



**Head
Light**

Open-ended Questions for Employee Engagement Questionnaires

part of our series of Tools

The Talent Cloud Platform

Developing Skills. Encouraging Performance. Boosting Recognition.



Drafting questions for an employee engagement survey

This guide is aimed at helping those setting up an engagement survey to select some open-ended questions to provide qualitative feedback and views alongside the rated questions.

Rated questions in an engagement survey provide valuable quantitative data which enable you to track performance and engagement over time and highlight engagement enablers and areas of strength as well as potential blockers and areas of disengagement.

However, it is also useful to offer employees the opportunity to respond to open questions, enabling them to have their say and to share their views in a less structured format.

This guide provides some suggestions and options for you to consider adding to your survey.

The Head Light Model of Engagement

In Head Light's Talent En-Gauge, we provide a generic model of engagement with three key areas or categories, and rated questions for each of these.

In this guide, you will find questions focused on each of these three areas, and some more general questions which you could provide at the end of your survey.

Consider the following before you look at the suggestions on the following page:

- What questions do you ask already, in rated format? Be careful not to duplicate questions or create the feeling that people are having to answer the same question more than once.
- With whom should you consult when deciding on the questions to ask? Are there people within the organisation who would have a valuable viewpoint on this? Are there people you need to engage in order to get buy-in?
- Do you want to make the open-ended questions optional or mandatory?
- What feedback would be most helpful to you in planning a response to your engagement survey?
- What information would enable you to
- Do you want to allow people to explain or expand on their responses to the rated questions? If so, consider including a question such as *"Would you like to provide any further feedback or comments to support your answers in this section?"*

This is by no means an exhaustive or definitive list of open-ended questions, and our system will support any qualitative questions you choose, but they are provided as suggestions for you to consider.

The areas of employee engagement

Each of the employee engagement areas can be followed by an open-ended question which will provide supporting information, explanation, qualification or evidence for the ratings.

These can be particularly useful to help you focus your response to the survey on the areas that will make the most difference to employees, and potentially to provide ideas for things you could do as an organisation, or as a manager, to drive up engagement.

Working Conditions

- What could be done to improve the environment in which you work?
- What one thing, in your opinion, would most improve your work-life balance?
- If you could change one thing about your place of work, what would that be?
- What could be done to make your work more interesting, or more challenging, for you?
- What could we do differently, or more of, to ensure that our employees experience the best working conditions?
- How could we help our employees to feel even safer at work?
- What would make you more likely to recommend this organisation as a good place to work to other people?

How we operate

- What gets in the way of you doing your job?
- What could be removed or changed to enable you to do your job to the very best of your ability?
- How could we improve communication and feedback channels within the organisation?
- What could we do to improve the experience our customers have of us?
- How can we make it easier for people to work together and collaborate?
- What would one thing could the organisation provide that would make your job easier to do?
- What works well around here? And what should we do more of?
- What works less well around here? And what could we do differently, more consistently, or better?

Performance and development

- How could the organisation/your manager better support you in achieving your career aims and goals?
- What could be done to improve the learning and growth opportunities provided at work?
- How could your strengths and skills be used to their full potential?
- Is there anything you would like to be able to contribute to, that you currently feel you can't?
- What suggestions would you provide to improve the development of staff in this organisation?
- How could we get better at identifying and promoting people with high potential?
- How could we improve our Performance Management processes and practices?
- What would make it easier for you to understand how well you are doing, and where you could improve further?

The 'rounding up' questions

At the end of the questionnaire, you can include open-ended questions which will allow employees to comment on any areas they feel are not covered in your questionnaire. For example:

- What one thing could the organisation provide, that would have the biggest positive impact on the way you feel about working here?
- What one thing could your manager do, that would have the biggest positive impact on the way you feel about your work on a day to day basis?
- What would you like, but currently don't have, that would make you feel more connected to this organisation and the work we do?
- What else could we do to help you feel more engaged at work?



- Is there anything else you would like to say?
- What would make you feel more motivated at work?
- Where should this organisation focus its engagement efforts in the next one to two years?

Next steps

If you would like to know more about how to create a valuable employee engagement questionnaire, please get in touch.

About Head Light

Head Light is an award-winning talent management and talent retention software and consulting firm that works with clients to define and implement impactful talent management strategies.

Talent Cloud® is our cloud-based portfolio of integrated talent management platform tools designed for those who expect the maximum return from talent management processes. Our training and consulting services uniquely complement our platform that engages employees, managers and senior leaders in the selection, development and progression of people in their businesses.

Companies in the FTSE 350, public sector, large and small, from retailers to high tech innovators have all benefitted from our tools, techniques and expertise. Founded in 2004, we are headquartered in the UK.

Head Light has attained the ISO27001 standard for Information Security.
Certificate No 217613.





How do I...

transition to Continuous Performance Management

How do I...

introduce robust Succession Planning

How do I...

spot High Potentials and Future Leaders

How do I...

boost Recognition

How do I...

drive Engagement through Career Conversations and Development

How do I...

embed new values and improve culture

How do I...

develop Skills of the Future