Executive Summary Historic Environment Scotland

30 January 2019

Hive preferred engagement model

Figure 4. Factors that contribute to a positive employee experience

Simply Irresistible Organization™ model

Meaningful work	Supportive management	Positive work environment	Growth opportunity	Trust in leadership
Autonomy	Clear and transparent goals	Flexible work environment	Training and support on the job	Mission and purpose
Select to fit	Coaching	Humanistic workplace	Facilitated talent mobility	Continuous investment in people
Small, empowered teams	Investment in development of managers	Culture of recognition	Self-directed, dynamic learning	Transparency and honesty
Time for slack	Agile performance management	Fair, inclusive, diverse work environment	High-impact learning culture	Inspiration
Cross-organization collaboration and communication				

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Introduction to the model

The Deloitte model is based on 2 years of research with hundreds of companies which resulted in the identification of 5 elements and 20 strategies that make organisations simply irresistible. The question bank which was later developed by Hive's Director of People Science is based on this research and model, questions have been categorised by the 5 elements to assess your organisational alignment and overall levels of employee engagement. The insights gathered are an indication of how the employee experiences your organisation.

A key distinction of Hives approach is based on our belief that employee surveys should speak directly to the individual and be relevant to them, with the view of improving their day to day experiences, bringing them more job satisfaction and better days at work which will ultimately drive company engagement and results.

Key context for interpreting the data

Survey breakdown

All colleagues across Historic Environment Scotland were asked the same 31 questions (24 questions on a scale of 0-10, 1 eNPS question, 5 multiple choice questions and 1 free text question).

Reporting metrics

The headline results have been displayed as percentage favourable scores to better enable comparison between 2018 and 2016 survey results.

8 of the 31 questions have been selected for comparison to 2016, as the wording of these questions were very similar to those asked previously. Others were either worded too dissimilarly to draw comparison or were not previously asked. *The appendix has a full breakdown of the questions asked, the categories they were assigned to, and whether they were comparable to the 2016 results.*

Reasons behind the change

The selected survey questions signal a shift in tone of voice and language used by Historic Environment Scotland to communicate to employees. Tailoring questions and the language to speak to employees will improve their perception of the survey. However, this move away from the wording in the 2016 questions means that for now, any benchmarking data is indicative rather than exact.

In the future we hope to ask even more targeted questions in order to explore the way different groups across our business experience work, to give us the insight we need to make HES an even better place to work.

Calculating your engagement score

Calculating the engagement score and eNPS (employee Net Promoter Score)

The score was calculated from the same single question in the engagement category - which reads "*How likely are you to recommend this organisation as a good place to work*?"

Overall engagement score

The engagement score is, like the other questions on the survey, reported as a percentage favourable response to this question - and this allows for comparisons with a similar question asked previously. Historically we have asked colleagues "I would recommend this organisation as a place to work" and so again this comparison is indicative rather than exact.

In previous surveys the engagement score has been calculated using an aggregation of multiple questions within an engagement category however to start reducing the length of the HES engagement survey we used only the question above. This is the most widely-used and validated single point metric for reporting on engagement and so we have confidence that, when combined with the eNPS reporting, the results provide a good indication of how engaged our people are.

Over time there will be further opportunity to track questions. Nonetheless, the results demonstrate a good indication of where HES is at year on year and the eNPS question has been used to calculate engagement and enables for benchmarking against competitors. Further explanation relating to eNPS can be found on the eNPS page.

eNPS score

eNPS is calculated slightly differently, as it focused more on employee loyalty and advocacy and as such explores how likely an employee is to talk positively / promote HES both to guests and friends or family. Page 9 presents our eNPS score for HES and provides a breakdown of the calculation used. The notes underneath the eNPS score also provide a summary of the generally accepted industry view of what a good eNPS score looks like.

Due to the relative infancy of this metric being measured and reported on by organisations, external benchmarks are not currently available.

Calculating percentage favourable scores

Percentage favourable scoring displays the employee survey results in a format that clusters scores together.

Any score between 0-4 is categorised as unfavourable, 5 is neutral and 6-10 is categorised as favourable.

This is different to the eNPS scoring system which only counts a score of 9 or 10 as positive. The scores have been presented in this view to enable comparison to previous years and for benchmarking to take place.

Hive prefers to use a score out of 10 and display the distribution as it provides a clear and somewhat unbiased view of the results.

Average Score Colour Coding

In this report you will see some colour coding which is to interpret the average scored responses. The various colours indicate the following:

- A score **above 7** will result in a shade of green, indicating a positive score
- A score between **5 and 6.9** will result in a shade of amber, to indicate a moderate score which could be an area for opportunity or further improvement
- A score between **3 and 4.9** will result in shade of orange, indicating a slightly negative score which should be explored further
- A score lower than **3** will result in a shade of red, indicating a negative score which should be addressed quickly.

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Historic Environment Scotland: Overall results and scores

58%

904/ 1572 colleagues took part

6.5

Overall engagement score

| 6.4 Meaningful Work | 6.8 Motivating Managers | 6.8 Irresistible Workplace | 6.3 Realising Potential | 6.7 Leadership & Inspiration |

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Historic Environment Scotland: Employee net promoter score*
Qu. *How likely are you to recommend our organisation as a good place to work?*
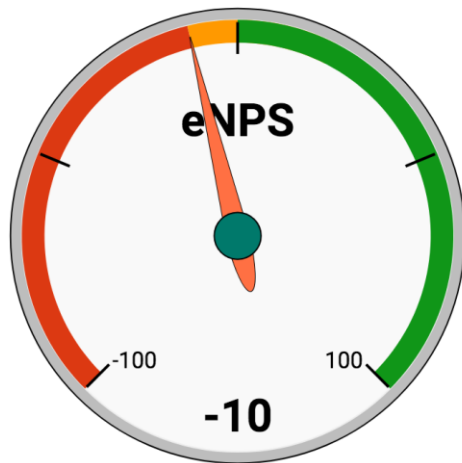
eNPS Score
This score is within the
normal range of scores.
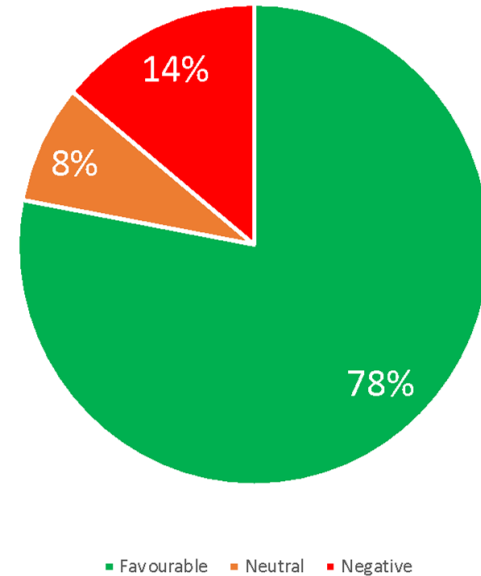
eNPS as a percentage favourable
In this view we can see the result is 78%
which has increased from 52% (2016).

*This is the main statistic which indicates an overall level of engagement within HES and will be used for benchmarking purposes.

Historic Environment Scotland: Category breakdown

Leadership and Inspiration	6.7
I understand the purpose of HES and why it exists	8.6
I feel proud telling people about the work we do	8
I have confidence that the HES board supports a strategic direction / corporate plan that will result in a better future for the organisation	5.8
I trust the CEO and Directors to do what is right for HES	5.9
Our senior leaders act as great role models for employees - they most definitely "walk the talk"	5.1
The leadership of my area does a good job of communicating reasons behind decisions that are made	5.9
There is a sense of openness and transparency across HES	4.8

Meaningful Work	6.4
I see a clear link between my work and the organisation's goals and objectives	7
I am able to use my key strengths and skills in the work I do	6.9
The team I am part of are trusted and empowered to achieve great things	6.4
Other departments collaborate well with us to get things done	5.2

Motivating Managers	6.8
My manager helps me to stay motivated and focused to deliver my best work	6.9
I have regular, positive and constructive conversations with my manager regarding my performance and development	6.7
I have a say in defining my work goals and what is expected of me	6.7

Irresistible workplace	6.8
I am able to maintain a healthy work-life balance working here	6.8
I feel physically and psychologically healthy at the moment	6.4
It is normal for colleagues to talk about wellbeing in the workplace	6.4
I feel able to speak up if I am subject to or witness any inappropriate behaviour in the workplace	7
My colleagues often say "thank you" or "well done" for the contribution I make	7
More often than not, I have a good day at work	6.9

Realising potential	6.3
There is a good variety of learning and development opportunities made available to me	6.1
I am encouraged to develop my skills working here	6.2
I proactively look for new ways to learn and develop	7.3
When someone is not performing well in their role they are supported to improve	5.8

How the scoring works

A score **above 7** will result in a shade of green, indicating a positive score

A score between **5 and 6.9** will result in a shade of amber, to indicate a moderate score which could be an area for opportunity or further improvement

A score between **3 and 4.9** will result in shade of orange, indicating a slightly negative score which should be explored further

A score lower than **3** will result in a shade of red, indicating a negative score which should be addressed quickly.

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Historic Environment Scotland: Questions as a percentage favourable score

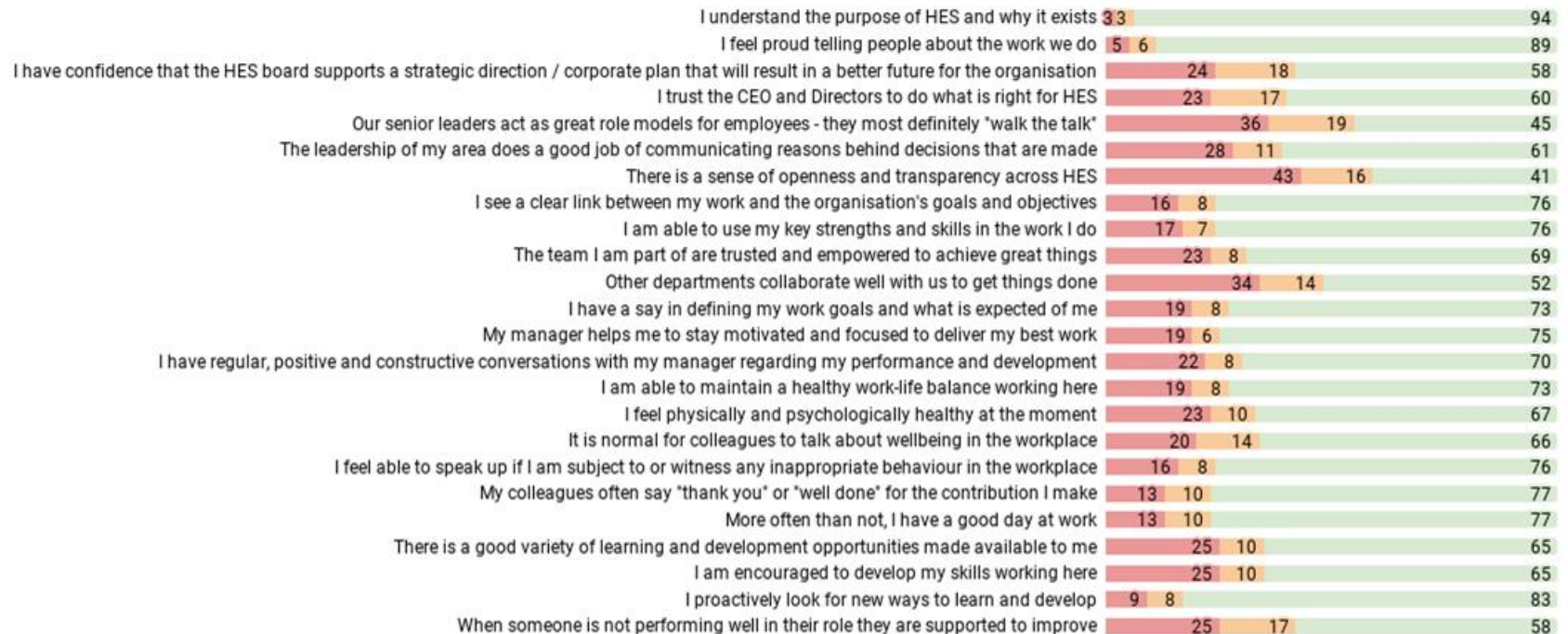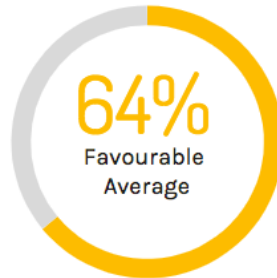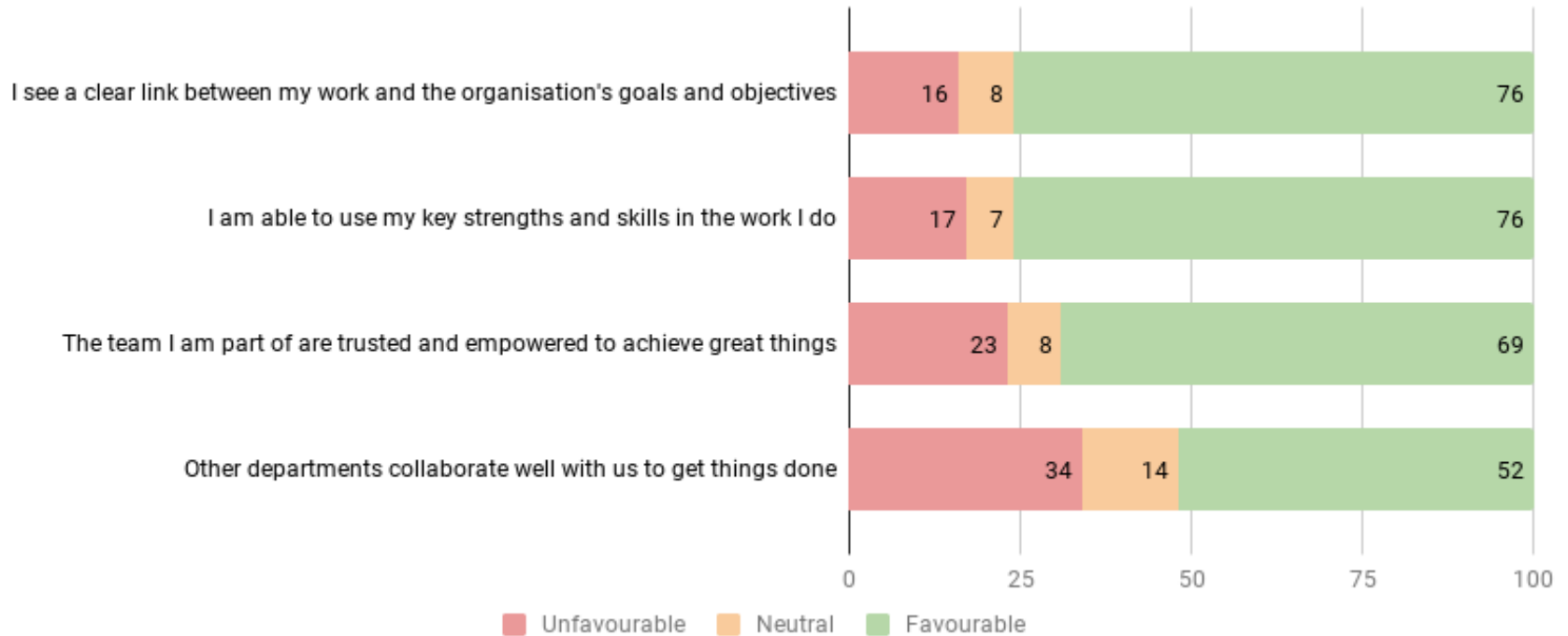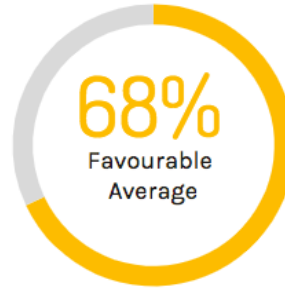| Question	Unfavourable	Neutral	Favourable
I understand the purpose of HES and why it exists	3	3	94
I feel proud telling people about the work we do	5	6	89
I have confidence that the HES board supports a strategic direction / corporate plan that will result in a better future for the organisation	24	18	58
I trust the CEO and Directors to do what is right for HES	23	17	60
Our senior leaders act as great role models for employees - they most definitely "walk the talk"	36	19	45
The leadership of my area does a good job of communicating reasons behind decisions that are made	28	11	61
There is a sense of openness and transparency across HES	43	16	41
I see a clear link between my work and the organisation's goals and objectives	16	8	76
I am able to use my key strengths and skills in the work I do	17	7	76
The team I am part of are trusted and empowered to achieve great things	23	8	69
Other departments collaborate well with us to get things done	34	14	52
I have a say in defining my work goals and what is expected of me	19	8	73
My manager helps me to stay motivated and focused to deliver my best work	19	6	75
I have regular, positive and constructive conversations with my manager regarding my performance and development	22	8	70
I am able to maintain a healthy work-life balance working here	19	8	73
I feel physically and psychologically healthy at the moment	23	10	67
It is normal for colleagues to talk about wellbeing in the workplace	20	14	66
I feel able to speak up if I am subject to or witness any inappropriate behaviour in the workplace	16	8	76
My colleagues often say "thank you" or "well done" for the contribution I make	13	10	77
More often than not, I have a good day at work	13	10	77
There is a good variety of learning and development opportunities made available to me	25	10	65
I am encouraged to develop my skills working here	25	10	65
I proactively look for new ways to learn and develop	9	8	83
When someone is not performing well in their role they are supported to improve	25	17	58

Unfavourable   Neutral   Favourable

Leadership and Inspiration

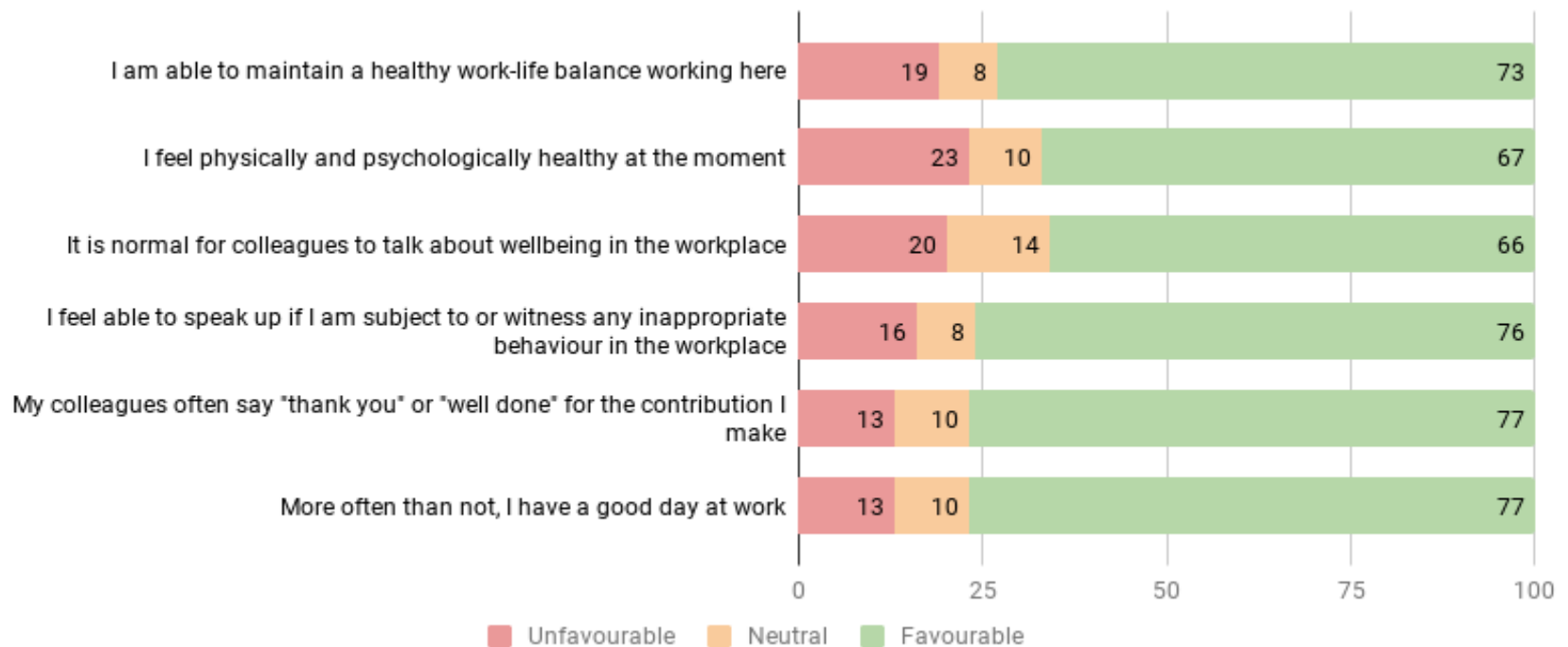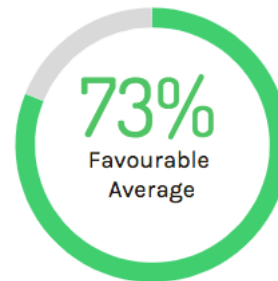**64%**
Favourable
Average

Statement	Unfavourable	Neutral	Favourable
I understand the purpose of HES and why it exists	3	3	94
I feel proud telling people about the work we do	5	6	89
I have confidence that the HES board supports a strategic direction / corporate plan that will result in a better future for the organisation	24	18	58
I trust the CEO and Directors to do what is right for HES	23	17	60
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The leadership of my area does a good job of communicating reasons behind decisions that are made	28	11	61
There is a sense of openness and transparency across HES	43	16	41

Legend: Unfavourable, Neutral, Favourable

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Meaningful Work

68%
Favourable
Average

Statement	Unfavourable	Neutral	Favourable
I see a clear link between my work and the organisation's goals and objectives	16	8	76
I am able to use my key strengths and skills in the work I do	17	7	76
The team I am part of are trusted and empowered to achieve great things	23	8	69
Other departments collaborate well with us to get things done	34	14	52

Unfavourable   Neutral   Favourable

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Motivating Managers

73%
Favourable
Average

	Unfavourable	Neutral	Favourable
I have a say in defining my work goals and what is expected of me	19	8	73
My manager helps me to stay motivated and focused to deliver my best work	19	6	75
I have regular, positive and constructive conversations with my manager regarding my performance and development	22	8	70

Unfavourable   Neutral   Favourable

Irresistible Workplace

73% Favourable Average

	Unfavourable	Neutral	Favourable
I am able to maintain a healthy work-life balance working here	19	8	73
I feel physically and psychologically healthy at the moment	23	10	67
It is normal for colleagues to talk about wellbeing in the workplace	20	14	66
I feel able to speak up if I am subject to or witness any inappropriate behaviour in the workplace	16	8	76
My colleagues often say "thank you" or "well done" for the contribution I make	13	10	77
More often than not, I have a good day at work	13	10	77

Unfavourable   Neutral   Favourable

Realising Potential

68%
Favourable
Average

	Unfavourable	Neutral	Favourable
There is a good variety of learning and development opportunities made available to me	25	10	65
I am encouraged to develop my skills working here	25	10	65
I proactively look for new ways to learn and develop	9	8	83
When someone is not performing well in their role they are supported to improve	25	17	58

Unfavourable   Neutral   Favourable

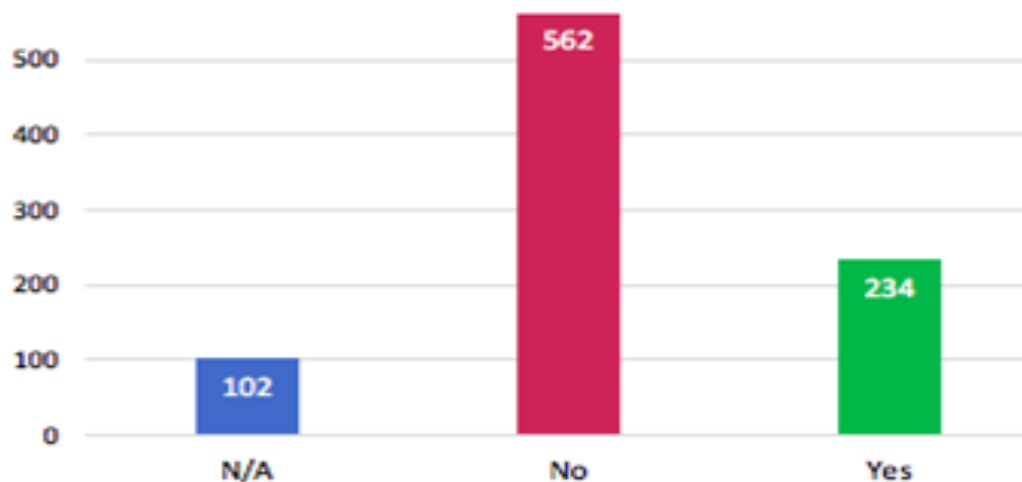## Which of these benefits do you value the most?

In the last 12 months have you felt discriminated / victimised or harassed on the basis of any of these characteristics?
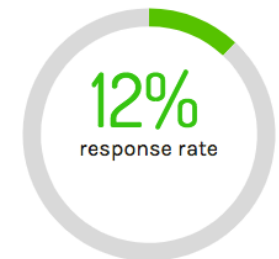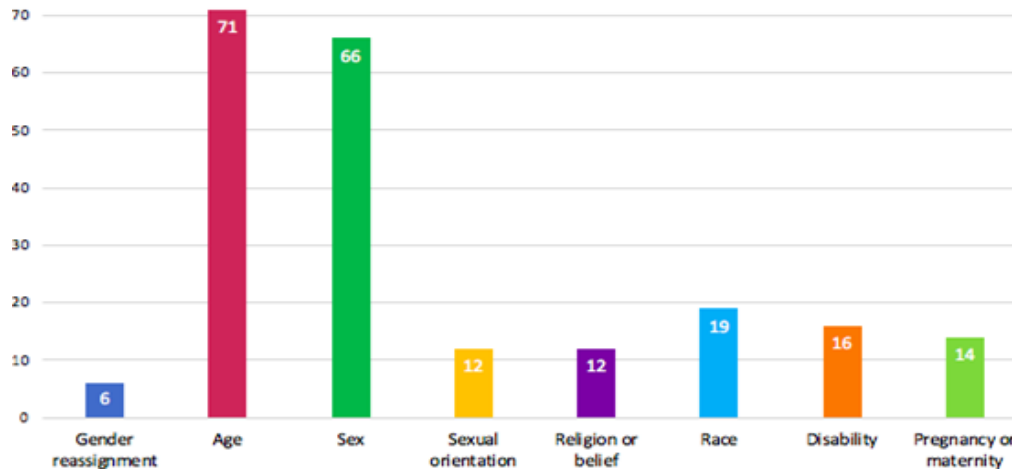
In the last 12 months have you been subject to inappropriate behaviour from any of these groups?
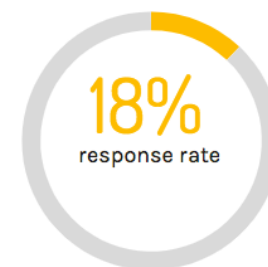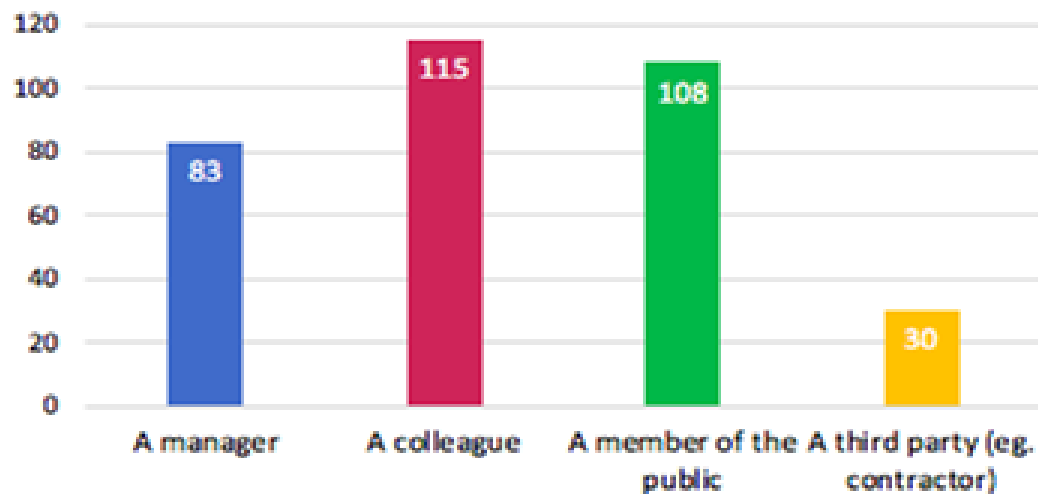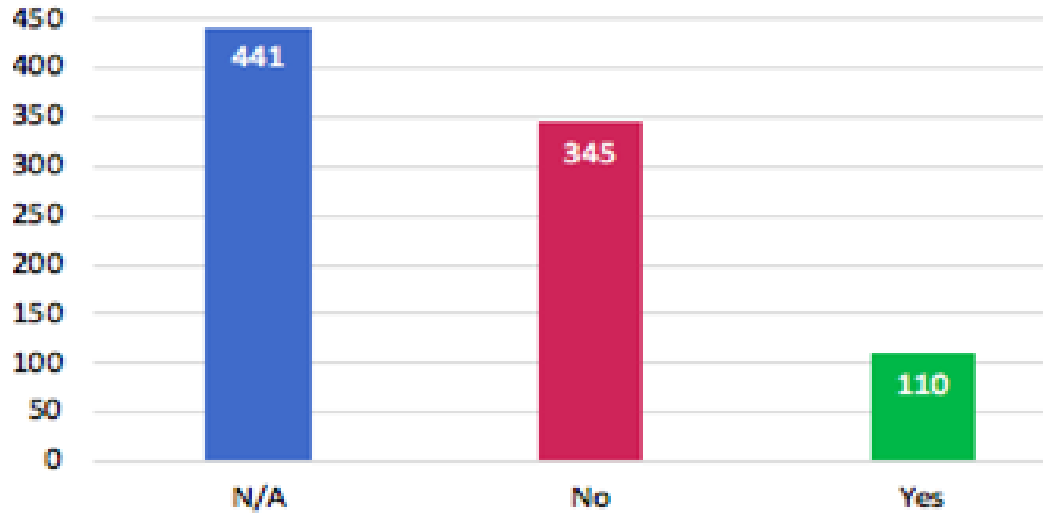

In the last 12 months have you witnessed any bullying or harassment in the workplace?
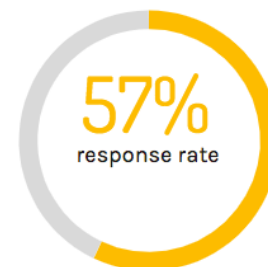
I feel effective action was taken as a result of the last survey

57% response rate

What is the one thing HES could do over the next 12 months that would have the biggest impact?
Main themes / key-words commonly used

57% response rate

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Thanks for your time.

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