**Survey Questions for Use in Larger Organizations**

**via Survey Monkey or Other Automated Programs**

**Questions developed for executive staff could address:**

* What they feel are the most important current and future IT strategic goals for their organization
* What they personally see as the big picture issues related to workforce/succession planning within their organization
* The extent to which the department is prepared to meet these goals
* Who are the most important stakeholders within the department regarding workforce/succession planning and what their interests will be
* Whether they would be willing to serve as an executive sponsor for any workforce/succession planning-related initiative

**Questions developed for the first/second line supervisor/manager levels could address**

* Issues related to recruitment and retention (which positions are most difficult to fill/retain with talented staff long term and why this is the case?)
* How much turnover has been experienced within the last five years and why staff vacate
* What the most essential functions of their Division/Unit are and to what extent staff can perform these functions. What core competencies are most commonly lacking? To what extent would some suggested methods most effectively close core competency gaps?
* Current level of knowledge transfer and management used (cross training, mentoring, use of retired annuitants and/or senior staff to document processes/procedures/historical knowledge, etc.)
* Are there any processes in place to capture and transfer knowledge between employees?
* Issues which impede good knowledge transfer/management (hoarding, siloed culture, lack of resources/training)
* If there staff in the unit who possess knowledge which is only known to them; what knowledge does your staff possess that someone just joining the team would *not* have?
* Whether they feel any current staff could potentially take their place (do they have their own succession plan?)
* To what extent business needs of the organization are able to be met (are there enough staff?)
* To what extent is more training needed to prepare staff for the future needs of the organization and what impact this would have on their unit. Would additional training improve the ability to fill certain positions? How?

**Questions developed for rank and file staff could address**

* To what extent they are able to perform the most essential functions of their positions successfully and what tools/practices could assist them
* If they have specific training needs which would assist in their long term success
* The extent to which they have been properly onboarded
* The extent to which they feel the department uses good communication to address change management, departmental mission, vision, etc.
* The extent to which they feel valued within the organization
* The extent to which their supervisor provides effective leadership, communication, interest in their career goals, etc. Are there specific examples of best practices they can identify that are used within their Division/Unit, or is this severely lacking?

While surveys can provide an excellent vehicle for compiling research and gaining valuable perspectives within the organization, without strong executive sponsorship to champion the process, many staff are likely to ignore a request for feedback. It is highly recommended that a directive to complete these surveys come from an executive sponsor to ensure a substantial level of participation so the results are truly meaningful.