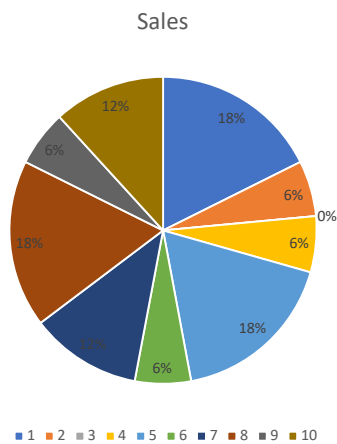
If you could make one improvement, what would it be?

Comments:

- More cross collaboration between offices
- Restore evening hours to benefit working residents
- Having all the proper people involved the first meeting and all the way through to the end
- Better communication/better system it is often difficult to get building maintenance completed in a timely manner – things are forgotten – accountability – handrail at the Hathaway Library has been broken for over a year now and still isn't fixed.
- To be listened to when there is an issue
- There are many improvements that are needed but the main concern for this office is the EXTREME lack of space & weight capacity limits. Confidential records, historical records & election ballots are & have been improperly stored due to lack of space. Some of these records have to be stored according to state regulations & there can be no additional weight added to this building. The Administration needs to make a plan for Town Hall. (Long Range Plan) Can our office go into the schoolhouse? Have enough room on top floor for vaults, office space & meeting space for vital records that are private?
- In my experience it would not hurt to cheer up the surroundings paint bathrooms, offices, clean carpets etc.
- Have control of the budget that pertains to my department. Put over head door controller on a remote control
- Morale
- Involved leaders
- Define the municipal culture. Create goals and objectives for the municipal culture. Create teams for people to work collaboratively. Set examples. Create opportunities for staff to participate.

22

How likely would you recommend the Town as a place to work to a friend or colleague?



How likely would you recommend the Town as a place to work to a friend or colleague? (1-poor, 10-great)

1	3
2	1
3	0
4	1
5	3
6	1
7	2
8	3
9	1
10	2

23

## Jessica Porter

---

**Subject:** Employee Satisfaction Survey - Samples?

We've used Culture Amp in the past. I'm not sure I'd go with them again, but I do think it offered better confidentiality than SurveyMonkey. That said, it's been a few years since I last used SurveyMonkey, so maybe it's improved.

We asked the following questions:

The information I need to do my job effectively is readily available

The services the Town of Lunenburg provides are as good as, or better than, our surrounding communities

I believe action will take place as a result of this survey

My manager genuinely cares about my wellbeing

I have confidence in the leaders in the Town of Lunenburg

I receive appropriate recognition when I do good work

Other departments in the Town of Lunenburg collaborate well with my department to get the job done

I have access to the things I need to do my job well

Most people here make a good effort to consult other staff where appropriate

My job performance is evaluated fairly

Town of Lunenburg effectively directs resources (funding, people and effort) towards community needs

I would recommend Town of Lunenburg as a great place to work

Generally, I believe my workload is reasonable for my role

The leaders in the Town of Lunenburg keep people informed about what is happening

My manager gives me useful feedback on how well I am performing

The leaders in the Town of Lunenburg demonstrate that people are important to the town's success

My manager keeps me informed about what is happening in the Town of Lunenburg

In the Town of Lunenburg there is open and honest two-way communication

Generally, the right people are rewarded and recognized in the Town of Lunenburg

Employees are provided enough autonomy to perform their jobs effectively

I am able to arrange time out from work when I need to

Town of Lunenburg motivates me to go beyond what I would in a similar role elsewhere

The leaders in the Town of Lunenburg have communicated a vision that motivates me

My manager is a great role model for employees

My physical workspace is enjoyable to work in

I am proud to work for Town of Lunenburg

When it is clear that someone is not delivering in their role management does something about it

Workloads for similar positions are divided fairly among people where I work

My manager has a good understanding of my position

I feel I am part of a team

Most of the town systems and processes support employees in getting their work done effectively

I rarely think about looking for a job at another company/municipality

I have access to the learning and development I need to do my job well

I know how my work contributes to the goals of Town of Lunenburg

My manager is knowledgeable in their role

I see myself still working at Town of Lunenburg in two years' time

Day-to-day decisions demonstrate that quality and improvement are top priorities

I am appropriately involved in decisions that affect my work

Employees are acknowledged and appreciated for outstanding work

My manager assists me when needed

I believe there are good career opportunities for me in the Town of Lunenburg

I know what I need to do to be successful in my role

My manager appreciates my work

My manager (or someone in management) has shown a genuine interest in my career goals

Town of Lunenburg really allows employees to make a positive difference

The Town of Lunenburg is a great workplace for me to make a contribution towards my professional development

I believe my total compensation (base salary+longevity+benefits) is fair, relative to similar roles in other municipalities

Best,

***Julie Belliveau***

Town of Lunenburg

Assistant Town Manager/HR Director

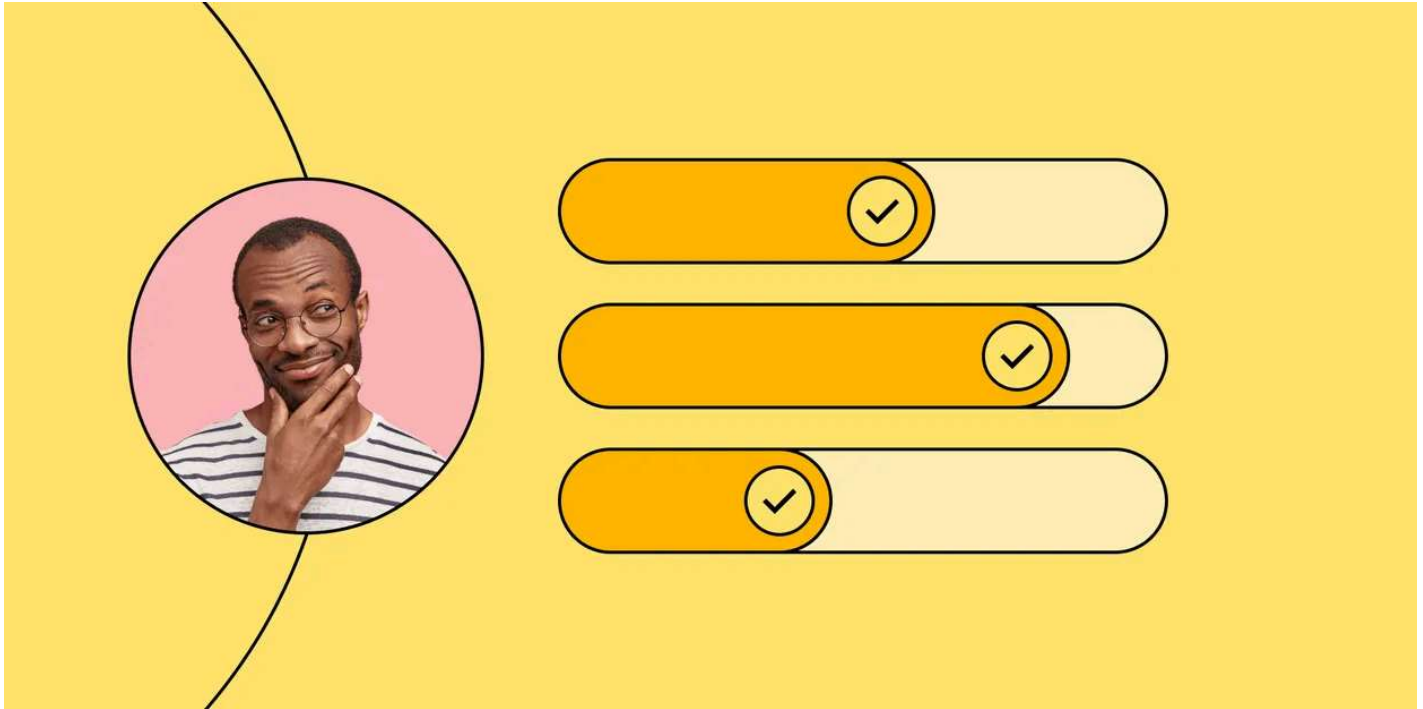
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EMPLOYEE ENGAGEMENT

27 MIN READ

| UPDATED FEBRUARY 22, 2023

# HR's complete guide to employee surveys



## IN THIS BLOG

- Why employee surveys are important
- How to conduct an employee survey
- 14 types of employee surveys and example questions
- Interpreting the survey results
- How to use survey results
- What to do after conducting the survey



[Subscribe to newsletter](#)



Employee surveys are an HR practitioner's greatest tool when it comes to gathering employee feedback at scale. Survey results can help you uncover important trends in employee sentiment across your organization that may not otherwise surface in anecdotal feedback. There are many different types of employee surveys – including engagement; development; diversity, equity, and inclusion; onboarding; and exit – which can help inform people decisions to improve the employee experience.

In this guide, we take a deeper dive into the following types of employee surveys:

- Employee engagement
- Employee satisfaction
- Employee pulse
- Team effectiveness
- Candidate
- Onboarding
- 90-day probation period
- Exit
- Diversity, equity, and inclusion (DEI)
- Employee wellbeing
- Accountability
- Change
- Benefits
- Sustainability

## Why employee surveys are important

Beyond giving HR teams visibility into employee sentiment, employee surveys help leaders make better decisions by providing key insights into engagement, retention, employee performance, DEI, and more. Moreover, they help leaders identify what is and isn't working, prove the value of HR initiatives, and track progress over time. Employee surveys support internal decision-making while also empowering you to benchmark results against peer industries and track your progress over time.

Employee surveys are valuable for employees, too. Benefits of conducting regular surveys include:

- Giving employees a platform to share their feedback
- Encouraging employees to reflect on their own experiences
- Helping employees change their behaviors while seeing themselves as “in control” and “changemakers”
- Inviting employees to have a stake in the survey outcomes

By giving employees a chance to share their input, you're letting them know that their thoughts, opinions, and experiences are valued. In that way, conducting surveys help organizations better engage, motivate, and retain their workforce.

# How to conduct an employee survey

## 1. Decide on your goals

Before you start your journey, it's critical to determine where you want to go. In this case, that means understanding what kind of information you want to get from surveying your employees. You may be looking to understand the employee response to one particular initiative or how they feel about the overall company culture. You may want to identify pain points or gaps in your onboarding process or learn why you're seeing a spike in turnover. Clarifying what questions you want answered will help you decide what kind of survey to hold.

## 2. Select your survey questions

When selecting questions for your employee surveys it's important to think about what kinds of answers will help you take action. Further, make sure your questions are clear and direct. This ensures people understand each question and makes it easier for them to answer openly and honestly, giving you better feedback to analyze and act on.

There are pros and cons to both using pre-written questions and writing your own questions. Custom survey questions may simply rephrase the question in a way that is better aligned to your company culture, or they can be completely new. Scientifically validated survey questions are a useful baseline, but every company faces a unique set of challenges that may require more company-specific questions. Ultimately, you'll likely choose to include a combination of the two. Your employee survey tool will ideally provide a robust set of validated questions while also allowing you to write your own custom survey questions.



### How to write your own employee survey questions

[Read article](#)



### Deeper dive: Should employee surveys be anonymous?

Allowing people to give anonymous or confidential feedback creates an opportunity for them to say what they actually think without fear of repercussion. Administering a genuinely anonymous employee survey may help you gather honest feedback, but it will make it extremely difficult to take effective action. There are levels of anonymity in employee feedback, and the key is to find the right balance for your goals.

Instead of an entirely anonymous survey, we recommend collecting employee feedback in a way that doesn't identify the individual, but provides certain contextual information (ie. demographic, team, tenure, etc.). With this approach, leaders and managers who view the feedback will be less likely to trace a particular piece of feedback to a single person. However, the right contextual information will let you see important trends in your analysis. For example, it may become clear that a high percentage of employees on one particular team are looking for more development opportunities. This kind of information can help you determine what to prioritize.

### 3. Pick a survey scale

When designing your survey, you can pick different types of survey questions, including multiple select, single select, free response, and a rating scale. Choose the question type that makes the survey experience easiest for people and also gives you the data in the format you need for analysis purposes.

If you use choose to use a rating scale, we strongly recommend using a 5-point Likert scale, with the following options: Strongly disagree, Disagree, Neither agree nor disagree, Agree, and Strongly agree.

#### 5-point rating scale



In our experience, a 5-point scale encourages survey participation (fewer choices means it's faster to complete), while still gathering the appropriate amount of detail.

### 4. Clearly communicate the survey

Clarity about the process encourages employee survey participation, which leads to actionable data to help you make better decisions. When administering surveys, it's important to communicate:

- What you're measuring
- What outcomes you're trying to achieve
- The company's desire for honest and candid feedback
- What to expect throughout the process
- Steps taken to protect confidentiality

- How results will be shared

Beyond these basics, creatively branding and [promoting your survey](#) is an easy way to improve participation. There are three important touchpoints in the survey process to consider in your communications: pre-survey, launch day, and post-survey.

When trying to encourage survey participation, **do**:

- Emphasize confidentiality and data security in the survey process
- Outline how feedback will be reviewed and the approach for taking action
- Role model the behavior you're seeking

On the flipside, **don't** ask people directly if they've taken the survey yet, as they may feel coerced into answering. Not participating itself is a metric of engagement, and pushing employees to participate may bias results, as these employees might simply "click through" the survey instead of answering authentically.

Check out this article for a deep dive into the elements of a successful [survey communication framework](#).

## 5. Interpret and take action on the survey results

After conducting your survey, you need to *understand* what the data is saying in order to take effective action on the feedback. [Jump below](#) to learn how to read and take action on survey results.

# 14 types of employee surveys and example questions

Employee surveys cover a wide range of topics and vary in length and cadence. The possibilities are endless, so when you're first starting out, it can be helpful to utilize existing [survey templates](#). In this section, we'll provide a brief overview of some of the most common and impactful survey types and provide examples of employee survey questions one would expect to see.

## Employee engagement

**Employee engagement** represents the levels of enthusiasm and connection employees have with their organization. It's a measure of how motivated people are to put in extra effort for their organization, and a sign of how committed they are to staying there.

Engaged employees lead to higher-performing, more resilient organizations, and employee engagement surveys are key to understanding what your employees care about the most. Engagement surveys can help you identify where employees want to see the most improvement, which enables you to strategically invest resources and time into the areas that will deliver true impact across your organization.

### **Employee engagement survey question examples:**

Although there are many types of questions that can be asked in an employee engagement survey, there are five "key" questions that make up what Culture Amp refers to as the "Engagement index:"

1. I am proud to work for [Company]
2. I would recommend [Company] as a great place to work

3. I rarely think about looking for a job at another company
4. I see myself still working at [Company] in two years' time
5. [Company] motivates me to go beyond what I would in a similar role elsewhere

Get [20 employee engagement survey questions](#) to use in your next survey.

## Employee satisfaction

Although employee engagement and employee satisfaction may sound very similar, they measure two distinct things. While employee engagement surveys measure how motivated, committed, and proud an employee feels about their company, employee satisfaction surveys measure whether an employee enjoys (i.e., is satisfied with) their job and workplace, relative to their expectations. When conducting an employee satisfaction survey, you may want to focus in on any specific areas of concern.

### Employee satisfaction survey question examples:

- Do you clearly understand the company's strategic objectives?  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]
- Do you enjoy our company's culture?  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]
- Do you think work is fairly distributed across teams?  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]
- Are you satisfied by your job overall?  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]

### Deeper dive: Why we recommend employee engagement surveys over employee satisfaction surveys

While leaders should certainly care about whether employees are satisfied with their jobs, Culture Amp believes that employee engagement is a much more relevant and telling metric for the business. This is because engaged employees are satisfied – but not all satisfied employees are engaged in their job. While satisfied employees may be content with their jobs and dutifully fulfill their responsibilities, they will never go above and beyond for the sake of their team or larger organization.

Knowing that an employee is satisfied with their job doesn't actually tell you how motivated they are by your company's vision, how committed they are to helping the organization work through difficult times, or how positively they feel about their future at your company. This is why **we strongly recommend running employee engagement surveys over employee satisfaction surveys.**

## Employee pulse

It may not be feasible to run an in-depth survey regularly, but keeping tabs on how employee engagement levels ebb and flow is key to making the right decisions. An [employee pulse survey](#) is a quick check-in, run weekly or monthly, that provides a snapshot of employee engagement in a given moment. These surveys serve as a strategic complement to your main employee engagement survey and can be used to track progress on the rollout of new engagement initiatives.

Pulse surveys are generally shorter, though they often include some of the same core questions used in your main engagement survey. They sometimes also incorporate questions focused on a specific, prioritized area of the

organization (i.e., leadership, employee development, etc.). Another set of questions to consider are those focusing on actions taken by the company in response to previous surveys.

### **Recommended yearly survey structure:**

#### **Q1:** Baseline engagement survey

- This serves as your baseline for the year. A baseline engagement survey typically includes around 50 questions.

#### **Q2:** Pulse survey

- This survey is a quick status check on your results from Q1. Your first pulse survey should include around 10-15 questions. It will help you understand if you're moving the needle on any previously identified issues.

#### **Q3:** Deep dive survey

- A deep dive survey can be tailored to focus on a particular issue that's too difficult to unpack in an engagement survey, like company values, employee wellbeing, manager effectiveness, or inclusion.

#### **Q4:** Pulse survey

- The final pulse survey of the year acts as a follow-up on a specific area for your business, while still touching on core engagement questions.

### **Employee pulse survey question examples:**

- I have been provided an opportunity to see and discuss our recent employee survey results  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]
- My manager, or someone else, has communicated some clear actions based on recent employee survey results  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]
- I have seen positive changes taking place based on recent employee survey results  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]

## **Team effectiveness**

A team effectiveness survey uses inward feedback to help teams understand how productivity, cohesion, and alignment are driving their overall success. In addition to collaboration, clear communication, shared purpose, and operational efficiency, three lesser-known factors have proven to be some of the strongest predictors of team effectiveness: psychological safety, interpersonal sensitivity, and dependability.

With insights from this employee feedback survey, you'll gain a new understanding of team effectiveness inside your organization. Ultimately, this empowers people leaders to help drive improvements in team productivity throughout different levels of the organization.

### **Team effectiveness survey question examples:**

- When I contribute ideas and thoughts, I believe my opinion is valued (Psychological safety)  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]
- When my teammates say they'll do something, they follow through with it (Dependability)  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]

- We resolve most conflicts or disagreements effectively (Interpersonal sensitivity)  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]

Learn more about the [science behind team effectiveness surveys](#).

## Candidate

Candidate surveys help you understand what's driving candidates to your company and how your current processes, brand, and culture are perceived. The more data you collect, the better you can become at improving those critical elements in your recruiting and hiring processes. This will ensure you're getting the best candidates in your pipeline and that you maintain the engagement of those who become employees.

By [using candidate experience surveys](#), recruiters can collect valuable feedback on:

- Company brand and brand awareness
- The recruiting process
- Interviewers (i.e., how well they conducted the interview)
- Perceptions of company culture
- Whether the interview process is trending positively or negatively over time

### Candidate experience survey question examples:

- The recruitment process gave me valuable insight into the company's culture and values  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]
- The interview increased my excitement for the role  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]
- I would encourage other people to apply to the company  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]

### 5 reasons to use candidate experience surveys

[Read article](#)

## Onboarding

The onboarding experience sets the tone for a new hire's tenure at your organization. For many new hires, an onboarding survey is their first experience with an HR questionnaire for employees. Whilst the goal is to ask new employees for feedback, it's also an opportunity to introduce them to important focus areas for your organization.

An employee won't be able to offer solid feedback on your company culture right away, but in the first week, we encourage you to ask questions regarding the recruitment experience, why they joined your company, and how they feel about it so far.

### **Onboarding survey question examples:**

#### ***Recruitment questions***

- I was provided accurate information about [Company] during the recruitment process  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]
- Is there something we could have done to improve the recruitment process?  
Free response

#### ***Decision questions***

- Please indicate the reasons why you joined [Company]  
Free response or multi-select
- What were you doing before you began working here?  
Free response

#### ***Onboarding questions***

- I am feeling welcome here  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]
- I am proud to work for [Company]  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]
- What's one thing we could have done differently to improve the first week of your onboarding experience?  
Free response

## **90-day probation period**

Organizations sometimes implement a probation period for new hires to help ease employees' transition into the workforce. During this time, the employee can be terminated if the relationship doesn't work out. These probation periods, which usually last 90 days, generally pass with no notice. However, there is great value in surveying your employees following the conclusion of this 90-day period.

90-day surveys provide an opportunity to really understand how onboarding looks for your company. After 90 days, the employee will have a sound understanding of their role in the organization. These surveys can tell you how engaged the employee is, if the company is meeting expectations, what was done well, and if they'd recommend your company.

### **90-day survey question examples:**

- I have a good idea about what I still need to learn to do my job well  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]

- I understand how my role contributes to the organizational goals of [Company]  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]
- I am feeling welcome here  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]

## Exit

No matter the impact of your company culture, people are going to leave. Exit surveys are an invaluable tool for understanding why an employee would choose to voluntarily depart. This is a particularly valuable opportunity for companies, as departing employees tend to lower their guard and are likely to be quite candid about how they feel about the organization.

Your exit surveys can be tailored depending on your strategic priorities in any given moment. If development is growing more important in your organization, you might ask departing employees their opinion on any learning and development initiatives currently in place.

### Exit survey question examples:

- I would recommend [Company] as a great place to work  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]
- For most of my time with [My company], I rarely thought about looking for a job at another company  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]

An easy way to identify – and quantify – your company’s strengths and weaknesses is to include some free-response questions, including:

- What are some things we’re doing really well here?
- What are some things we’re not doing so well here?
- Is there something we could have done to keep you?

## Diversity, equity, and inclusion

Diversity, equity, and inclusion (DEI) is an important strategic initiative for most organizations, but how can you evaluate if you’re truly making a difference – or promoting hollow initiatives? There’s no one better to ask than the people who know your organization most intimately: your employees.

Regular DEI surveys offer powerful insights into the employee experience, especially for those from underrepresented groups. DEI surveys also help you track the changing composition of your workforce, quantify how DEI initiatives are progressing, and more.

### Diversity, equity, and inclusion (DEI) survey question examples:

- I feel like I belong at [Company]  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]
- I can voice a contrary opinion without fear of negative consequences  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]
- Perspectives like mine are included in decision making  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]

- My company believes that people can greatly improve their talents and abilities  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]
- Administrative tasks that don't have a specific owner are fairly divided  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]

You can also include [DEI survey questions](#) in your employee engagement surveys, though we strongly encourage companies to run a [DEI-specific survey](#) if they want to make more significant process in their diversity, equity, and inclusion initiatives.

### HR's complete guide to diversity, equity, and inclusion

[Read article](#)

## Employee wellbeing

Employee wellbeing has become a top-of-mind topic at many organizations. To make a significant impact, consider measuring wellbeing with an [employee wellbeing survey](#) that looks at health holistically.

Culture Amp recommends the following five factors as focus areas for understanding what's supporting, or hindering, the wellbeing of your workforce: **company, culture, manager, individual, and programs**.

### Employee wellbeing survey question examples:

#### *Company*

- [My company] demonstrates a commitment to the wellbeing of employees  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]
- I believe employee wellbeing is a priority at my company  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]

#### *Culture*

- We are genuinely supported if we choose to make use of flexible working arrangements  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]
- Our culture encourages a balance between work and family life

[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]

### **Managers**

- My manager genuinely cares about my wellbeing  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]

### **Individual**

- When I am stressed I feel I have the support available to help  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]
- I tend to bounce back quickly after challenging times  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]
- I usually feel I am making progress at work  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]

### **Programs**

- I get the most value from these wellbeing initiatives  
List and ask to select up to 3

## **Accountability**

Within organizations, accountable employees are people who feel a sense of responsibility for their work and the outcomes of their decisions. Using employee survey questions about management, departments, and the individual gives your organization measurable insight into accountability at multiple levels.

### **Accountability survey question examples:**

- We hold ourselves and our team members accountable for results  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]
- I know how my work contributes to the goals of [Company]  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]
- I have a career plan in place that I am working towards  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]
- I seek opportunities to develop skills relevant to my interests  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]
- I regularly seek feedback from my manager  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]
- Our leaders are held accountable for company performance  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]

## **Change**

Change isn't easy, which is why change surveys can be such a helpful tool for helping business leaders understand the impacts of certain changes on their employees' engagement, motivation, productivity, performance, etc.

Change surveys help organizations understand the views of their people during various stages of any change process. Change can mean any type of organizational change, including:

- Mergers or acquisitions
- Restructuring
- Strategy changes
- Introduction of new technology

The two times where you may want to collect feedback when undergoing change are before the change (Pre-change survey) and after the change (Post-change survey).

#### **Change survey question examples:**

- Overall, I believe [change] will have a positive impact on the company  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]
- Overall, I believe [change] will have a positive impact on employees  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]
- I know what I can do to help make this change a success  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]

## **Benefits**

Perks and benefits can play a key role in talent acquisition, retention, and engagement. A benefits survey covers your company's existing benefits and employee perks. It can also be used to ask about employees' preferences and interest in new benefits and perks.

#### **Benefits survey question examples:**

- I believe my total compensation (base salary+any bonuses+benefits+equity) is fair, relative to similar roles at other companies  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]
- I understand our benefits program  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]
- The benefits at [Company] meet my needs and my family's needs  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]

## **Sustainability**

Environmental impact has become increasingly important for businesses, and sustainability is seen as a competitive advantage in attracting and retaining talent. A sustainability survey will help you understand how employees feel about your sustainability initiatives, while also communicating to your people that this is a company-wide priority.

#### **Sustainability survey question examples:**

- I know about the sustainability projects at [Company]  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]
- I believe our sustainability projects are right for a company like ours

[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]

- I believe our sustainability projects are one of the top reasons why people stay at [Company]  
[Strongly disagree / Disagree / Neither agree nor disagree / Agree / Strongly agree]

## Interpreting the survey results

It's not enough to just collect results from employee surveys – you also need to understand what the results are saying.

Culture Amp suggests the following process for evaluating employee survey feedback, results, and comments:

### 1. Start with your participation rate

Ensure enough of your organization is being represented in the survey.

### 2. Look at your overall engagement score

Compare with benchmarks or historical data if this isn't your first survey.

### 3. Check for outliers

Pinpointing outliers can help surface any micro-cultures that exist at your organization.

### 4. Use driver analysis

Choose key focus areas for your organization using driver analysis.

### 5. Consider free text comments

Finally, review the comments you received to further inform the focus areas that you've identified. If you've received a considerable amount of comments, categorize them by theme.

Below, we go into a few of these steps in more detail.

## Leveraging the power of benchmarks

Let's say that 65% of your employees agreed that your company has motivating development opportunities. Is this number good or bad? Without benchmark data, it's very difficult to make a judgment.

That's where benchmark data from employee surveys comes in. Comparing your new data with benchmarks from previous surveys or your industry overall can help you understand how well your company is doing, relative to last year or to other organizations in your industry or region.

There are two main types of benchmarks:

- **External benchmarks** - External data on other companies' survey results
- **Internal benchmarks** - Internal data from your company's previous surveys

External benchmarks are particularly useful if you find your company scoring quite low on a particular question. By comparing your company's data to the appropriate benchmark, you can determine if that sentiment is unique to your company, or if other companies also struggle with that area.

As your business evolves in your culture journey, you'll want to develop internal benchmarks as well. These types of benchmarks help you understand what excellence looks like within your specific context.

**Tip:** Hitting the benchmark shouldn't be your main goal. Benchmarks should act as a check on your strategy, not dictate reactive and potentially distracting targets.

When setting your goals for improvement, start by looking at your organizational strategy. Think about what will have the most impact on your people, and let that be your guide. If motivation isn't as much of a priority as employee development is, you shouldn't invest much into trying to move a nebulous employee motivation survey result from 68% to 70% just to meet a benchmark.

## Using driver analysis to understand the biggest drivers of engagement at your company

Driver analysis is a statistical method used to assess the relationship between different variables. It's a technique that enables you to understand which factors (i.e., leadership, work-life balance, etc.) have the strongest relationship with engagement at your specific company.

In other words, driver analysis allows you to identify what areas are most important for engagement at your company. It's a process that helps you identify not only which questions are scoring high and low – but which questions have the highest impact on engagement at your company.

**Tip:** Many teams aren't equipped with the right people to perform their own driver analyses, which is why it's helpful to utilize survey tools that have driver analysis built in.

## Understanding response rates

Survey response rates, or participation rates, are themselves a measurement of employee engagement. Lower response rates might indicate your employees aren't fully aware of your survey processes or aren't clear on why their participation is important.

A 100% response rate may sound ideal, but it can actually be a sign that your data isn't reliable or that the responses you received were disingenuous. After all, the most important thing to consider with employee surveys is the *quality* of the data, not the quantity. Generally, employee survey response rates fall in the 65-85% range. The chart below shows ideal survey response rates, based on your company size:

Company size	Ideal survey participation rate
<50	80-90%
500+	70-80%

**Tip:** If your organization's response rates are below average, a simple way to boost participation is to quickly and transparently share results following a survey. Demonstrate a genuine interest in the responses, and share any plans for taking action to improve any areas where you might be lacking. This

shows employees that surveys can lead to real change and encourages non-participants to take part next time.

## Collecting important feedback via survey comments

A strong employee feedback platform will allow you to gather both quantitative (data-driven) and qualitative (words-driven) feedback. According to Culture Amp research, open-ended survey questions with a free response field yield higher participation – by at least 60%.

Employees want their voices to be heard and a space to express their feelings. There are undoubtedly questions where employees feel that selecting “agree” or “disagree” doesn’t fully capture their thoughts and feedback. You can collect employee opinions in survey results by giving them the option to add comments to specific questions, enabling them to provide as little or as much explanation as they like in their responses.

## How to use survey results

Create survey. Launch survey. Analyze results. Share a plan forward. We’re all familiar with the standard survey process, but how can you apply the powerful data you’ve gathered across other areas of your organization?

Incorporating feedback data into other business processes can help promote your organization’s feedback model, and allow stakeholders to realize the value in gathering – and referencing – this data. Below we’re sharing some key focus areas where employee and staff survey data can be useful, and some example questions:

- **Annual planning**

Consider responses to questions like *“I see myself still working at [Company] in two years’ time.”* If you’re scoring considerably lower than benchmark/historical scores, you’ll need to work retention into your annual plan.

- **Team offsites**

If you’re noticing certain teams are scoring lower for questions like *“I feel I am part of a team,”* it may be time to allocate budget to team building exercises to bridge any communication gaps.

- **Hiring processes**

Survey data can be shared transparently during the hiring and recruitment process to help potential candidates preview your organization’s culture and/or working environment.

## What to do after conducting the survey

After your survey closes, thank your employees for their participation. As soon as the data is available, consider sharing a high-level overview of the results.

But as you’ll read below, the employee feedback loop doesn’t end there – you also need to take action, share the results, and make preparations for your next survey.

## Responding to results: It’s critical to take action ASAP

The data you glean from employee experience surveys is only as powerful as what you do next. Responding to survey results, and effectively communicating an action plan, is absolutely essential. This practice helps organizations see that HR questionnaires and surveys for employees fit into larger company strategies, which further encourages participation. However, a common mistake many organizations make is overdoing it. They’ll gather

results, spend months analyzing the data and fleshing out a strategy for change, all the while employees are left wondering what the purpose of the survey was. This is known as lack-of-action fatigue.

Small, iterative actions following a survey show your employees that you're willing to take immediate action, even if larger improvements require more time. Culture Amp suggests the below 5 steps for taking quick action following an employee survey:

- **Be transparent**

Share results quickly and widely, like at an all-hands meeting. Be honest about the areas that need improvement. Share thoughts on what you're planning to change, as employees want to see that their leadership team is on board and ready to take action.

- **Dig deeper**

Once you're reviewed initial results, dig a little deeper. Maybe certain responses weren't what you expected, or maybe questions were phrased wrong.

- **Review results with managers**

Encourage managers to set aside time during their weekly 1-on-1s to review survey results with their team members. Sometimes scores can be influenced by an employee's relationship with their direct supervisor, and that's why managers are essential for addressing any immediate and long-term issues that come up in a survey. You can also involve managers in taking action on survey results by involving them in the action planning process.

- **Host group discussions**

You might find that certain geographic regions, departments, or demographic groups offer similar feedback. In such a situation, set up small focus meetings where you can review the results with the group it affects most. Try to uncover why they're having a different experience. There may be an easy explanation, but without discussion and further context, you might never know what it is.

## How to share results

Sharing your survey results shows your employees that you're open to honest, two-way communication. Remember, employees already know how they feel, so the onus is now on you to take the data forward. A good starting point is to celebrate wins to foster a sense of community, like a high participation rate or a jump in score for a historically low-performing question.

When it's time to share the actual results, a simple way to overcome obstacles is to decide who to share with and at what level of reporting.

After you've selected sharing groups and reporting levels, it's time to share your results. Email communication typically works best, with a link to the recipients' results. A good place to start is to lead with the overall themes from the survey so all employees understand the key takeaways and what areas leaders intend to focus on.

## Prepare to communicate your next survey

Whether you're at survey #1 or survey #10, the way you communicate a survey – and the process – is key to a good turnout and honest results. Below, we're sharing the core themes your organization should keep in mind when communicating to employees about a new survey:

- **What you're measuring**

Help employees understand what information you're attempting to gather from the survey.

- **What the survey will allow your organization to do**

Communicate what's top of mind for leaders, and the initiatives or programs you may implement based on the survey results.

- **What you need from employees**

You need participation and honesty from your employees. Share the survey format, and encourage absolute transparency.

- **What they can expect**

Let employees know what results and outcomes you plan to share with them once the survey closes. Remember, it's not just about having employees participate – but about keeping them involved in the process as you identify focus areas and take action.

- **How you'll protect their confidentiality**

Employees want to know their voices will be heard, but also protected. Share how the data will be treated and any demographics that will be included with their answers.

- **Prepare employees for feedback and action**

Get people excited about the survey process by actually acting on the feedback you receive, instead of simply reflecting on the results.

## Understand your employees by unlocking the power of employee surveys

From onboarding to exit, accountability to sustainability, employee surveys enable leaders like you to gain the insights they need to make better, data-backed decisions. By understanding how your employees feel, you can engage, motivate, and retain your workforce.



## Kickstart your journey to learning faster through feedback

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