

e-book

Excelling in employee survey communications



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Why communication is key to survey success

Just 'doing' an employee survey isn't enough. You have to tell people about it. You have to convince your employees to find out more and want to take part. You need compelling communications to do this. In fact, communicating effectively is hugely important in all aspects of an employee engagement campaign – from explaining what the survey is for and encouraging participation, to getting key stakeholder groups (like managers) 'bought in' to the process and communicating results back to the business.

What you'll get from this e-book

It can be really useful to learn from the tactics and ideas that have worked for other successful organisations. That's why we've put together this e-book. It features examples of effective and impactful survey communications from our clients EE, Gamesys, ITV and M&S.

Our expert consultants also share their views and advice on effective survey communication pre, during and post survey.

This e-book will help you to:

- Get managers aware of the survey and their role in encouraging participation
- Create excitement and a 'buzz' around the survey
- Remind people who've not yet taken part to do so (while the survey is live)
- Share the results with different stakeholder groups
- Explain how and where action is being taken based on survey results.

inspire brilliance 

M&S

Like other large retailers and companies with multiple sites, communicating consistent messages across geographically-dispersed teams is a big challenge for M&S.

To ensure they reach their people across the world, they've taken a multi-channel approach to communicating with staff as part of the 'Your Say' engagement survey programme.

Example communications:

1. M&S uses posters, some with QR codes, to target retail employees, encouraging them to have their say.
2. The 'People Quarterly' newsletter is used as a primary communication channel to promote the employee survey. M&S uses this to clearly set out all key dates relating to the survey including when results will be available.
3. M&S set up a dedicated Yammer social media group to encourage employees to share ideas, suggestions and best practice commitments aimed at improving the business and workplace.
4. M&S has an online 'engagement hub' for managers to help them increase team engagement. This offers support, tips, tools and templates, internal L&D activities and external research materials.

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Your Say

The Your Say Survey is open from Monday 26 January – Friday 13 February so please take the time to have your say.

This time, we'd like you to share your thoughts on how we can bring our new values to life by answering the new insight question:

"What else can we all do in our store / business area to live our values?"

M&S
EST. 1884



Steven Arbuckle, Business Psychologist at ETS, comments:

"More important than the tactics themselves, is what M&S says in the communications. For them, it isn't just about attaining survey responses rates. Instead, they focus on educating colleagues on why their views and feedback are so important in delivering business success, encouraging participation."

Click here to read the full M&S employee survey case study.

Having Your Say this quarter

The 2015 Your Say Survey will take place from **Monday 26 January – Friday 13 February**. The survey is split into sections:

- Your Company
- Your Job
- Your

The results

- The 2015 Your Say results will be published on **3 March** (via Today@M&S)
- Insight Reports will be available (via Today@M&S)
- Manager's Personal

#YSSbestpractice

Support your colleagues by sharing your commitments and how you plan to drive improvement. Share on the 'intouch with HR' Yammer group with the hashtag #YSSbestpractice.

Your Say

Our commitments

Our commitment...

Our commitment...

Our commitment...

M&S
EST. 1884

ITV

A rapidly-evolving media landscape brought about significant challenges for ITV, not least of which was engaging its people better.

Employee communication was and is central to employee engagement in a multi-site organisation like ITV. Fortunately, it's an area where they really excel.

Example communications:

1. Engagement going up? ITV go beyond conventional channels to reach employees, including branding the lift doors at their Southbank HQ.

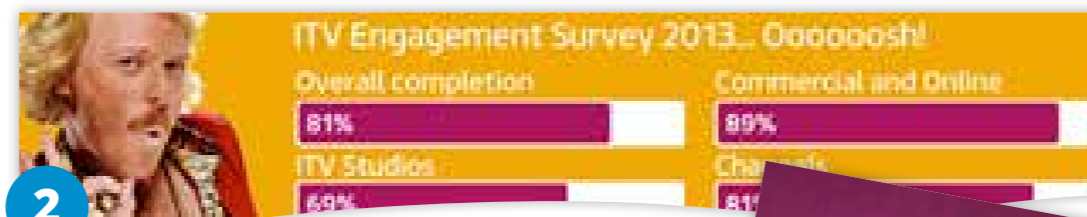
ITV also use celebrity endorsement in videos and poster campaigns to raise awareness and encourage survey participation.

2. ITV encourage survey participation by publishing live survey completion scores on the staff intranet.

3. To ensure they're reaching and getting feedback from employees across all sites, ITV has run regional roadshows where they place 'feedback booths'.

4. ITV has published impactful 'you said, we did' posters, which highlight survey action taken as a result of employees' feedback.

5. They also promote best practice forums where managers of highly-engaged teams share ideas.



Tips to ensure you get the basics right

- Explain why your employees should take part (what's in it for them?)

- Consider who employee survey communications should come from – a manager, director or the CEO, perhaps

- Be clear about when the survey is happening, giving clear timescales for when it opens, closes and when results are to be shared

- Decide on how to reach your employees and what channels or tactics will be most effective, based on where employees are based e.g. in retailers where many employees aren't office-based, you can't just rely on email.



Palvi Kenth, Business Psychologist at ETS, comments:

"What ITV has done really well is to create a communications plan that reaches everybody. They really thought about the different channels and touch points for how to communicate best with their employees in different parts of the business."

Click here to read the full ITV employee survey case study

Gamesys

Gamesys has enjoyed fast growth in recent years and employee engagement and communication with staff has become increasingly important for them.

Example communications:

1. Gamesys was keen that their employee survey had a very personalised look that was familiar for people. Communications feature a character based on their own Head of HR who, internally, fronts the survey.

2. This idea was extended to reporting back to employees after the survey. They created a monkey character called Tiki to use in communications, including the amusingly titled 'Tikileaks' – their mouthpiece for communicating survey actions being taken.



Deborah Cobb, Business Psychologist at ETS, comments:

"Gamesys has done an excellent job at creating a consistent look and feel across all of their employee survey materials. They use a playful style with illustrated characters similar to those found in the products that they create, so it's really familiar for their employees and resonates with them more powerfully."

[Click here](#) to read the full Gamesys employee survey case study

EE

As a relatively 'young' company that was only formed in 2010, employee engagement has been a top business priority for EE.

Like ITV and M&S, EE has used multiple communications channels and tactics to reach its employees as part of the employee survey programme.

Example communications:

1. They've created a dedicated engagement hub within the company intranet called 'Splash', which is used to encourage survey participation and to communicate headline results.

To raise awareness further and explain why it's so important to take part, EE appointed dedicated engagement 'champions' across the business.

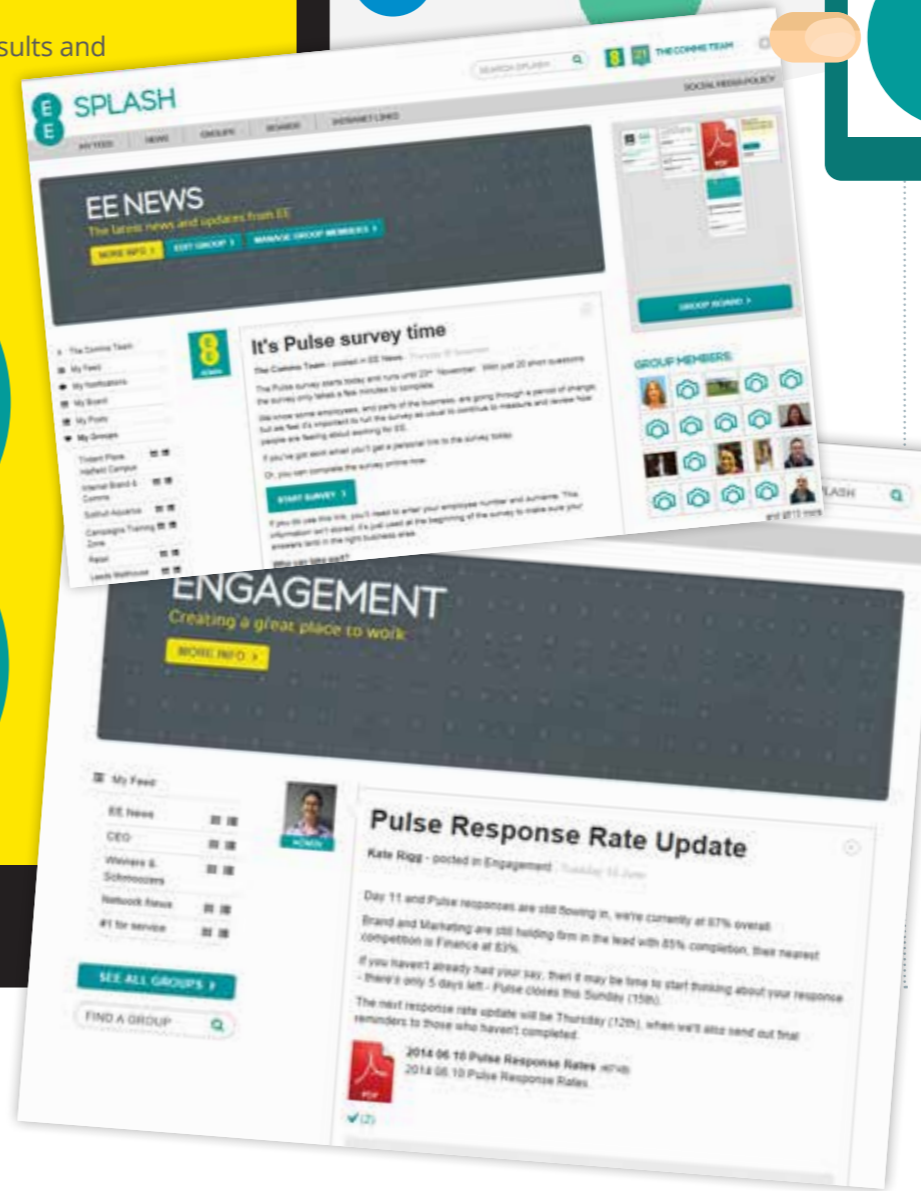
2. EE has been using posters in stores to encourage retail staff to access the survey via a QR code.

Tips to encourage participation

- Get senior stakeholders on board from the outset – use senior survey 'champions' to communicate at roadshow events or in personalised communications
- Create a distinctive, standalone survey brand; doing this will help shift perceptions from a survey being an HR-led activity to it being something driven by employees
- Make sure you tell employees about survey results and what's changing in the business as a result of their feedback – this can only help employee buy-in and participation for the next survey.



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Sophia Vogt, Business Psychologist at ETS, comments:

"The HR team at EE has done a great job since the company was formed, in part due to the comprehensive communications programme. By informing, listening and acting on what their employees tell them through their biannual surveys, they've enhanced the focus on employee engagement, helping it to become a business rather than HR-owned initiative."

Click here to watch a video on the EE employee survey programme



We hope you found this e-book useful. Please get in touch for more help with employee surveys or employee engagement:



+44 (0) 1932 222700



info@etsplc.com



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