

I Know What Is Expected of Me at Work

Understanding the Issue

This theme measures employees' perceptions regarding clear expectations within their work environment.

The question looks beyond job descriptions, goals and examines if employees have clear direction to succeed.

Factors that Influence

- + Breadth and scope of an employee's role
- + Metrics available for defining expectations
- + Accuracy of job description

Recommended Action Items

Consider implementing the following action items as part of your personalized strategy to improve the level of employee engagement within your team.

1 Clear and Explicit Expectations

From the job description, to the onboarding process, to the daily objectives, goals and expectations should be communicated explicitly and clearly. Effective leaders will also communicate higher-level priorities and address questions any employees have as they arise.

2 Develop a Goal Setting Strategy

For improved employee buy-in, goals should be set collaboratively and reviewed routinely. Goals help staff understand priorities and how their role supports organizational objectives. Communicate why each goal is important to minimize confusion and ensure they are specific, measurable, and timed.

3 Progress Check-Ins

Regular feedback and discussion create accountability and improve alignment. Keep check-ins short and concise to utilize time and resources effectively. More formal meetings can be scheduled regularly to discuss progress, identify roadblocks, and prioritize tasks.

4 Culture of Trust & Collaboration

Employees might not feel comfortable asking for help or direction out of concern that their abilities may be questioned. Create opportunities for feedback to go both ways so employees can articulate what kind of support they need to achieve their best performance. Goal setting, check-ins, and feedback should all be underpinned by a culture that prioritizes support and employee development.

Why is this Important?

Clear objectives and expectations can substantially benefit both the employees and the organization. They help reduce confusion and greatly improve the ability of employees to successfully achieve their goals.

Setting clear expectations creates a benchmark or baseline measurement for performance and empowers employees to act independently under defined guidelines and benchmarks. They also create a reference point for holding employees accountable and recognizing strong performance.

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I Know How My Job Contributes

Understanding the Issue

This theme measures employees' perceptions on their understanding of how their roles contribute to the overall success of the organization.

This topic captures multiple aspects of communication within an organization.

Communication and job/role clarity contribute to perceptions employees have on whether they have a sense of purpose.

The results for this theme may align closely with those for: [I Know What is Expected of Me at Work](#).

Factors that Influence

- + Breadth and scope of an employee's role
- + Recency of major company transitions or changes
- + Degree of communication between mgt. and employees

Recommended Action Items

Consider implementing the following action items as part of your personalized strategy to improve the level of employee engagement within your team.

1 Clear and Explicit Expectations

From job description, to onboarding process, to daily objectives, goals and expectations should be communicated explicitly and clearly. Effective leaders also communicate higher-level priorities and address questions employees have as they arise.

2 Individual Meetings

Regular feedback and discussion result in strong alignment and sense of purpose. Check-ins can happen weekly, monthly, or quarterly. Each employee should have the opportunity to have 1:1 time for meaningful discussions that cover more than mere status updates. Make these meetings count to enhance employee engagement and commitment.

3 Encourage Involvement and Participation

Involving employees in key decisions and projects not only provides the organization with new ideas but encourages employees to offer additional input in the future. Seeing employees as partners and empowering them to collaborate on decisions fosters a stronger sense of purpose and responsibility.

4 Communicate Company Mission

It is beneficial for employees to be aware of the company's mission and direction. Communicating this to each employee will help them draw connections between the importance of their job, and how it is tied to the overall success of the company.

Why is this Important?

Clear understanding of how employees' jobs contribute to the company can greatly benefit both the employees and the organization.

Employees who believe their contributions matter are much more likely to bring passion to their jobs and invest extra effort.

Employees who don't believe their contributions matter tend to feel less valued and out of alignment with the company's direction and high-level goals. This can negatively impact motivation, performance and satisfaction.

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Decision Making Authority to Do Role

Understanding the Issue

This theme measures the employees' perceptions on how much authority they have making decisions related to their job roles.

Within a given workday, employees face many situations where they are tasked with making choices, and it is up to their superiors how much leeway they are given to make decision.

Studies show that employees who are not empowered to resolve issues that impact their work generally have lower levels of engagement and interest in their job.

Factors that Influence

- + Industry of Organization
- + Size of Organization
- + Job Position & Day-to-Day Activity of Employees

Recommended Action Items

Consider implementing the following action items as part of your personalized strategy to improve the level of employee engagement within your team.

1 Develop Decision Making Strategy

Effective managers clearly explain the thought processes and rationales behind decision-making to develop these skills amongst all employees. Empower employees to make decisions so that they can have the ability to impact results. For true 'buy-in' decisions should be made as close as possible to the where the actions are carried out.

2 Shrink Approval Process

An effective approval process needs to be built on a solid foundation of trust. Leaders must have faith in their direct reports to make the right decisions. Analyze areas where approvals are required and then classify them into low and high-risk categories. Give staff the opportunity to provide input into the decision-making process and provide autonomy to make decisions, whenever feasible.

3 Encourage Input & Ideas

Employees have access to problems and opportunities related to their work environment that managers may not be privy to. Promote brainstorming and feedback sessions to discover new ways to improve everyday processes. Listen with an open mind to ideas and act on the ones that can benefit the organization. Implement the best strategies and remember to recognize those who added value.

4 Reward Success/Forgive Mistakes

For employees to grow and develop, their work environment must be one that rewards successes but also forgives mistakes. Making mistakes is a natural part of the learning curve. Organizations that empower employees to think 'outside the box' are more innovative and can discover more efficiencies and growth opportunities.

Why is this Important?

Research indicates that when employees are empowered with the right decision-making abilities, it results in higher productivity levels, job satisfaction and engenders a greater sense of trust in the organization.

It is noteworthy that the success of managers is dependent on the successful outcomes of their employees.

It is in managers' best interests to enable their employees to grow and thrive for the overall benefit of the entire organization.

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Amount of Workload Is Reasonable

Understanding the Issue

This theme focuses on employees' perceptions as to whether their expected workloads are reasonable.

These expectations can stem from managers or teammates and must be monitored carefully to ensure employees do not burn out.

This is one of several questions related to work-life balance.

Related Themes:

[Able to balance the relationship between my work life and my personal life](#)

Factors that Influence

- + Industry of Organization
- + Job Role of the Employee
- + Flexibility of Hours
- + Size of Organization

Recommended Action Items

Consider implementing the following action items as part of your personalized strategy to improve the level of employee engagement within your team.

1 Evaluate Workload of Employees

Open lines of communication with employees to discuss their perceptions on current workloads. Ask for input to determine what is working as well as what areas can be improved. Clarify whether employees require additional tools and resources to complete their workloads efficiently. Evaluate feedback for process/workflow improvements or potential training opportunities.

2 Review Departmental Size

Evaluate the current staffing model and departmental capacities to determine whether they can reasonably handle the workload. It is critical to review the strength of staff members and ensure that the workload matches their performance capabilities. This will help determine whether deadlines need to be extended or additional resources are required to complete the tasks assigned.

3 Hiring Qualified Applicants

Ensure the HR team has a clear understanding of the skills and requirements required for the positions. This is a crucial step in the process to attract and hire the most suitable employees. An important step in vetting candidates is matching their skills and abilities with the job at hand. A new hire ill-suited for the position increases the workload for everyone else.

4 Review Work / Life Balance

When expanding the team is not a viable option for financial reasons, ensure employees are compensated for the extra hours they put in. This compensation does not have to be monetary remuneration. Consider recognizing outstanding performers and offer bonus vacation days, flexible work schedules or ordering a celebratory lunch as a show of thanks.

Why is this Important?

Workloads should be designed to set employees up for the best chance of both organizational and their career success.

Managers must analyze workloads and distribute them evenly as well as ensure that appropriate timelines are clearly communicated.

Reasonable workloads are ones that provide employees with appropriate timelines to correctly complete their responsibilities without increasing stress levels.

A heavy workload can result in rushed jobs and costly oversights as employees cut corners or lose focus as they try to complete their work in a timely manner.

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Tools and Resources to Do My Job Well

Understanding the Issue

This theme measures employee perceptions regarding the technological and peripheral support they receive on the job.

Employees who rate this theme low feel that they can be more efficient with their work if the organization invested more in them.

The results of this theme may contrast with:
Employees are valued at the company and The company offers the necessary training.

Factors that Influence

- + Adequate tools/software that are required for tasks.
- + Investment in ergonomics
- + Strong Communication
- Effective team meetings

Recommended Action Items

Consider implementing the following action items as part of your personalized strategy to improve the level of employee engagement within your team.

1 Audit of Tools and Efficiency

Review the team's work efficiency and evaluate it against its performance objectives. Prior to looking for areas of improvement, determine whether targets are being met. Framed this way, teams can identify resources that are needed to meet the targets. Moreover, this can lead to supplementary goals that could be accomplished with the addition of new tools or resources.

2 Ergonomic Study

Evaluating existing tools enables teams to identify aspects of their work environment that may be limiting productivity. This can include workplace elements such as ventilation, lighting, seating and company-issued safety equipment. Ergonomic workstations suited to employees correlate positively with higher levels of accuracy in completing tasks.

3 Facilitate Team Communication

An absence of support may be caused by not fully understanding the significance of divergent job functions/roles. These issues can be resolved by creating more formal channels of communication between teams. Ensure there are numerous opportunities/spaces for teams to interact to build and foster interdepartmental trust and communication levels.

4 Training on Tools and Resources

A user's understanding and proficiency with the tools and resources available is critical for achieving business goals. Ensure that all tools and resources are updated and that all users allocate sufficient time to learning and becoming comfortable with the tools and resources needed to do their jobs effectively.

Why is this Important?

Employees have objectives they are expected to meet but their job satisfaction can suffer if they are not provided with adequate tools or supports necessary for them to succeed.

Ensuring employees have adequate resources and access to information will enhance their ability to achieve their goals.

Tools and resources are very broad terms that can refer to employees' workstations, computers, areas on the production floor and/or support from colleagues.

Companies that invest in optimal working conditions for employees will garner improved productivity and engagement.

Because employees spend a lot of time at their workplace, engagement tends to decline when they must struggle to complete their day-to-day tasks without the required tools and resources.

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Opportunity to Do the Best Work Everyday

Understanding the Issue

This theme measures employees' beliefs in their fit with the organization in addition to whether they are effectively utilizing their skills at work.

Employees who feel they are not a good fit for their roles are underutilized resources. This indicates that they can either produce more in their roles or in a different role altogether.

This theme may have results contrasting from:

- **Manager has a sincere interest with employee well-being**
- **Organization provides opportunities for career advancement.**

Factors that Influence

- + Lack of training
- + Inefficient tools/resources
- + Workflow process
- + Career advancement opportunities

Recommended Action Items

Consider implementing the following action items as part of your personalized strategy to improve the level of employee engagement within your team.

1 Set Clear Goals

Communicate realistic goals and timelines with employees. Clear expectations help employees focus on high priority tasks rather than on less important, medial ones that can negatively impact their overall performance and their outlook on their role.

2 Continuous Learning

Staff who are pressed for time may not prioritize training as being important. Instill the principle that continuous learning is essential to the growth and success of both employees and the organization overall. Dedicate blocks of time to deliver technical and soft skills training to develop and foster a culture of continuous learning in the workplace.

3 Get Managers Involved

Managers need to have a good understanding of what skills their teams need to complete their tasks. By understanding their teams' needs, managers are best positioned to identify training opportunities that optimize their team's performance. Additionally, managers who are good role models can foster a culture that engages employees and pushes them to grow in their role.

4 Coaching and Empowerment

Managers can have regular one-on-one meetings with their team members to discuss project opportunities and their future within the organization. These meetings can encourage individuals' unique solutions to problems as well as provide guidance to get the best out of all employees moving forward.

Why is this Important?

When employees feel they can do their best work every day, they are more involved with their tasks and feel more committed to putting out their best performance.

The organization can be underutilizing individuals when assignments do not match employee abilities or are not giving growth opportunities related to their role with the organization.

Should this become a widespread issue, employee satisfaction will be impacted and limit an organization's future success.

Improving employees' perceptions in this area can lead to significant gains in employee engagement and organizational productivity.

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