

# Using Pulse Surveys to Engage Your Team

## Engaging Your Team

Job Aid Series: 1 of 10



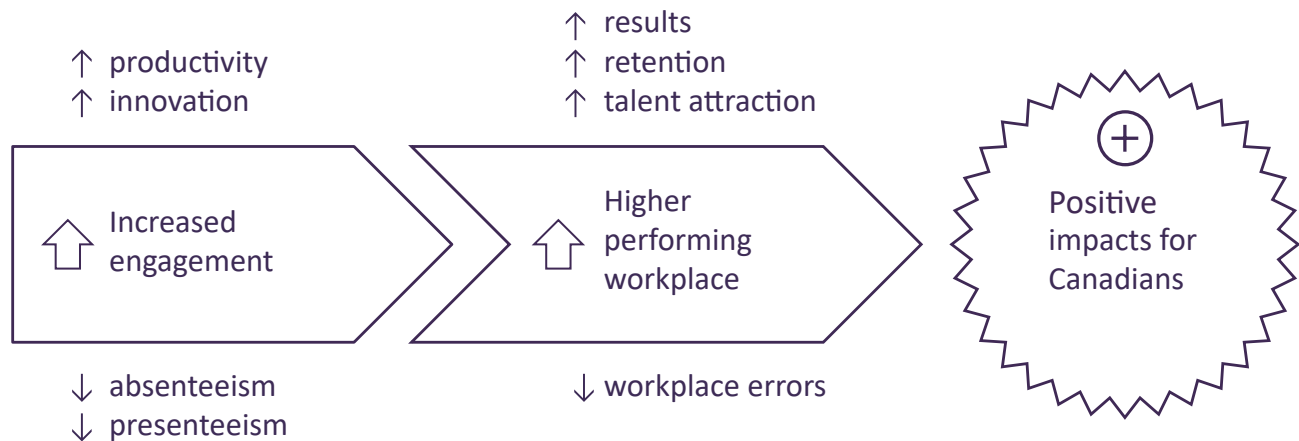
Team pulse surveys are short, easy-to-complete sets of questions sent electronically on a regular basis to do a “pulse check” of employees in areas such as engagement, satisfaction, relationships, and the work environment. They are useful for getting feedback from your team members, monitoring team effectiveness, and identifying opportunities for improvement.

This first job aid in the series describes the benefits of boosting team engagement and explains what engagement and disengagement may look like in the workplace. It also covers the factors that contribute to engagement. This can be useful for drafting your survey questions.

### Benefits of team engagement

Engaged work teams enjoy what they do and feel connected to their work. They are motivated to do their jobs well.

Ongoing monitoring via team pulse surveys can reinforce what is working well and help identify opportunities to boost engagement.



- Team engagement is closely related to team performance.
- Engaged teams experience more positive workplace outcomes.



This series of ten job aids explains how to design and administer pulse surveys to support team engagement, positivity, and productivity in the workplace. Each job aid offers background information and covers the key steps in the process of developing team pulse surveys. We welcome your [feedback!](#)

Job aid: TRN4-J21



Canada School  
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Canada



## Signs of engagement



### Focus

Focused on and enthusiastic about the work



### Leadership capable

Able to lead selves and guide others



### Dedicated

Invested in the goals and best interests of the organization



### Performance oriented

Achieve results with enthusiasm; willing to put in extra effort



### Adaptable

Understand need for change and open to possibilities



### Supportive

Mutually helpful and supportive of those struggling



### Disciplined

Work completed on time; professional and respectful attitude



### Communicative

Communicate effectively and promptly, share information, collaborative and attentive

## Positive Team Dynamics

- Mutual trust and respect
- Mutual accountability
- Positive attitudes
- Work well together
- Produce results
- Share commitment to success





## Signs of disengagement



### Lower productivity

Reduced output or contribution to work projects, missed deadlines



### Producing lower-quality work

Work is of lower quality or below expectations



### Going quiet

Less communicative, withdrawn



### Showing frustration

Less able to cope with typical challenges; reduced morale



### Absenteeism

Late arrivals, early departures, little drive to advance goals



### Avoiding responsibility

Less openness to new opportunities and challenges; avoid work, offer excuses

Disengagement in some employees could be a sign of personal problems unrelated to work. The employee may need the kind of support that is beyond the scope of this job aid.

## Negative Team Dynamics

- Conflict among team members
- Reluctance to engage together
- No interest in new ideas
- Less committed to producing results
- Uncertainty around roles or responsibilities





## Factors contributing to engagement among employees



### Leadership

Employee buy-in to the organizational vision and goals communicated by senior leaders



### Team management

Team lead demonstrates strong communication, interpersonal and decision-making skills



### Value of work

Work is meaningful, achievements are recognized and feelings of appreciation are high



### Work-life balance

Flexible hours, virtual or hybrid working arrangements and good benefits



### Equipment and resources

Access to the modern tools necessary to collaborate effectively and produce results



### Team dynamics

Strong, trusting relationships among team members who work well together



### Trust

Team members are trusted to work independently, have some control over how they work, and have input into their performance goals



### Career advancement

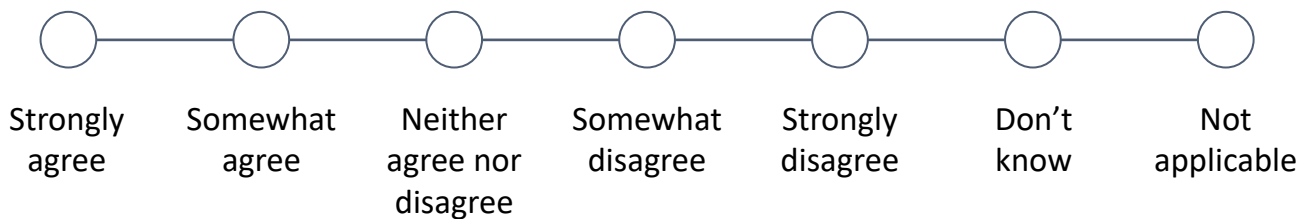
Support for career development and personal growth



## Engagement in the Public Service of Canada

Some of the questions in the annual Public Service Employee Survey are designed to measure factors that contribute to engagement. Most have been repeated since 2014 to track progress in this area over time. For example:

- I get a sense of satisfaction from my work
- Overall, I feel valued at work
- I am proud of the work that I do
- Overall, I like my job
- I would recommend my department or agency as a great place to work
- I am satisfied with my department or agency
- I would prefer to remain with my department or agency, even if a comparable job was available elsewhere in the federal public service



Source: Public Service Employee Survey 2020–21, Office of the Chief Human Resources Officer, Treasury Board of Canada Secretariat.

We welcome your [feedback!](#)



Up next  
[Job Aid 2 – About Pulse Surveys \(TRN4-J22\)](#)