



The Human Resources and Operations Lived Experience Inclusion Ladder Survey

Part of The Meaningful Engagement Toolbox by Collective Threads Initiative

This document is part of the toolbox that accompanies *The Meaningful Engagement Handbook: A guide for understanding, measuring, and increasing lived experience leadership across the spectrum of engagement*, written by Chris Ash and Sophie Otiende for Collective Threads Initiative. You can access the handbook and all accompanying tools at www.collectivethreads.org.

The Human Resources and Operations Lived Experience Inclusion Ladder Survey: This survey includes questions that are best answered by human resources, operations, and senior leadership as they inquire about sensitive staff data, organisational policies, and other things that all staff are unlikely to be able to answer effectively. ***This survey does not include the additional all-staff questions that are essential to understanding an organisation's engagement practices and is thus designed to be used in partnership with either the Comprehensive or Abbreviated all-staff survey. Because some of the questions in this survey reference results from the All-Staff survey, it is recommended to complete those first. Also note that we have left questions on the all-staff survey that concern protocol (such as whether or not there is a consistent [grievance protocol](#)) to ensure all staff can share their perspectives.***

Related tools include:

- **Meaningful Engagement Quick Start Guide** - A tool to determine concrete ways to get started and take manageable steps towards better engagements.
- **Meaningful Engagement Organisational Foundations Self-Assessment** - A self-assessment tool to help your organisation better prepare for responsivity when impacted people are staff and collaborators.
- **A Note on Evaluation** - A page on the Collective Threads Initiative website that outlines basics of how to use evaluation to improve meaningful engagement.
- **Analysis Tools for the Lived Experience Inclusion Ladder Survey** - Detailed instructions and tools to help you analyse your results on the surveys in this toolbox and develop a plan for next steps. We also have a Google Spreadsheet that can help calculate these more easily for you.
- **The Full Comprehensive, Staff Comprehensive, Full Abbreviated, Staff Abbreviated, and Participant Ladder Surveys** - Prebuilt surveys to help you assess your organisation's level of engagement and track it over time.

The Human Resources and Operations Lived Experience Inclusion Ladder¹

Organisation or Team: _____ Date: _____

Instructions: For each, row check circle 0 for no, 1 for some/sometimes, 2 for yes. Circle X for “unknown” if you do not know the answer to this question based on your experiences with this organisation.²

* Indicates a reminder to check for diversity of people engaged, not just the same two or three lived experience leaders you regularly partner with. Set a regular schedule for re-assessing and developing a plan for improving the areas that are low or stagnant.

INFORM	N	S	Y	U	Note
1. We implement our grievance policy impartially and at least half of the formal grievances filed have resulted in changes to organisational policies, protocols, practices, messaging, or staffing. (0=up to 25% of formal grievances were determined to be founded and resulted in practical change, 1=25-50%, 2=over 50%)	0	1	2	X	Remember that a clear and accessible policy is useless if not implemented. Review past grievances for outcome to determine if they are routinely dismissed or if they typically result in practical organisational changes. Statistically, it is unlikely that all grievances were unfounded and change must happen as a result of learning.
ASK	N	S	Y	U	Note
2. Our organisation scored well on the “Inform” section of this assessment. (0=up to 50%, 1=50-75%, 2=over 75%) <i>Organisations may exclude items from the Inform section that they can and will correct within 1-2 months.</i>	0	1	2	X	
3. We have a method for tracking and monitoring patterns and responses to both positive and critical feedback.	0	1	2	X	For example: How many critical responses a programme receives in a year compared to how much meaningful change has occurred to address them.

¹ Note: The comprehensive survey was developed for internal use at the Global Fund to End Modern Slavery and the Coalition to Abolish Slavery and Trafficking. While other organisations will likely find this survey useful, some of the items in this might only be applicable to larger organisations.

² Note to evaluators: Exclude responses with “X” circled from calculation of average scores.

4. We incorporate feedback from subject matter experts with lived experience and/or responses to surveys of current clients in deciding what kinds of funding to apply for and we inform them about how and why their feedback is reflected.	0	1	2	X	
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INVOLVE	N	S	Y	U	Note
5. Our organisation scored well on the “Ask” section of this assessment. (0=up to 50%, 1=50-75%, 2=over 75%) <i>Organisations may exclude items from the Ask section that they can and will correct within 1-2 months.</i>	0	1	2	X	
6. We evaluate participants’ experiences of working with our organisation at the “Involve” level.	0	1	2	X	
7. We have clear procedures in place for using the feedback for continuous quality improvement.	0	1	2	X	

COLLABORATE	N	S	Y	U	Note
8. Our organisation scored well on the “Involve” section of this assessment. (0=up to 50%, 1=50-75%, 2=over 75%) <i>Organisations may exclude items from the Involve section that they can and will correct within 1-2 months.</i>					
9. People with lived experience are regular staff or paid team members in multiple departments or programmes. (0=less than 25% of our programmes, 1=25-50% of our programmes, 2=over half of our programmes)	0	1	2	X	This question is about the different kinds of programmes or departments people with lived experience work in. Please note: Trauma-informed organisations do not mandate disclosure; if included in your survey, answer this question to the best of your ability.

10. People with lived experience are in leadership positions in our teams and/or organisation, such as programme/project manager or higher positions. (0=0%, 1=up to 25%, 2=over 25%)	0	1	2	X	This question is about whether or not your organisation has people with lived experience in decision-making positions. Please note: Trauma-informed organisations do not mandate disclosure; if included in your survey, answer this question to the best of your ability.
11. People with lived experience work in our organisation or programme in positions that are not solely for “survivor leaders.” (0=no, 1=up to 5% of our staff/team, 2=over 5% of our staff/team)	0	1	2	X	This question is about whether or not your staff/contractors with lived experience work only in positions designed specifically for people with lived experience. Please note: Trauma-informed organisations do not mandate disclosure; if included in your survey, answer this question to the best of your ability.

EMPOWER	N	S	Y	U	Note
12. Our organisation scored well on the “Collaborate” section of this assessment. (0=up to 50%, 1=50-75%, 2=over 75%) <i>Organisations may exclude items from the Collaborate section that they can and will correct within 1-2 months.</i>	0	1	2	X	
13. Our organisation’s top paid leadership (CEO or Executive Director) has lived experience of our issue.	0	1	2	X	This question is specifically about the senior decision-making position in your organisation. For organisations with a single lead executive, please select only 0 or 2. Organisations with a co-leadership model may select 1 if some but not all have lived experience. Please note: Trauma-informed organisations do not mandate disclosure; if included in your survey, answer this question to the best of your ability.

14. Our organisation has staff with lived experience in a high number of managerial, executive, and decision-making positions, <i>including in multiple departments or programmes and on the board</i> . (0=up to 25%, 1=25-50%, 2=over half)	0	1	2	X	Please note: Trauma-informed organisations do not mandate disclosure; if included in your survey, answer this question to the best of your ability.
15. Programme staff with lived experience report similar levels of job satisfaction compared to those who do not disclose lived experience.	0	1	2	X	Please note: Trauma-informed organisations do not mandate disclosure; if included in your survey, answer this question to the best of your ability. In larger organisations, consider using demographic data from staff satisfaction surveys to respond to this question rather than asking it in the meaningful engagement survey.
16. Programme staff with lived experience report compensation <i>and job mobility</i> comparable to those who do not disclose lived experience.	0	1	2	X	Please note: Trauma-informed organisations do not mandate disclosure; if included in your survey, answer this question to the best of your ability. In larger organisations, consider using demographic data from staff satisfaction surveys to respond to this question rather than asking it in the meaningful engagement survey.

STRUCTURES	N	S	Y	U	Note
17. Our organisation has a set plan for reviewing our outcome on this assessment, identifying actionable, realistic targets towards progress, and a planned schedule for re-evaluating every ____ years to track our progress.	0	1	2	X	