

Case Study: Employee Engagement Survey

Client: Crawley Borough Council
Project: Staff Survey

Vital Statistics:

- In Winter 2010, job satisfaction in the UK dipped to an all-time low, particularly among younger workers.
- Companies with large numbers of dissatisfied workers experience 51% higher employee turnover rate.



Project goals:

To engage on and off-site council staff in assessing their overall job satisfaction and motivation on an anonymous basis and give them an opportunity to put forward ideas for operational improvement and change. It was also important to the council to compare results with those collected in previous years and understand the reasons for any improvements or decline.

What we did:

We agreed some amendments and additions to previous council survey questionnaires to make the language clearer without losing the ability to compare responses. All employees with a work-based email address were sent a link to the online questionnaire and invited to take part. Paper copies were also available on request and were distributed to all who worked off-site without access to a computer. Although participants were not asked to include their name, all responses were entered direct into our database to ensure that none were identifiable.

How the research helped:

This design, coupled with excellent internal publicity, meant that a high percentage of staff (66%) took part in the survey over a 5 week period. After feeding back the results to senior management, we ran four staff road shows giving participants the opportunity to ask questions and make suggestions for change, and helping those with management roles to understand what lay behind the survey results. The work was conducted during a call for dramatic budget cuts in the public sector amidst fears about future jobs, but the council has been able to motivate staff at all levels by involving them in decision-making and planning, and through improved communication.