

Measuring and Maximising Engagement Across the Employee Lifecycle



digital opinion

Maximising engagement across the employee lifecycle

Employee experience and engagement vary across the employee lifecycle. The feelings of a new joiner going through the on-boarding process can be very different from those of someone with several years' experience under their belt, or someone who has just made the decision to leave.

Understanding what drives those feelings at key points on the employee lifecycle enables the company to make sure that its policies and processes optimise the employee experience, thus promoting productivity and retention.

This lifecycle approach to monitoring and measuring engagement means that collecting and analysing feedback becomes a continual and integrated process.

On-boarding surveys

On-boarding is a key phase of the employee lifecycle. It is during this process that the new employee is introduced to the organisation's people, processes and culture. When done well, it helps new starters hit the ground running, reach their full potential quickly and stay with the organisation longer. When it is not done well individuals can feel held back and disillusioned, leading to disaffection and a quick exit.

Digital Opinion's on-boarding surveys enable its clients to monitor day-by-day the effectiveness of their on-boarding process to ensure that new joiners are:

- Being welcomed in the right way
- Getting the right training
- Acquiring the skills they need to succeed
- Being given a clear career pathway
- Getting regular feedback on how they are doing
- Getting the support they need
- Being engaged and motivated by the on-boarding process.

Local managers and team leaders play a key role in the on-boarding process. On-boarding surveys flag up how consistently they are implementing policies and supporting the process.

Employee surveys

Like on-boarding surveys, engagement surveys enable our clients to keep a constant finger on the pulse, to understand what is motivating their people, and what could lead to disaffection.

Engagement surveys can ask simple, actionable questions such as “How are you feeling about your work today?”, “What stopped you doing a great job this week?” and “How far would you recommend this company as a great place to work?” Or they can probe into how employees feel about the strategic direction of the company, the quality of their career opportunities, and the extent to which they feel the company cares about them and gives them an opportunity to grow?

In supporting our clients with their annual surveys, pulse surveys, and always-on feedback programmes, we help them to:

- Ask the questions that really matter
- Reach the widest possible audience through intranet, email or text messaging
- See and understand the feedback at company level and in detail
- Get added value through advanced key-driver analyses, linkage analyses and predictive text analytics
- Turn insight into action through our action planning platform
- Monitor and support post-survey initiatives.

When conducted regularly, they provide on-going feedback, which keeps the business in contact with front-line staff, and enables them to identify potential issues before they become problems. With this approach, feedback becomes a very positive, constructive process that involves and empowers people and encourages innovation.

Leavers surveys

A certain level of staff turnover is normal and even beneficial. It can provide opportunities to promote high performers and bring in "fresh blood". But when it is too high the costs can be considerable: direct costs involved in recruiting replacements, and indirect costs related to administrative and management tasks. In many cases the greatest costs are those related to reduced efficiency and the skills and knowledge lost to competitors.

Therefore, it is critical to understand which people are leaving and why. We work with our clients to design and conduct leavers surveys which provide the answers. We help them to understand:

- The aspirations people had on joining the business
- Whether or not the job turned out as described in the interview
- The specific reason/s for leaving
- Whether or not the business could have done anything to persuade them to stay
- Whether or not they would recommend the business to others
- What they are going to do next.

We enable our clients to separate out the critical pull and push factors behind the decision to leave, and identify the key drivers of staff turnover.

The employee lifecycle – bringing it all together

Each of these surveys provides our clients with rich and timely data which enables them to constantly refine their on-boarding and engagement processes to increase retention and productivity.

Taken together, however, they provide a bigger and more complex picture. Analysis of that picture makes it possible to map the employee journey from recruitment to departure in the way that marketing people map the customer journey. That, in turn, enables them to take steps to ensure that productivity is maximised and staff churn kept to a minimum.



About Digital Opinion

We've been helping businesses to design and conduct engagement surveys for 19 years and our expertise covers On-boarding surveys, Engagement surveys, Pulse surveys, Leavers surveys, Always-on engagement platforms, Post-survey action programmes, and advanced linkage and predictive text analytics.

Our clients have ranged from FTSE 100 companies to ones with just a few hundred employees. Some have been with Digital Opinion for 15 years and are recognised for their successes in the area of employee engagement.

We are happy to share our expertise and help organisations to get better at engaging their people so that they sell more, deliver better customer service and stay longer. So for more information:

Call 020 8546 7243

Email sales@digitalopinion.co.uk

Visit www.digitalopinion.co.uk