

## Appendix 2 – Future approach to engagement – Design Principles, Survey statements and Key Business Measures and Indicators

### Design Principles

We will...	So that...	This means...
<b>...use survey statements that relate to the outcomes of employee engagement (I.e. what do engaged employees say and do)</b>	...we can measure the levels of employee engagement in WCC.	<ul style="list-style-type: none"> <li>- We will use the Say, Stay, Strive model (Aon Hewitt/ Civil Service) as the basis for our statements on the outcomes of engagement.</li> </ul>
<b>...use survey statements that relate to the enablers of employee engagement (I.e. what do people need for them to have high levels of employee engagement)</b>	...we can support our leaders in making meaningful change and creating an engaged workforce.	<ul style="list-style-type: none"> <li>- We will use the Enablers of Engagement (Engage for Success) as the basis for the enablers of engagement statements.</li> </ul>
<b>...align our survey statements to Our People Strategy (OPS).</b>	...we can measure progress against OPS and our Key Business Measures (KBMs).	<ul style="list-style-type: none"> <li>- Use the survey statements to measure our KBMs</li> <li>- we will link each survey statements to the building blocks of OPS.</li> </ul>
<b>We will use statements in our surveys that can be benchmarked</b>	...we can compare our results with other organisations.	<ul style="list-style-type: none"> <li>- We will take advice from our benchmarking partner</li> <li>- Keep up to date with other organisations</li> <li>-</li> </ul>
<b>We will design our survey statements to maximise the reliability and validity of results</b>	...the organisation, our people and leaders can use the results to make meaningful change.	<ul style="list-style-type: none"> <li>- Ask one question at a time</li> <li>- Consider what the results can be used for</li> <li>- Avoid duplication</li> <li>- Take advice from our Business Intelligence colleagues</li> </ul>
<b>We will align the tone and voice of our survey statements to OPS</b>	...our surveys are meaningful to all our people and can be used to make meaningful change.	<ul style="list-style-type: none"> <li>- Use SIMPLE TALK</li> <li>- Take advice from our Communication colleagues</li> <li>- Engage with our employee forums</li> <li>-</li> </ul>



**Your Say Activity Survey Statements** Questions in bold contribute to our KBM's and KBI's are will asked on an annual basis

Employee Engagement		
<p>1. I am proud to work here</p> <p>2. I would recommend this organisation as a great place to work</p> <p>3. I feel committed to the organisation</p> <p>4. I feel a strong sense of belonging here</p> <p>5. Working here makes me want to do the best work I can</p> <p>6. I feel inspired to do my best work every day</p>		
Culture, values & behaviour	Leadership	Organisational design and development
<p>1. My immediate manager trusts me to do my job</p> <p>2. My immediate manager treats me with respect</p> <p>3. I am able to achieve a good balance between my home and work life</p> <p>4. <b>I am able to prioritise my wellbeing</b></p> <p>5. <b>I know where to access support for my wellbeing</b></p> <p>6. <b>I feel safe to be my authentic self at work</b></p> <p>7. I feel comfortable talking about my background and identity with colleagues</p> <p>8. My opinion counts</p> <p>9. I feel able to speak up and challenge the way things are done</p> <p>10. I have not witnessed any bullying or harassment at work</p> <p>11. I have not experienced any bullying or harassment at work</p>	<p>1. My manager is a role model of the WCC behaviours</p> <p>2. <b>I have regular conversations with my manager</b></p> <p>3. <b>The conversations with my manager support me to be my best</b></p> <p>4. <b>I believe my manager cares about my wellbeing</b></p> <p>5. I believe my manager sets good expectations of appropriate behaviour</p> <p>6. I believe my manager would call out inappropriate behaviour</p> <p>7. I believe the actions of senior managers are consistent with our values</p> <p>8. Senior managers in the organisation are visible</p> <p>9. I believe that senior leaders have a clear vision for the organisation</p> <p>10. Overall, I have confidence in the decisions made by our leaders</p>	<p>1. I am empowered to make decisions</p> <p>2. I have access to the things I need to do my job well</p> <p>3. <b>Our internal communications keep me updated on what is happening</b></p> <p>4. Our processes and systems support me to do my job well</p> <p>5. People collaborate to get the job done</p> <p>6. I have opportunities to improve the quality of services to customers</p> <p>7. I know how to embed equality, diversity and inclusion in my area of work</p>
Performance	Reward & recognition	Talent development & career opportunities
<p>1. <b>I know what I need to do to be successful in my role</b></p> <p>2. <b>I receive regular feedback on my performance</b></p> <p>3. <b>I am able to take responsibility for my own performance</b></p> <p>4. <b>I understand how my role contributes to the success of my service</b></p> <p>5. <b>I understand how my service contributes to the success of the organisation</b></p> <p>6. <b>I understand how my diversity data is used to add value to the organisation</b></p>	<p>1. <b>I feel valued</b></p> <p>2. <b>I feel recognised for my work</b></p> <p>3. <b>I feel included within my team</b></p> <p>4. I am satisfied with the benefits</p>	<p>1. <b>My identity does not prevent me from getting promoted or accessing development opportunities</b></p> <p>2. I am able to access to the learning and development I need to do my job</p> <p>3. I believe there are good career opportunities for me</p> <p>4. I am supported with my development</p>

**Your Say Activity - Key Business Measures / Indicators  
Question Comparisons**

	<b>Current statements</b>	<b>Proposed statements</b>
Overall colleague engagement (KBM)	<ol style="list-style-type: none"> <li>1. I believe I have the opportunity for personal development and growth (whilst at work) in the County Council</li> <li>2. My immediate manager encourages me to propose new ideas and to improve the quality of services to our customers</li> <li>3. I think it is safe to speak up and challenge the way things are done at work</li> <li>4. I am proud to work for Warwickshire County Council</li> <li>5. Warwickshire County Council is a good employer</li> </ol>	<ol style="list-style-type: none"> <li>1. I am proud to work here</li> <li>2. I would recommend this organisation as a great place to work</li> <li>3. I feel committed to the organisation</li> <li>4. I feel a strong sense of belonging here</li> <li>5. Working here makes me want to do the best work I can</li> <li>6. I feel inspired to do my best work every day</li> </ol>
EDI (KBM)	New	1. I feel safe to be my authentic self at work.
Proud (KBM)	New	1. I am proud to work here
Wellbeing (KBM)	<ol style="list-style-type: none"> <li>1. Employee wellbeing is promoted at work</li> </ol>	<ol style="list-style-type: none"> <li>1. I am able to prioritise my wellbeing</li> <li>2. I believe my manager cares about my wellbeing</li> <li>2. I know where to access support for my wellbeing</li> </ol>
Communications (KBM)	<ol style="list-style-type: none"> <li>3. Internal communications keep me updated on what is happening.</li> </ol>	3. No changes
High-performance culture (KBI)	<ol style="list-style-type: none"> <li>1. I feel valued and recognised at work</li> <li>2. I am able to take responsibility for my own performance</li> <li>3. I have regular 121 conversations with my immediate manager</li> <li>4. I receive ongoing constructive feedback on my performance</li> <li>5. I believe my last appraisal helped me to be the best I can be in my job</li> </ol>	<ol style="list-style-type: none"> <li>1. I feel valued at work</li> <li>2. I feel recognised for my work</li> <li>3. I have regular conversations with my manager</li> <li>4. The conversations with my manager support me to be my best</li> <li>5. I know what I need to do to be successful in my role</li> <li>6. I receive regular feedback on my performance</li> <li>7. I am able to take responsibility for my own performance</li> <li>8. I understand how my role contributes to the success of my service</li> <li>9. I understand how my service contributes to the success of the organisation</li> </ol>
EDI (other measure)	New	<ol style="list-style-type: none"> <li>1. I feel safe to be my authentic self at work</li> <li>2. I have not experienced any bullying or harassment at work</li> <li>3. I feel included within my team</li> <li>4. My Identify does not prevent me from getting promoted or accessing developing opportunities.</li> </ol>
Modern Ways of working (Other measure)	New	<ol style="list-style-type: none"> <li>1. I have access to the things I need to do my job well</li> <li>2. I am able to prioritise my wellbeing</li> <li>3. I am able to achieve a good balance between my home and work life</li> </ol>

