



**EMPLOYEE
ENGAGEMENT AND
FEEDBACK
GUIDE**



INTRODUCTION

Sustainability should permeate an organisation's operations from the inside out, starting with its people. 'People Sustainability' drives and sustains an organisation's growth, building sustainability into business performance.

Monitoring employee feedback and engagement is a vital part of fostering a productive and motivated workforce. An effective engagement and feedback system allows organisations to monitor job satisfaction, address concerns, and drive continuous improvement.

This guide provides a framework for organisations looking to establish a structured approach to employee engagement and feedback. It also provides guidance on how an employee grievance mechanism should be implemented.

EMPLOYEE ENGAGEMENT

WHAT IS EMPLOYEE ENGAGEMENT?

Employee engagement is the level of enthusiasm and connection employees have with their work and their organisation. Engagement is more than just job satisfaction. Engaged employees:

- **Feel a strong emotional bond to their work and the company.** They care about the organisation's goals and values.
- **Are often motivated to go above and beyond their basic job duties.** They're dedicated to contributing to the company's success.
- **Find meaning in their work** and understand how their contributions make a difference.
- **Are actively involved in their work** and contribute ideas and solutions.

WHY DOES EMPLOYEE ENGAGEMENT MATTER?

Engaged employees are generally:

- More productive.
- Less likely to leave the company.
- Provide better customer service.
- Contribute to a positive and collaborative work environment.

Monitoring and understanding employee engagement levels is vital, because it provides critical insights into the health and performance of an organisation. By tracking engagement, businesses can identify areas of strength and weakness, allowing them to proactively address issues that may be impacting productivity, retention, and overall company culture.



MONITORING AND EVALUATING EMPLOYEE SATISFACTION AND ENGAGEMENT

Ensuring that employees have regular opportunities to provide feedback is crucial for businesses because it helps to foster a culture of open communication and trust.

A regular and consistent feedback process also allows organisations to gain valuable insights into employee experiences, identify potential problems early on, and make informed decisions to improve workplace conditions and practices.

Feedback can also spark innovation and highlight areas for improvement that managers might otherwise overlook, contributing to continuous growth and success.

FEEDBACK SURVEYS AND ASSESSMENTS

Unlike Employee Performance Reviews, which are typically conducted annually or every six months, opportunities for employee feedback should be more regular; or even continuous. We suggest at least every quarter, although some companies conduct short feedback reviews (perhaps with just two or three questions) on a monthly or even weekly basis.

A well-defined feedback system fosters open communication and improvement, as well as allowing leadership and HR teams to assess levels of engagement:

- **Establish clear feedback channels:** This can be as simple as an emailed survey or physical suggestion box. One-on-one, or small group feedback sessions can be more time consuming for management teams, but are also hugely valuable. Many companies also make use of dedicated employee engagement survey software solutions to make the process more streamlined.
- Ensure at least some of your feedback mechanisms are **anonymous** so that employees can be completely honest in their feedback.
- **Encourage a feedback culture:** Promote a culture where feedback is welcomed and taken into account.
- **Implement regular feedback cycles:** Schedule periodic review meetings to discuss employee feedback, address concerns and brainstorm solutions. Align feedback discussions with organisational goals and values and ensure your feedback system is reviewed regularly by your Board or most senior governance group.



INCORPORATING TARGETED EMPLOYEE ENGAGEMENT QUESTIONS

When aiming to determine employee engagement levels within feedback mechanisms, it's important to cover various aspects of the employee experience. This might include:

- **Connection to the organisation**, to gauge the employee's sense of belonging and alignment with the organisation's goals, e.g.
 - "Do you feel connected to the company's mission and values?"
 - "Are you proud to work for this company?"
 - "Would you recommend this company as a great place to work?"
- **Job satisfaction and meaning**, to assess how fulfilling employees find their roles and whether they perceive their work as valuable, e.g.
 - "Do you find your work meaningful?"
 - "Do you feel excited about going to work?"
 - "Do you feel that your work uses your strengths?"
- **Growth and development**, to explore whether employees feel they are progressing in their careers and acquiring new skills, e.g.
 - "Do you feel you have opportunities for professional growth?"
 - "Do you feel your manager supports your development?"
 - "Do you see a path for career advancement within the company?"
- **Manager relationships and communication**, to assess the quality of the employee-manager relationship, which is a significant driver of engagement, e.g.
 - "Do you feel your manager values your opinions?"
 - "Do you receive regular and constructive feedback from your manager?"
 - "Do you feel your manager communicates clearly?"
- **Recognition and appreciation**, to determine whether employees feel valued for their efforts, e.g.
 - "Do you feel your contributions are recognised and appreciated?"
 - "Do you feel that the company provides adequate recognition for good work?"
- **Work-life balance and well-being**, to address whether employees feel the company cares about their well-being, e.g.
 - "Do you feel you have a healthy work-life balance?"
 - "Does the company support your overall well-being?"

Be sure to include a mix of question types, i.e. a combination of scaled questions and open-ended responses, to gather both quantitative and qualitative data. Keep engagement surveys anonymous, and focus on questions that will provide actionable insights that can be used to improve employee engagement.



RESPONDING TO NEGATIVE FEEDBACK OR LOW EMPLOYEE ENGAGEMENT

NEGATIVE FEEDBACK

Asking for feedback and not responding to it is worse than not asking for feedback at all. But what happens when feedback is negative, or you're noticing employee feedback cycles are highlighting low levels of engagement amongst employees?

It's important to approach these situations with transparency, empathy, and a commitment to improvement. Acknowledge the feedback openly and express appreciation for employees' honesty in sharing their concerns. Rather than becoming defensive, actively listen and seek to understand the root causes behind the dissatisfaction. Conduct follow-up discussions or anonymous surveys to gather deeper insights and ensure employees feel heard.

Remember that any specific initiatives, policy changes, or cultural improvements you implement based on employee feedback should always align with core company values.

LOW LEVELS OF ENGAGEMENT

When addressing low employee engagement levels, it's crucial to identify the underlying causes and take a proactive approach to improvement.

Start by analysing engagement survey results, looking for patterns in feedback related to leadership, workload, recognition, or company culture.

Once the key issues are identified, implement targeted strategies to boost engagement. This may include:

- Enhancing communication.
- Improving career development opportunities.
- Recognising and rewarding employees' contributions.
- Fostering a more inclusive and supportive workplace culture.

Leaders should also lead by example, demonstrating enthusiasm, support, and a commitment to employee well-being.

Regular check-ins, continuous feedback loops, and clear communication about changes being made will help reinforce trust and show employees that their engagement and satisfaction matter.



EMPLOYEE GRIEVANCE MECHANISMS

An employee grievance mechanism is a formal, defined process within a company that allows employees to raise complaints or concerns about their working conditions, treatment, or employment practices, providing a structured way to address issues and seek resolution with their employer.

 **You can access a more comprehensive guide to Employee Grievance Mechanisms [here](#).**

In the UK, employers must set out a grievance procedure and share it in writing with all employees by law, e.g. in their Employee Handbook. It must include:

- Who the employee should contact about a grievance.
- How to contact this person.

It should also:

- Say that if the problem can't be resolved informally, there will be a meeting with the employee, called a grievance hearing.
- Set out time limits for each stage of the process.
- Identify who to contact if the normal contact person is involved in the grievance.
- Explain how to appeal a grievance decision.
- State that employees can be accompanied in any meetings by a colleague or union representative.
- Outline what happens if a grievance is raised during disciplinary action.

The Acas Code of Practice on disciplinary and grievance procedures is the minimum an employer should follow for handling these issues at work in the UK. You can [access it here](#).

NEED MORE HELP?

For further support, contact the team at: info@future-plus.co.uk.

