



TenStep Supplemental Paper

27 May 2005

Employee Feedback System

Employee talent is an organization's prime source of competitive advantage. Hence, retaining talent is critical. According to the Corporate Leadership Council's research, about 67% of employees who intend to resign are in fact satisfied with their jobs, but leave only because they do not feel valued.

To keep a tab on the pulse of the organization, progressive organizations are using various employee feedback systems. An efficient employee feedback system integrates periodic structured employee surveys and ongoing employee feedback such as management broadcasts, pulse surveys, exit interviews and post-termination surveys. However, any system used independently will not produce desired positive results.

An overview of the tools

Employee surveys. This process involves collecting employee feedback through periodic surveys. Structured employee surveys can give management an idea about the main issues in an organization. To get reliable results, there should not be any time gap between the data collection and the analysis.

Ongoing feedback. Ongoing feedback from the front line employees is a crucial component of an effective communication system. A well-designed ongoing feedback system is easy and safe for employees to use. It consists of an easy-to-remember, toll-free number, which employees can dial up any time to record messages for management. Employees should have the option of leaving their names and requesting a response.

This system is often paired with management broadcasts, in which senior managers record a message on the toll-free number that employees can listen and respond to, and pulse surveys, where questions are recorded for employees to answer. A monthly report highlighting the trends in the feedback and comments, as well as management's response, will make the tool more effective.

Exit interviews. A consistently monitored exit interview process is the third crucial component of an effective employee communication system. The objective of the exit interview and survey process is not just to get feedback from the exiting employees, but also to demonstrate that employees' opinions are valued. An open-ended, face-to-face discussion between the exiting employee and his or her manager or HR executive is more effective than a formal written survey.

Exit interviews done consistently and allowing for anonymity give beneficial results. Apart from providing basic HR information, they can be used to improve the job and the organization.

An integrated employee communication program provides competitive edge for recruitment and retention. Such a system can offer great versatility when it comes to demonstrating to employees that their concerns, opinions and ideas are being heard and acted upon. It offers management a variety of ways to show employees that they are



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genuinely listening and responding, which will ultimately improve organizational effectiveness.