



# 14 Employee Survey Questions to Help You Retain Talent

CREATE AN EFFECTIVE EMPLOYEE  
VALUE PROPOSITION WITH POWERFUL  
EMPLOYEE INSIGHTS

# Employee retention is quite rightly a priority for every organisation.

Mainly (we hope) that's because most organisations want to look after their people and provide an **employee experience that they love**. But if that isn't enough motivation on its own, then it's also much easier and more cost-effective to keep hold of talent than to go out and recruit someone equally skilled. In fact, it costs around 33% of an employee's salary to replace them<sup>1</sup>—and then you also have to factor in the risk of your new hire not living up to expectations.

But the good news is that if you make sure you're giving your people enough reasons to stick around, they will. So how do you figure out what will make them stay? **Simple: just ask them...**



<sup>1</sup> Work Institute 2017 Retention Report

# What people really want from work

Research shows that organisations aren't as familiar with the reasons behind employee turnover as they might think<sup>1</sup>. It turns out there are a few things that are more important to employees than their employers tend to appreciate:



## SENSE OF BELONGING

A job is more than just a transaction of time in exchange for money. People want to feel welcome, comfortable and that they're part of the team.



## HAVING A FLEXIBLE SCHEDULE

Life is often erratic and unstructured, so it's important that our jobs can accommodate that in some way—whether that's remote working or shift-swapping.



## FEELING VALUED BY THEIR MANAGER

Managers who recognise the individual strengths and contributions of their direct reports have a huge influence on their happiness. So much so that employees whose managers consistently acknowledge them for good work are 5x more likely to stay<sup>2</sup>.



## FEELING VALUED BY THE ORGANISATION

People need to feel that they matter, that they play an important role in the bigger whole—something that's evident in the 90% of people who say they're more likely to stay at an organisation that listens and acts on employee feedback<sup>3</sup>.

<sup>1</sup>Mckinsey

<sup>2</sup>Qualtrics

<sup>3</sup>Achievers 2020 Engagement & Retention Report



## HAVING CAREER DEVELOPMENT OPPORTUNITIES

Most of us have an intrinsic need to develop, be challenged and achieve mastery. So if we believe our career path has come to a dead end, then we'll probably start seeking an alternative route with another organisation. Unsurprisingly, 22% of people have left a company for professional development<sup>1</sup>.



## HAVING CARING AND TRUSTING TEAMMATES

Unsurprisingly, people are at the heart of the employee experience. A strong and supportive team can turn an overwhelming amount of work into an achievable goal. And since employee burnout is responsible for up to 50% of turnover every year<sup>2</sup>, that's a valuable attribute.



## BEING FULLY EQUIPPED

Whether it's a hammer or a super-computer, every role requires certain equipment. But beyond the physical tools, we also have to be equipped with the right knowledge and support, otherwise there's a serious risk of overload—one of the main reasons for employees leaving<sup>3</sup>.



<sup>1</sup>Work Institute 2019 Retention Report

<sup>2</sup>Forbes

<sup>3</sup>Work Institute 2020 Retention Report

# The drivers of employee retention

Given the six themes on the previous page, the five key actions to boost employee retention identified by CIPD won't come as much of a surprise. These are the areas you should zoom in on to understand how you can improve your employee value proposition (EVP) and reduce attrition.

## 1 BE FLEXIBLE

This one requires trust, but try to be understanding of the unpredictability of your people's lives and look for solutions to any conflicts in their time.

## 2 TREAT PEOPLE FAIRLY

No matter how confident you are that everyone has the same opportunities, you should check in frequently to make sure nobody is being left out.

## 3 PAY ATTENTION TO EMPLOYEE WELLBEING

Be vocal about how much you care about your people's wellbeing as an organisation—and back that up with action.

## 4 ENABLE CAREER DEVELOPMENT AND PROGRESSION

Take the time to look into the skills within your organisation and make sure each stream has a clear progression route and access to relevant development resources.

## 5 CONSULT EMPLOYEES

Champion employee voice by encouraging your people to speak up regularly and often, listen to what they have to say, and act on it.

Plus, Hive's expert People Scientists have identified an additional two areas to add into the mix:

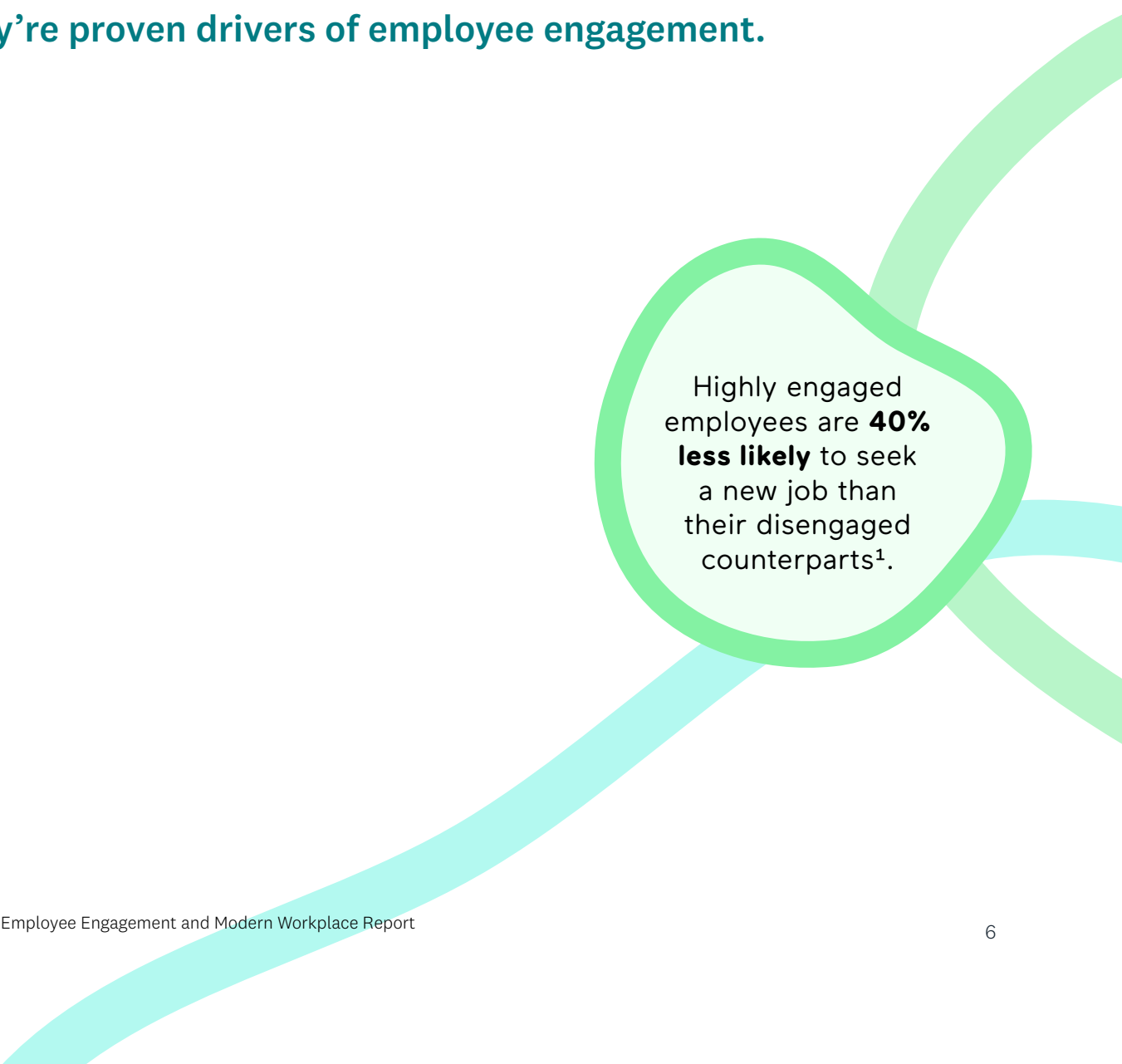
6 **REWARD WELL AND RECOGNISE OFTEN**

Alongside a competitive salary, you should come up with a benefits package that's tailored to your people. And for a cost-free retention solution, recognise and thank people for a job well done.

7 **SUPPORT MANAGER RELATIONSHIPS**

Management training should be a regular undertaking for anyone with a direct report. They should all know what's expected of them and what help is available to them.

And what do all of those actions have in common?  
**They're proven drivers of employee engagement.**



Highly engaged employees are **40% less likely** to seek a new job than their disengaged counterparts<sup>1</sup>.

<sup>1</sup>Bonusly Employee Engagement and Modern Workplace Report

## QUESTION BANK

But how do you know which of those actions would be most effective in your organisation? That's where employee voice comes in. Our People Scientists have come up with a question bank that you can use to determine **what your priorities should be**, based around those seven drivers.

We recommend using a **0-10 scale** for these questions:

Strongly Disagree

Strongly Agree

0	1	2	3	4	5	6	7	8	9	10
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### Be flexible:

- 1 I am able to maintain a healthy work-life balance working here
- 2 I am able to plan and structure my work schedule around my other commitments

### Treat people fairly:

- 3 Our organisation believes that any person is capable of improving their talents and abilities
- 4 My manager treats everybody with dignity and respect within our team, regardless of gender, ethnicity, sexuality, age etc.

## Pay attention to employee wellbeing:

- 5 I feel mentally well at the moment
- 6 I never feel pressured to come into work when feeling too unwell to do my job

## Enable career development and progression:

- 7 I am able to access the opportunities to develop my career here
- 8 Promotion decisions are made fairly here

## Consult employees:

- 9 When I speak up at work, my opinion is valued
- 10 I feel comfortable voicing my opinion, even it is different from my teammates/colleagues





## Reward well and recognise often:

- 11 I feel like my pay is fair, relative to similar roles within this company
- 12 People are well recognised for their contributions here

## Support manager relationships:

- 13 My manager helps me to stay motivated and focused to deliver my best work
- 14 My manager takes the time to get to know me as a person

Strongly Disagree

Strongly Agree

0	1	2	3	4	5	6	7	8	9	10
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Please explain why you selected 10...

👉 Add a comment box to scale questions where you'd like to gather more insight and give people the opportunity to open up and share specifics; sometimes just being able to voice issues is a big first step for an individual.



## NEXT STEPS

Any survey can quickly become a pointless measuring exercise and even damage how your employees see the organisation unless it is backed up with action. So, once you've got the results, there are a few key steps you should take:

### Digest

Take the time to reflect on your results and have an open discussion over what was expected, what was a surprise, and what trends or hotspots have emerged. This is as much about **understanding** the results as it is about **openly reflecting on them**.

And once you've identified those areas for focus, then try to get more targeted feedback on them—whether that's through themed surveys, focus groups or some other channel.

### Keep communicating

When reflecting on the results, decide who has responsibility for continuing the dialogue at different levels. While some conversations need to be had at a senior leadership level, managers can also be given ownership of their team's results to help in their own local discussions. So if you feel your managers are ready for that, give them access to their team's results in your Hive; don't worry, that access will be restricted to their team's results only.

### Prioritise

Whether at an organisational level with senior leaders, or at a local level with managers, it's important to prioritise actions. If you try to do too much at once, the reality is it will likely fail to stick. Instead choose two to three actions that you believe you can implement to the point where they become the norm.

# Want to know more?

We'd love to chat about how a Hive-tailored retention survey could work wonders at your organisation.

Just get in touch or let us know when you're free for a **quick chat**.

