

Below is a sample letter to send to your employees. Ideally, this should be done at full staff meeting, but could be done through the company mail. It's important to emphasize that the survey questions can be answered anonymously with full assurance of confidentiality.

SAMPLE COVER LETTER:

Dear <COMPANY NAME> Team Member,

We are continually striving to make <COMPANY NAME> the best at what we do and the best place to work. In order to achieve these goals we need your honest feelings and opinions.

The attached questionnaire is totally confidential. Only the combined results and implications will be shared.

Please fill out the attached survey form and mail it in the enclosed envelope.

Please submit your survey results by <DAY> <MM, DD, YYYY>.

We will make the report from this questionnaire available to all. At that time, management will address the information and communicate any action plans that result from the survey.

I appreciate your honest, candid answers to these questions and thank you for your help in making us a better, stronger company.

Sincerely,

<OWNER NAME>

EMPLOYEE ASSESSMENT:

Directions: After reading each statement, indicate how strongly you agree or disagree with it by placing an "X" in the appropriate box. Clearly choose and mark one and only one box per statement.

Question	Strongly Disagree	Somewhat Disagree	Slightly Disagree	Slightly Agree	Somewhat Agree	Strongly Agree
I am passionate about the work I do						
I find my work intrinsically motivating						
Outside of work I think about how I could be more effective in my job						
I get absorbed in my work and lose track of time						
My work energizes me						
Time passes quickly while I'm at work						
I am committed to my job						
I find myself extremely focused and engaged at work						
I find my work interesting						
I always give maximum effort in my job						

Upon Completion, please use the envelope provided to have your answered tabulated. All responses are highly confidential. Results will be analyzed and reported in the composite.

ANALYZING THE RESULTS:

Scoring Instructions

1. Convert responses to a numerical scale with "Strong Disagree" = 0 and "Strongly Agree" =5.
2. Compute Engagement score by adding up the individual items.
3. Categorize the scores using the following chart:

Engagement Category	Raw Scale Range
Actively Disengaged	0-10
Disengaged	11-20
Opportunistic	21-30
Engaged	31-40
Actively Engaged	41-50

EMPLOYEE FEEDBACK TEMPLATE

Sample Results:

Respondents	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	Average
I am passionate about what I do	3	4	4	4	4	5	0	5	5	5	5	3	4	4	5	5	4	4	5	5	1	4	4	5	3	5	4	5		4.1	
I find my work intrinsically motivating	3	2	4	4	2	5	0	4	5	5	5	3	4	4	4	4	3	3	4	3	1	4	4	2	2	4	5	4		3.5	
Outside of work I think about how I could be more productive and effective in my job	1	3	4	4	1	4	4	5	5	5	5	2	4	2	4	5	3		5	4	4	3	5	3	0	3	3	4		3.5	
I get absorbed in my work and lose track of time	3	4	1	3	4	5	4	3	4	5	5	3	4	5	5	4	3	4	5	5	4	4	5	5	4	5	5	5		4.1	
My work energizes me	2	3	4	3	3	5	0	4	5	5	5	2	4	2	1	3	3	2	2	4	0	1	3	2	4	4	4	5		3.0	
Time passes quickly while I am working	1	4	4	4	5	5	0	5	4	5	5	3	4	3	4	4	4	4	4	5	5	2	4	5	5	3	4	5	4	3.9	
I am committed to my job	4	5	5	4	5	5	1	5	5	5	5	3	5	4	5	5	4	5	5	5	5	4	5	5	4	5	5	5		4.6	
I find myself extremely focused and engaged at work	4	4	4	4	4	5	0	5	4	5	5	3	4	3	0	4	3	4	4	5	2	4	4	3	3	3	4	5		3.6	
I find my work interesting	5	5	4	4	4	5	1	5	5	5	5	3	5	3	4	5	4	5	4	5	4	3	4	5	3	4	5	5		4.3	
I always give maximum effort in my job	4	5	5	5	5	5	4	5	4	5	5	4	5	5	5	5	3	5	5	5	3	4	5	3	5	5	4	5		4.6	
Score	30	39	39	39	37	49	14	46	46	0	50	50	29	43	35	37	44	34	36	44	46	26	35	44	38	31	42	44	47	0	36.47

Engagement Category	Score	Count	%
Actively Disengaged	0-10	0	0.00%
Disengaged	11-20	1	3.57%
Opportunistic	21-30	3	10.71%
Engaged	31-40	11	39.29%
Actively Engaged	41-50	13	46.43%

NOW WHAT? FOLLOW UP & IMPLEMENTATION:

Now it's time for an honest discussion with the staff to discuss the results in an open, safe way. It is essential to share results as promised: this will build a team culture based on openness and integrity. The follow up conversation can lead to a discussion of Mission, Values and Purpose. Brainstorm on ideas to develop an action plan to increase employee engagement.

TIPS & TRICKS:

- "Manage them in or manage them out, but manage them." The goal is to try to keep as many team members as possible. But if you can't coach them in, be prepared to coach them out.
- Does each employee have a clear job description?
- Have you defined what good performance looks like?
- Do he have clear KPIs and know how manage them?
- Does each employee understand the organization chart? How his department fits in?
- Does he understand how his work fits in with the profitability of the company?
- Is the employer tuned-in to the work-life balance of staff members?
- Are there clear channels of communication? Does everyone have a chance to be heard?
- Are there opportunities for professional development? A Path of Ascension?
- Are performance reviews or job-dialogs held on a regular basis?

- Do employees feel appreciated for the work that they do?
- Does the company have the proper incentive in place to improve performance?
- Are employees empowered to make decisions?