survey planning and implementation toolkit

setting up for survey success
contents

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credits

We have used a combination of our own and client-developed materials, and would like to thank all those clients who have contributed.
purpose of this toolkit

This toolkit is designed to help you plan and implement your Voice survey (engagement or service quality) through the first two stages of the survey process. These two stages involve presurvey design & consultation and the distribution of the survey to respondents.

why plan?

Planning is imperative for achieving high response rates when the survey is distributed. The response rate is the proportion of employees or clients/customers invited to participate in the survey that provide a response to the survey. A higher response rate means:

- more useful results
- a larger group of staff that identify with the survey outcomes
- greater manager acceptance of the validity of results
- ownership of results, and
- greater commitment to action.

In the next section, we highlight six key areas that should be covered in survey planning to maximise response rates. These tips relate to investigating past survey experience, clarifying the survey purpose, consulting around content and process, distributing surveys and communication, communication, and more communication!
six tips for survey success
1. investigate survey experience and history

Previous surveys and action (or inaction) influence staff and clients’ response to a survey, and can create cynicism, mistrust or simply survey fatigue. It is helpful to investigate experiences of past organisational surveys to anticipate the response to the survey and take steps to address potential issues.

Some useful questions for investigating survey experience include:

- When was the last employee/service quality survey conducted?
- What was the response rate?
- What were the key findings from the survey? How were these communicated?
- What concerns have employees raised about previous surveys?
- How many other surveys are employees asked to answer during the year? What topics do these cover?
- What actions were taken as a result of the last survey?

It is useful to establish if the organisation has a track record of acting on survey feedback. Research by Voice Project indicates that organisations that provide feedback and act on survey results have almost double the levels of engagement among employees. Even if previous survey feedback and action has been poor, you can address this by creating a communication plan about the survey distribution, the way survey results will be released and the process for responding to your employees’ opinion.
2. clarify the survey purpose

Having a clear picture of the purpose and how you will use the results is critical for the design, communication and implementation of your survey. Some key questions to clarify the purpose of your survey could include:

**strategic planning**

- What are the current business performance priorities/issues for your organisation/division (e.g., staff turnover, productivity, customer satisfaction, innovation, workers’ compensation costs, financial performance)?
- What particular practices or outcomes do you want the survey to assess that impact these priorities?
- How will this survey fit in with your strategic planning cycle?
- Is the organisation prepared to take action in response to the survey results? Will organisational units be empowered to take action in response to the survey results? Are there ‘boundaries’ of action and areas that should be excluded from the survey?
- What other KPI’s will you use to evaluate the effectiveness of initiatives resulting from the survey (e.g., people, organisational, financial or customer KPIs)?

**assessment and benchmarking**

- Do you want to use the survey to underline the importance of new initiatives or work practices (e.g., safety, values)?
- Will you use survey results or benchmarks to assess performance? Who will be accountable for results?
- Who will have access to work unit or demographic results? How will they be used (e.g., to identify best practice case studies and areas requiring focused intervention)?
- What is an appropriate time interval between surveys to evaluate effectiveness of interventions?

**consultation**

- Who will be invited to participate in the survey (e.g., all staff types, casual and voluntary staff, partners, customers, clients, other stakeholders)?
- Are there planned changes or specific initiatives that would benefit from employee input (e.g., recognition schemes, business direction)?
3. consult and involve stakeholders

It is important to plan how you will develop strategic support from key stakeholders.

**key stakeholders**

It is good practice to consult with a broad range of stakeholders if you have time. If your time is limited, you may focus on the key stakeholders (e.g. Survey Organiser, HR and Senior Management). Work group managers often have a strong influence over participation in staff or client surveys and it is essential for them to be involved. To further improve response rates, you may consult staff who are “peer opinion leaders” or people that the majority of staff will regard as valid representatives for them. Staff who are good communicators can also be beneficial to this exercise.

In a large organisation, stakeholders may include:

- HR Staff
- Senior Management
- Middle Management
- A randomly sampled group of supervisors
- A randomly sampled group of staff
- Targeted peer opinion leaders
- Targeted peer communicators
- Quality, equity or other standards and outcomes committees
- Employee unions
- Customers/Clients

**scope of consultation**

Consultation discussions should be undertaken as early as possible, and could include:

- Getting input into the survey content and design (for tailored surveys), best administration strategy, timing and other obstacles to and facilitators of survey implementation
- One on one conversations between the CEO and key leaders/other staff encouraging their support
- One on one conversations between the Survey Organiser and each manager to personally brainstorm the benefits of the survey
4. communicate widely and frequently

Survey communication typically has the strongest influence on response rates. The purpose of survey communication is to create awareness, interest in and excitement about the survey as well as build trust in the survey process and its intent.

**overall communication tips**

- Clearly communicate what’s in it for them
- Provide advanced notice about the survey
- Give key details, but don’t overload respondents with minor details. Key messages include:
  - the voluntary and confidential nature of survey
  - the purpose of the survey (e.g. the survey as a tool for building a better workplace as well as improving organisational performance)
  - the timing of the survey and when the results will be communicated
- Use multiple communication channels
- Use senior and credible individuals as survey sponsors
- Recognise the grapevine as a valuable source of information for employees/clients
- Address perceptions of the relevance, timeliness, and importance of the survey

**timing of communication**

There are usually three major waves of communication:

1. Preparatory communication prior to survey roll out to provide initial exposure and information on the survey
2. The communication that accompanies the survey itself. This includes the email invitation or cover letter, reminder messages and the introductory section of the survey. All elements need to reinforce the key messages of the survey, including its purpose, time frames and confidentiality. Where possible, highlight if paid time or rewards are available for survey completion, so they employees don’t see it as just an extra task
3. Post-survey feedback of key messages and a more detailed explanation of the results

**communicating widely**

All survey communication is recommended to be multi-modal. That is, using multiple methods simultaneously, in order to reach all employees/clients. We recommend the use of at least **four** communication methods or channels to ensure a message is received and understood. There are many different channels for communicating with your employees about the survey as shown in the table on the next page.
### Table of Communication Channel Options

<table>
<thead>
<tr>
<th>Channel</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>All staff e-mails</strong></td>
<td>These emails are quick, easy and efficient for organisations with a largely online workforce. This method is also an efficient channel to feed information back to employees on response rates and survey results. It is ideal for e-mails to come from the CEO, as this demonstrates their support for the survey and means the e-mails are less likely to be lost in the large volume of daily e-mails.</td>
</tr>
<tr>
<td><strong>Posters / electronic displays</strong></td>
<td>Many of our clients design posters to help make communication about the survey accessible and visible to staff or clients. These posters are typically placed in areas of high traffic in the week(s) prior to the survey launch. Sometimes these posters are displayed electronically on screens around the organisation. Organisations have also used displays as a way of communicating the response rates during the survey period to boost response rates.</td>
</tr>
<tr>
<td><strong>CEO endorsement</strong></td>
<td>Most of our clients will have the endorsement of their CEO, however some will highlight the CEO as the champion of the survey. Strong communication from the CEO about their support for the survey should be promoted at all available opportunities during the survey via written statements, all staff emails and verbal statements at all available forums</td>
</tr>
</tbody>
</table>
| **Face to face encouragement** | Staff in HR, section managers, administration staff or even front-line staff can be asked to perform survey liaison tasks and be “survey champions”. Survey liaison staff can be asked to do any number of the following:  
  - Display posters in prominent places (e.g., kitchens, lifts, etc.).  
  - Distribute incentives, e.g., lollies or prizes as encouragement for survey completions  
  - Verbally remind staff and clients about the survey  
  - Promote the benefits of responding to the survey |
| **Pay slip notifications**    | Clients with access to an automated Human Resources Information System (HRIS) often use this approach approximately 2-4 weeks before the survey, and it can be useful for reaching remote workforces |
| **Use existing networks**     | It can be effective to tap into existing networks and forums, particularly those involving groups of peers as these move information horizontally through the organisation. These can range from multi-divisional project meetings to personal assistant forums and training seminars. All that is needed to tap into a network is an introduction by a member of that network and a simple presentation about the survey. |
| **Newsletter article**        | Many of our clients will write an article about the survey for their staff and client newsletters. Similar to posters, the newsletter can be used at multiple points throughout the survey process. |
emails during the survey live period

Regular email reminders can be brief, interesting and even funny! Most staff don’t mind receiving them, and they have an immediate impact on response rates (as shown below) – especially for an online survey.

impact of email communication on survey completions

The days on which survey launch and reminder emails were sent is marked with a ●

Countdown emails are emails sent out during the time the survey is open to generate a sense of urgency around the completion deadline. Organisations who use this approach usually send out countdown reminders stating the number of days to go before the survey closes. These emails are usually sent out in the following sequence:

- 1 week before the end of the survey
- 3 days before the end of the survey
- 2 days before the end of the survey
- The last day of the survey
5. make participation easy

It is worthwhile to consider whether using a range of administration methods will enable easier participation for all staff and/or clients.

online versus paper administration

Many organisations are able to provide surveys in an online format only. However, paper surveys remain a key method of participation for blue-collar workers, community workers or those without access to a computer.

accessibility

You may also need to consider whether you need translated versions of the survey, or independent staff available to help staff or clients for whom English is a second language or with low literacy. For online surveys, screen reading technology can typically be used by people who are vision impaired.

group versus individual administration

Many of our clients administer surveys to groups of staff at a time. This is usually carried out by the Survey Organiser or team member attending regular team meetings, introducing the survey and assisting the respondents in terms of completing the survey. Others have also capitalised on opportunities such as all-staff training or development days, fun days or events. Providing morning tea or other incentives at these events also helps create a positive atmosphere.

invitational versus anonymous survey

Surveys can be either invitational (where each person gets an email with a unique survey link) or anonymous (where everyone gets the same survey link). There are advantages and things to consider for both methods.

<table>
<thead>
<tr>
<th></th>
<th>anonymous surveys</th>
<th>invitational surveys</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>advantages</strong></td>
<td>• Greater staff perception of confidentiality and lack of tracking responses</td>
<td>• Participants only have access to their own survey – preventing multiple completions or participation by people outside the target group</td>
</tr>
<tr>
<td></td>
<td>• Easy to administer</td>
<td>• Reminders emails can be targeted and sent only to those who have not completed the survey</td>
</tr>
<tr>
<td></td>
<td>• Cost effective</td>
<td></td>
</tr>
<tr>
<td><strong>other issues</strong></td>
<td>• There is the potential for staff members to complete the survey more than once</td>
<td>• This approach can involve some effort to produce the spreadsheet of correct names and email addresses needed to send out individualised survey emails</td>
</tr>
</tbody>
</table>
6. create a buzz

branding

Most of our clients brand the survey internally to reflect its purpose. Branding is highly recommended as it assists staff in recognising the survey and directing their attention to the survey.

When branding is linked throughout the following year to initiatives that result from the survey organisations can also expect improved recognition of the use of the survey results.

Some of our clients have been particularly creative in generating that attention with highly visible marketing techniques such as:

- Creating a survey logo that is used on all communications
- Survey branded T-shirts for HR staff and managers
- Survey by-lines on the bottom of email signatures
- Branded post-it notes, pens and mugs
- Short videos created for internal channels or YouTube
- Media releases to external press

competitions and prizes

A little competition never hurt anyone, particularly those who want high response rates. Sometimes a little push in the form of healthy competition or incentives for reaching response rate targets can go a long way. In the past, our clients have used thank you BBQs/lunches for teams that meet their response rate target or have the highest response rate. If adopting team based incentives and competition, it’s important to give frequent response rate updates throughout survey live period.

Individual prizes can also be offered in the form of a random draw of participants. In this case, it is very important to ensure participant details are seen to be kept separate from survey responses to maintain anonymity. This is usually achieved by providing a link to Voice Project’s competition e-mail at the end of the survey for an online survey or a tear off slip at the end of a paper survey that is to be sent in separately for paper surveys.
templates and examples
templates and examples

This section provides templates and examples of survey communications. We strongly recommend tailoring them to best suit your organisation.

templates

The templates include:

pre-survey communications
- CEO pre-survey announcement for a first survey
- CEO pre-survey announcement for a repeat survey (two examples)
- HR Director follow-up communication

survey live communications
- CEO launch communication (two examples)
- CEO cover letter for a paper survey launch
- Reminder emails
- Thank-you email

sample FAQs

examples

The client communication examples include:

- branding of online surveys
- posters
- electronic displays
pre-survey communication templates

CEO pre-survey announcement for a first survey

Dear colleagues,

In the past two years, we’ve come a long way toward fulfilling the promise of our organisation. Yet, much needs to be done. As a member of <your organisation> you share a strong interest in, and deserve much of the credit for, the success of our continuing efforts in building a better company.

The Voice Engagement Survey is another tool in those efforts. On <survey live date> our first Voice survey will be distributed to each employee. It is an employee opinion survey, and its purposes are:

- To obtain your views on how we are doing at <your organisation> in such key areas as leadership, teamwork, job satisfaction, overall effectiveness and others, and
- To establish a data “benchmark” so that we will be able to compare how we are doing over time.

In short, I believe this kind of information will allow us to make the continuous improvements that are so important to our ongoing business.

The survey link to complete online will be sent out on <survey live date>. Please put 30 minutes aside in your diary to complete this survey. Everyone will need to complete this survey within <two weeks> of receiving it, so that we can collect and analyse the data prior to the upcoming executive planning workshop. The survey will be anonymous, so please be honest in your responses.

If you have any questions about this upcoming survey please contact <survey contact and details> or <voice project contact>.

I look forward to seeing the results.

Sincerely,

CEO, <your organisation>.
CEO pre-survey announcement for a repeat survey - example 1

Good morning team,

In order for <your organisation> to continue its growth and success, I believe that it is important that management understands how you view the company - how you feel about your role, your working environment and the way the company is managed.

As the company grows, it becomes more difficult to talk to each and every one of you. One way to learn your views is through using a survey.

The responses you provided to the Voice Engagement Survey last year gave us the impetus to move forward and to improve what you told me was our weakest area: Communications. The management team took this on board and searched for ways to improve communications on all levels. As an organisation, I believe that we have greatly improved in this area as a direct result of several initiatives that followed the survey.

As your input is vital to the success of <your organisation>, we will again be asking for your opinions through the Voice Engagement Survey, which will be distributed on <survey live date>.

This year we want each and every one of you to complete the survey. It should only take 20 minutes to complete. If you have any questions about the survey, please contact <survey contact and details> or <voice project contact>.

Again, thank you for your ongoing commitment to <your organisation>!
CEO pre-survey announcement for a repeat survey - example 2

Dear <xxxx>,

<Your organisation> has come a long way towards fulfilling its goals and objectives, and as a result we continue to move forward in our efforts to build a better organisation. As a valued staff member, you deserve much of the credit for this achievement.

As a part of our continuous improvement efforts, <your organisation> will soon launch its <xth> Employee Engagement Survey to all staff. Information from the survey will allow the organisation to put in place a range of improvements that will contribute to making working at <your organisation> a better and more fulfilling experience. Survey results will also allow us to compare how we are performing over time, both internally and externally.

The survey is being conducted by Voice Project (an external organisation), and is confidential and anonymous. It should take around 20 minutes to complete.

The Engagement Survey has been designed to allow you to have your say on key issues such as:

- job satisfaction
- organisational culture
- career development
- leadership, and
- communication.

As some of you may recall, the last employee survey was completed in <last survey year>, and gave us some valuable feedback from which a number of actions and outcomes were achieved. To ensure we continue to build on those efforts, the <current year> survey will allow us to gauge how successful we have been in making improvements and in responding to the feedback you gave in that survey.

The survey will be launched on <date> for a period of two weeks, and you will be sent an email with the link to the live online survey on that date. This year, you have several choices about how you complete the survey – you can do this at your desk on your PC, or for the first time this year you can complete the survey on your mobile device.

To encourage you to participate and to show our appreciation of your efforts, <your organisation> has put in place a range of incentives for participation. Building the success of our <last survey year> initiative, we have again committed to donate $5 per valid survey completed to a registered charity – if we reach our target response rate of 75%, this could mean around $6,000 being donated to those in need. In addition, we’ve also added some team based incentives, and individual thank you incentives for each employee who completes the survey.

More details about the survey and incentives are available on the HR website.

I encourage you to participate once the survey is launched and look forward to seeing the results and sharing these with you.

Regards,

CEO, <your organisation>
HR Director’s follow-up communication

Hi Team,

As per the CEO’s video message earlier this week, we will be conducting the Voice Engagement Survey again this year.

The survey will take about 20 minutes to complete, and asks about your attitudes to management practices within <your organisation>. The survey link will be distributed on <survey live date> and needs to be completed before <close date>.

If you are completing a paper copy of the survey, please put it into an envelope and return it promptly to your manager. The forms will then be forwarded to Voice Project, a third party research and consulting company linked with Macquarie University, for analysis.

As you will see, the survey is anonymous - the same as last year. We DO NOT ask for your name - we just request that you indicate your department/division and location.

We expect the results to be presented to management by <insert date> and distributed to all <your organisation> staff by <insert date>.

If you have any questions, please contact <survey contact and details> or <voice project contact>.

Remember, we need your input so that <your organisation> can continue to grow and be successful.

Regards,

HR Manager/Director, <your organisation>
survey live communication templates

CEO survey launch communication – example 1

We have engaged Voice Project, a third party research and consulting company linked with Macquarie University, to conduct their Voice Engagement Survey at the Sydney operations. It is an employee opinion survey presenting the opportunity to have your thoughts and attitudes heard – it has a “people value” focus. The survey is being conducted anonymously and presented in a way that will prevent any individual responses from being identified.

Significant changes have occurred over the past two years. These successes have been due to the initiative, responsiveness, and support of all management and staff engaged in the change process in transforming the organisation to meet your organisation growing business needs.

The survey will:

- Obtain feedback on the views of management and staff across the company on areas such as: leadership, teamwork, communication and cooperation, issues that affect job satisfaction, general overall effectiveness etc;
- It will establish a data “benchmark” so that we will be able to compare how we are tracking over time.

The results should be viewed as a cultural barometer, and in the spirit of continual improvement a barometer that senior management can use to prioritise their focus and action plan to bring about necessary change. Everyone will need to complete the survey by close date.

You can access the survey at: survey link. Voice Project will analyse the results and present to senior management. A summary of the results will also be distributed to staff. We require a minimum of 70% participation. Every manager is requested to champion the cause. Managers are asked to schedule a 30-minute time period for their team to complete the survey. Team leaders will advise their team members when their allotted time is.

This is a first time initiative, and we request your support to make it a success. The survey could be regarded as a KPI (key performance indicator) to be done periodically to record how the culture is changing.

Should you have any queries about the process please contact survey contact and details or voice project contact.

Best wishes,

CEO, your organisation.
CEO survey launch communication – example 2

I’m pleased to present to you the <year> Voice Staff Survey. The Voice Staff Survey is an overall ‘work climate’ survey, which provides another avenue to help us understand your views on the strengths of <your organisation> and where you think we could improve. Important changes are planned and made as a result of your feedback from this survey, so your input is invaluable in shaping our organisation.

This year’s survey will take approximately 20 minutes to complete and you will be given time at work to complete the survey.

Confidential and anonymous:

The survey is anonymous and confidential. The survey is being conducted on our behalf by Voice Project, a third party research and consulting company associated with Macquarie University, who also conduct surveys for a number of other not-for-profit, health and community sector organisations. Voice Project ensures the anonymity of all survey respondents, and only total scores from the groups mentioned at the end of the survey, where <n> or more people answer, are reported. You therefore will not be identified as an individual.

How to answer the questions:

The first part of the survey lists ‘agree/disagree questions’. When you don’t feel as though a question is appropriate for you, just select “not applicable” or “don’t know”. There are also open-ended questions so you can expand on your previous answers or constructively raise issues not covered elsewhere in the survey.

It is important that you answer the questions based on your personal experience in your own workplace. Don’t try to think how other people might answer the questions, or what might be happening in other sections of <your organisation>.

Completing and returning the Survey. You can do either of the following:

- **Electronic survey:** For those with access to a computer you can complete the survey online – the link is <survey link>
- **Mail Options:** Complete a paper survey and post it yourself using one of the Voice Survey ‘reply paid’ envelopes provided, which are addressed to Voice Project
- **Team Event/meeting:** If you are completing a paper survey as part of a team event/meeting, you may put your survey into the one group envelope, which will be sealed and posted following the event/meeting.

If you have any questions about the survey please contact <survey contact and details>.

⇒ Please complete and return your Staff Survey by <close date>.

Yours sincerely, CEO <your organisation>
CEO cover letter – paper survey launch

In my role as CEO of <your organisation>, I am very interested in how employees are feeling about the business and the suggestions you may have to improve the business. This Employee Opinion Survey is a mechanism to capture your feedback and suggestions.

Thank you for taking the time to fill in the Employee Opinion Survey. It gives you a chance to “voice” your opinions about how this organisation is going, and will help us identify areas we need to work on together.

The survey is anonymous and it will take most people about 15-20 minutes to complete. All answers will go straight to Voice Project who are analysing the results for us. To ensure anonymity, only questions answered by <n> or more people will be reported back to us; and we will not have access to individual surveys.

Once the information has been analysed, these results will be presented to the senior management team, and made available to all staff. A summary report of the results and improvement actions will be distributed to all employees. The raw data may also be used in research and benchmarking but at no time will any individual or organisation be directly or indirectly identified in the published research.

CEO, <your organisation>
reminder emails

reminder from HR director

Dear XXXX,

This is a reminder that there are only XX days left to complete the <your organisation> staff survey.

The survey is an important way for management to find out what they are doing well and what areas could be improved, and we would greatly value your feedback. The survey is being run by Voice Project, an independent consultancy, and all responses will be anonymous. It should take roughly 15 minutes to complete, and you go in the draw to win <prize> if you complete the survey. You can access the survey by clicking the link below

<link>

Once again, if you have any questions regarding the survey please contact <survey contact and details> or <voice project contact>.

Kind regards

CEO’s all-staff reminder email

Dear XXXX,

The 20xx staff survey is almost closing.

The survey is an important way for management to find out what they are doing well and what areas could be improved, and we would greatly value your feedback. The survey is being run by Voice Project, an independent consultancy, and all responses will be anonymous. It should take roughly 15 minutes to complete, and you go in the draw to win <prize> if you complete the survey. You can access the survey by clicking the link below

<link>

Once again, if you have any questions regarding the survey please contact <survey contact and details> or <voice project contact>.

Kind regards,

CEO, <your organisation>
automated reminder email

Users of Voice Project's self service system, would see the following reminder email if they use the invitational survey mode. Please note, the organiser message section can be tailored for your specific organisation.

Hi Jessie Wong

Please remember to take part in a survey organised by John Director. Your own unique "Access Link" is listed below, along with some details about the survey including the date and time the survey will close (i.e., when you will not be able to complete the survey questions).

If you wish you can stop the survey at any time, and then re-enter the survey at a later time by clicking on the "Access Link" again. Your previous answers will have been saved, and you can continue from where you left your survey.

Survey Details

Survey Name: Organisation XYX Engagement Survey
Survey Type: Organisation XYZ 20XX
Close Time: 27 Nov 201X
Organiser: John Director
Organisation: XYZ
Phone: (02) 8875 2800
Email john.director@xyz.com

Organiser Message:

This is the last day to provide us with your feedback! We really want to hear it - even if you only work with us for a few hours a week! So please take the time today (before 5pm) to complete this survey. It should only take 20 minutes to complete.

This is an opportunity for you to have your say and tell us what we are doing well, what needs to improve and how you feel about working at XYZ. The results will be communicated across the company in April. The outcomes will feed into our strategic planning and contribute to setting targets and action plans for 201X. We really appreciate you taking the time to share your feedback with us.

Please note the following definitions as they are used in the survey:

“This organisation” = XYZ

“Management” = CEO, CFO, Directors

“My manager” = the person you directly report to

If you have any questions about this survey, please contact the "Organiser" listed above.
CEO thank you email

Thank you for taking part in the Voice Engagement Survey.

As you know, the closing date for the surveys was last Friday. Responses will now be analysed by Voice Project, the third party research and consulting company engaged to run the survey. The results of this analysis will then be presented to the Management Team at the end of March. After this, a full report and a brief summary will be available to all <your organisation> staff early in April.

Again, thank you for your ongoing commitment! Your opinion is vital to the continued growth and success of <your organisation>!

Kind regards,

CEO, <your organisation>
frequently asked questions (FAQs)

See below for answers to a list of commonly asked questions relating to the XXX Survey.

**What is the <your organisation> <year> Survey?**

The survey gives employees the opportunity to express their views about how the organisation is doing, and how we can improve.

**Why are we running the survey?**

The survey will provide insight into critical issues within our organisation, and the report will highlight suggestions on what we can do to improve.

In addition, we will be able to see a comparison between our results and the average results for the XYZ sector. Future surveys may be used to evaluate the effectiveness of strategic initiatives, and monitor historical trends.

**Who should complete the survey?**

All employees are invited to complete the survey.

**When will the survey run?**

The survey will go live between <survey live date> and <close date>.

**How can I participate?**

A survey link will be made available closer to the survey live date. Simply click on the link to access the survey in your internet browser, and follow the prompts to complete the survey.

Alternatively, you may complete a paper version of the survey and return it in the replied paid envelopes provided.

**How long will the survey take?**

The survey will take about 20 minutes to complete.

**What is the level of executive support for the survey?**

The survey is supported by the CEO. Senior managers will provide time for all employees to complete the survey.

**Who is Voice Project?**

Voice Project is a third party research and consulting company associated with Macquarie University, Sydney, Australia. They are assisting in the design, administration, data collection, analysis, and reporting of the results from this year’s survey.
**Is the survey anonymous?**

Yes, this is an anonymous survey, in that we cannot identify who has or has not completed the survey, and cannot link responses to individuals.

For invitational surveys, Voice Project will send out individual invitation emails to staff, and therefore can track individual survey completion. However, Voice Project will maintain staff anonymity such that no one at XYZ will know who has or has not completed the survey. In addition, personal data will not be linked to the reports.

**Is the survey confidential?**

The survey is administered by Voice Project. All answers go directly to Voice Project, who will analyse the results for us. Individual ratings will be aggregated, and free text comments will be collated in groups for reports by <work area or location>.

Voice Project consultants are bound by the code of ethics of the Australian Psychological Society, and the Psychology Board of Australia.

**Why do you ask staff to identify their work area?**

We ask staff to identify the work area they belong to so that we can provide targeted feedback. Your answers to these questions will be used to (a) group rating-scale feedback by work area and (b) group written comments by work area. Results will only be reported for groups with <X> or more respondents.

**Why do you ask demographic questions?**

We asked a list of OPTIONAL demographic questions to understand the workforce diversity at <organisation>. Additionally, we may use aggregate data to address targeted issues within the organisation – for example, staff with a disability overall may require additional support with facilities.

Information is collected at the high level, and will only be analysed for groups with <10> or more responses. Demographic information is NOT combined in way that could identify individuals.

**Is the survey valid?**

The xxx survey was developed by researchers at Voice Project and Macquarie University. The psychometric support for the reliability and validity of the tool has been published in the Australian Journal of Psychology, a peer-review journal. In addition, the survey has been administered to over 2700 organisations. If you have specific question about the tool, please contact enquiries@voiceproject.com

**Is the survey compulsory?**

No, the survey is not compulsory. However, we strongly encourage you to participate, so that we may get a high response rate. This will make sure that we are acting on collective feedback, and that any actions taken reflect the views of all staff, rather than the voice of a vocal few.
How will the data be used?

The data will reside with Voice Project. Voice Project may consider using the data for benchmarking or research purposes. Again, at no time will individuals or organisations be directly or indirectly identified in published research.

Will the results be made available?

Yes, Voice Project will be sharing the results with the Executive Team in <your organisation>. After that, individual work unit results will be distributed in xxx.

Who has access to the text comments provided by staff?

If a staff member provides a text comment answer to a survey question, these comments will be grouped by work area (or division) and provided to the relevant manager. The level of detail provided in your comment is up to you and we can’t guarantee you won’t be identifiable from your comments. So please don’t mention names or provide any information that would enable individuals, including yourself, to be identified. Comments will be typed up and included in full in the final reports. However, any comments that contain names or remarks that are potentially inappropriate may not be included.

What can I expect to happen following the survey?

After the feedback of results to all staff, individual managers are expected to develop a set of priorities with their teams. Employees within each area will assist in developing action plans for their areas.

Will we do the survey again?

Yes, we plan to survey again in 12-18 months. This will help us keep track of our progress and developing new action plans for the future.

Who should I contact if I have more questions?

If you have any questions, please contact <survey contact and details> or <voice project contact>. 


client-branded examples

branding of online surveys

Most clients brand their online surveys by adding organisational or survey logos (see example 1). In addition, some clients choose to change the online colour scheme of the survey to match their branding (see example 2) or create a tailored landing page/introduction (see example 3).

example 1 – option to add client logo to a self service survey

![Client logo here](image-url)
**example 2 – survey with client logo and tailored colour scheme**

![Survey with client logo and tailored colour scheme](image_url)

### Opinion Questions

#### Technology

<table>
<thead>
<tr>
<th>Question</th>
<th>Strongly DISAGREE</th>
<th>Tend to DISAGREE</th>
<th>Mixed Feelings</th>
<th>Tend to AGREE</th>
<th>Strongly AGREE</th>
<th>Not Applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>The technology used in Blackmores is kept up-to-date</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Blackmores makes good use of technology</td>
<td></td>
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<tr>
<td>Staff in Blackmores have good skills at using the technology we have</td>
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</tbody>
</table>

#### Teamwork

<table>
<thead>
<tr>
<th>Question</th>
<th>Strongly DISAGREE</th>
<th>Tend to DISAGREE</th>
<th>Mixed Feelings</th>
<th>Tend to AGREE</th>
<th>Strongly AGREE</th>
<th>Not Applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have good working relationships with my colleagues</td>
<td></td>
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<tr>
<td>My co-workers give me help and support</td>
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<tr>
<td>My co-workers and I work well as a team</td>
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</tbody>
</table>

#### Recruitment & Selection

<table>
<thead>
<tr>
<th>Question</th>
<th>Strongly DISAGREE</th>
<th>Tend to DISAGREE</th>
<th>Mixed Feelings</th>
<th>Tend to AGREE</th>
<th>Strongly AGREE</th>
<th>Not Applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blackmores is good at finding the right people for the job</td>
<td></td>
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</tr>
<tr>
<td>The way we recruit and select people from outside Blackmores is fair and effective</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The performance process in Blackmores is fair and effective</td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
example 3 – tailored online “landing page”
Many clients create branded posters to attract attention to the survey and communicate key information (e.g. survey dates). Some examples are provided below:

HAVE YOUR SAY!

EMPLOYEE ENGAGEMENT SURVEY NOW LIVE

The “Have your Say” employee engagement survey is your opportunity to let us know what you think we do well at Downer and what we need to do better.

The survey is available online www.voiceproject.com/downer2016 and in hard copy and can be completed at home or at work. It is being conducted by a leading independent company and all responses will be completely confidential.

The survey is live for three weeks from 1 August until 19 August.

Your participation in this survey will contribute to Downer’s future success.
Help shape change at RMIT

Visit the I am RMIT Staff Survey 2010 at www.rmit.edu.au/staffsurvey
The survey will be conducted online from
Monday 3 May – Friday 14 May 2010.
we are listening

TAMWORTH REGIONAL COUNCIL

CULTURE SURVEY 2012

When are we surveying?
April 23 - May 4

Who
All full-time, part-time, temporary and contract staff are encouraged to complete the survey

Contact
Further information is available from Marie O’Connell in Human Services
Telephone: 6767 5725
m.o’connell@tamworth.nsw.gov.au

NOTE: The survey is confidential. All answers will go straight to Voice Project an independent agency who are analysing the results for Tamworth Regional Council. Only questions answered by groups of 8 or more people will be reported back to Tamworth Regional Council.
**electronic display example**

The following example was used to communicate response rates on electronic displays around the campus. The display image is consistent with the tailored branding used for all other communications relating to the survey.