



progressive



Scottish Natural Heritage  
Dualchas Nàdair na h-Alba

All of nature for all of Scotland  
Nàdar air fad airson Alba air fad

# Employee Survey September 2014 Corporate Findings

October 2014 reporting

# Method

- Online / paper survey sent to all SNH 799 employees
- Fieldwork conducted between 8<sup>th</sup> and 26<sup>th</sup> September, 2014
- This is the only wave for 2014, following main wave for 2013
- Findings shown in this document are the **overall Corporate results**
  - A total of 606 interviews received gives a 75.8% response rate in line with 2013 (74.9%)
- Further documents show Directorate figures
- Due to changes in questionnaire design we are not able to compare all of this years findings to previous waves of research
- Margins of error for this wave (base 606) are:  $\pm 3.98\%$  to  $\pm 1.11\%$

# Sample: By Directorate

	Headcount per Directorate	Directorate staff as a % of workforce	Number returned surveys	% of Directorate staff	% of all responses
Chief Execs group	78	10%	60	77%	10%
Corporate Services	134	17%	107	80%	18%
Operations	409	51%	287	70%	47%
Policy and Advice	178	22%	152	85%	25%
<b>Total sample</b>	<b>799</b>	<b>100%</b>	<b>606</b>	<b>76%</b>	<b>100%</b>

76 % response rate overall  
Shows a robust measure of staff views for all departments  
  
Similar response rates across all Directorates as 2013

# Sample: Job Grade

Job Grade	Abs	%
A	39	6%
B	71	12%
C	129	21%
D	234	39%
E	82	14%
F	34	6%
Other	15	2%
Total base:	606	100%

Very similar to results seen in September 2013

# Sample: Demographics

Position Status	Abs	%
Permanent	559	92%
Fixed term	33	5%
Prefer not to say	14	2%

Working hours	Abs	%
Full time	442	73%
Part time	141	23%
Prefer not to say	23	4%

Length of service	Abs	%
Less than 1 year	19	3%
1-5 years	134	22%
6-10 years	153	25%
11+ years	270	45%
Prefer not to say	30	5%

Age	Abs	%
16 - 24	14	2%
25 - 34	86	14%
35 - 44	146	24%
45 - 54	184	30%
55 - 64	70	12%
65 and over	*	0%
Prefer not to say	104	17%

Very similar to demographic profile to September 2013

# Sample: Demographics

Sexual Orientation	Abs	%
Heterosexual	462	76%
Bisexual	*	0%
Gay man/woman	8	1%
Prefer not to say	133	22%

Transsexual	Abs	%
Yes	*	0%
No	500	83%
Prefer not to say	103	17%

Disability	Abs	%
Yes	15	2%
No	507	84%
Prefer not to say	84	14%

Gender	Abs	%
Male	218	36%
Female	290	48%
Prefer not to say	98	16%

Type of Disability	Abs	%
Deafness	5	33%
Blindness	*	7%
Physical disability	*	27%
Mental health condition	*	13%
Long term illness, disease or condition	6	40%
Prefer not to say	*	7%

Caring Responsibilities	Abs	%
Dependant child (under 16) (includes parental responsibility)	183	30%
Dependant disabled child	7	1%
Dependant adult who has long-term physical or mental illness, or problems relating to old age	45	7%
No caring responsibilities	271	45%
Prefer not to say	114	19%

# Sample: Demographics

Religion and Belief	Abs	%
No religion	247	41%
Christian	160	26%
Buddhist	*	0%
Hindu	*	0%
Jewish	*	0%
Muslim	*	0%
Sikh	*	-
Atheist	50	8%
Other	16	3%
Prefer not to say	127	21%

Ethnic Group	Abs	%
British/English/Welsh/Scottish/Northern Irish	494	82%
Other white background	24	4%
Irish	*	0%
Indian	*	0%
Other ethnic group	*	0%
Prefer not to say	80	13%

# Headlines for this wave



# Topline results

The overall job satisfaction score appears to have held since June 2011.

However.....

- This year there are six significant changes, all of which are decreases in satisfaction.
- The three significant decreases shown in scores last year have also not improved.
- In addition to these significant shifts, levels of agreement with the new set of questions are extremely low, particularly effective decision making and risk
- Other areas show encouraging scores, however there remains parameters within these areas that continue to yield low agreement scores – Change; Leadership; Engagement/Morale; Communication;

# New Question Set

Alarmingly low levels of agreement with most of the new statements included in the questionnaire this year. This shows that it was very important to identify and address these areas. These results can now be used as a baseline of which to improve on going forward.

## Decision Making

- Very low levels of agreement with:
  - *“Our managers at all levels demonstrate effective decision making” (17% strongly agree /agree)*
  - *“Our culture reinforces prompt, effective decisions and action throughout the organisation” (19% strongly agree / agree)*
  - *“I have sufficient knowledge of our priorities to be able to make effective decisions” (56% strongly agree/agree)*

## Allocation of tasks

- New question was introduced this year and lower levels of agreement were shown in comparison to all other questions that related to line managers:
  - *“Tasks and projects are allocated appropriately and fairly across the team” (58% strongly agree/agree)*

## Risk

- Low levels of agreement with:
  - *“SNH allows me to take reasonable risks in order to get my job done” (27% strongly agree/agree)*
  - *“SNH puts in place proportionate risk controls” (34% strongly agree/agree)*

# Low Levels of Agreement Since 2012

Low levels of agreement since 2012 with all the areas outlined below:

## Change

- *“I generally support the changes SNH decide on” (46% strongly agree /agree)*
- *“I am informed in good time about changes that affect me” (42% strongly agree / agree)*
- *“The process of change in SNH causes me worry and concern” (36% strongly agree/agree)*
- *“Change is managed effectively in SNH” (23% strongly agree/agree)*

## Leadership

- *“I believe the actions of Management Team are consistent with SNH’s values” (38% strongly agree/agree)*
- *“I have confidence in the leadership provided by the SNH Management Team” (37% strongly agree/agree)*
- *“Management Team are sufficiently accessible” (35% strongly agree/agree)*

## Feeling Informed / Involved

- *“I feel involved in the decisions that affect my work” (47% strongly agree/agree)*
- *“I feel well informed about what goes on at SNH” (48% strongly agree/agree)*
- *“SNH inspires me to be the best in my job” (42% strongly agree/agree)*

# Significant Changes 2014 vs. 2013

## Working for SNH

- There is a significant decrease in:
  - *“I have a clear a clear understanding of SNH’s values”*

## Performance Management

- There is a significant decrease in:
  - *“I am able to access the right learning and development opportunities when I need to”*
- The significant decrease shown last year in the score for *“I understand how my performance is measured and recognised ”* has not improved this year

## Engagement Morale

- There is a significant decrease in:
  - *“SNH is likely to act on the findings of this survey”*

# Significant Changes 2014 vs. 2013

## Line manager

- There are no significant differences for questions under the section of Line Manager.

## Communication

- The significant decrease shown last year in the score for “*communication in my team/unit is good*” has not improved this year

## Leadership

- There is one significant decrease in:
  - “*I have confidence in the leadership provided by the SNH Management Team*”

## Change

- There are two significant decreases in:
  - “*The process of change in SNH causes me worry and concern*”
  - “*Change is managed effectively in SNH*”
- The significant decrease shown last year in the score for “*I generally support the changes SNH decide on*” has not improved this year

# Significant Changes 2014 vs. 2013

## Work Life Balance

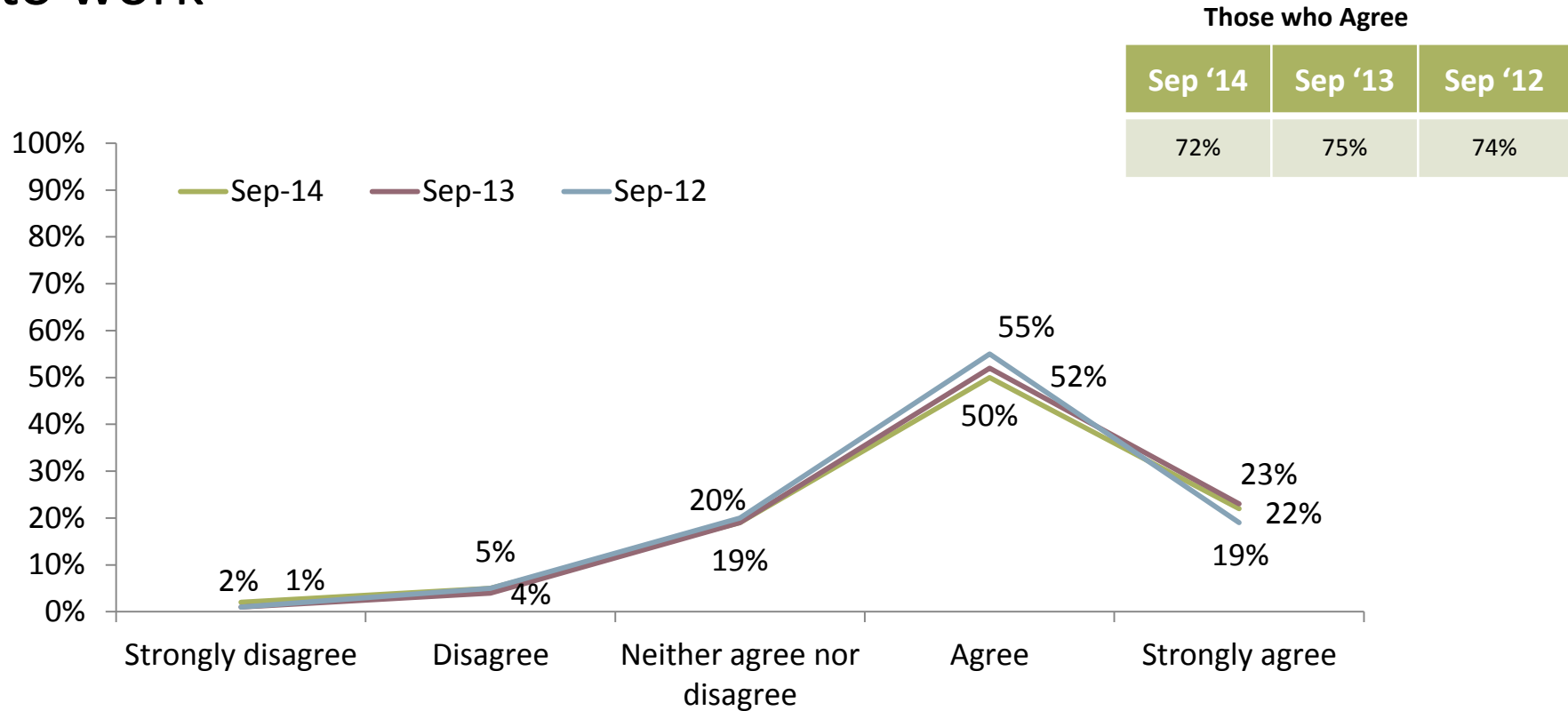
- The significant **increase** shown last year in the score for *“I believe SNH takes health and safety seriously”* has held this year

## Inclusion and Fair Treatment

- There are no significant differences in this wave of research.
- There is no change in the number of staff experiencing bullying, harassment, discrimination or being victimised in the workplace over the last 2 years. However 6% stated they would prefer not to say this year compared to no one stating this in previous years.

# Trends over time

→ I would recommend SNH as a good place to work



Overall levels of agreement to recommend SNH as a place to work are very similar to those seen in all previous years.

Please note that 'Prefer not to say' response has not been displayed

# Main Findings

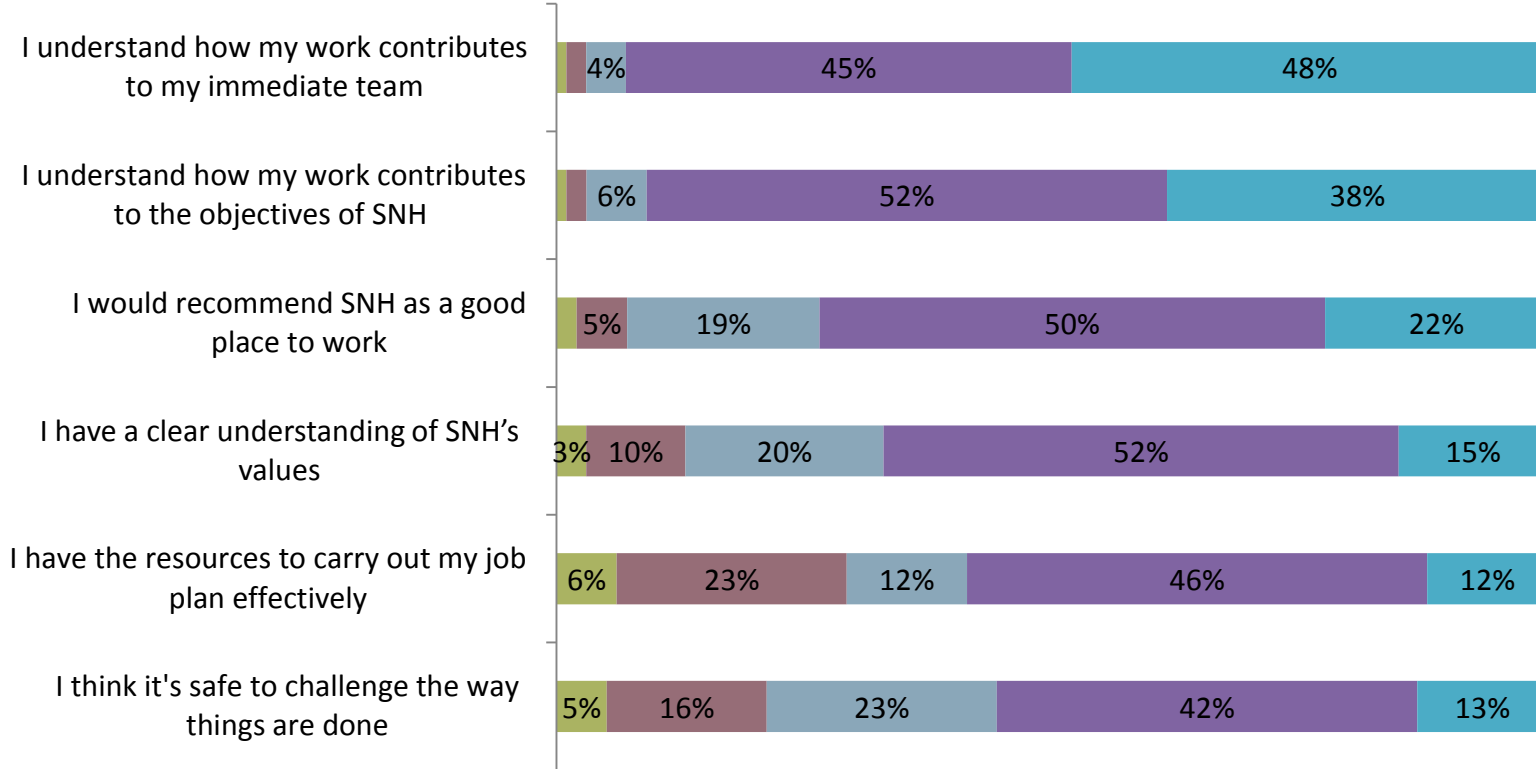


# Working for SNH

Strongly agree / Agree

■ Strongly disagree   
 ■ Disagree   
 ■ Neither agree nor disagree   
 ■ Agree   
 ■ Strongly agree

	Sept 14	Sept 13	Sept 12
I understand how my work contributes to my immediate team	93%	95%	94%
I understand how my work contributes to the objectives of SNH	90%	90%	90%
I would recommend SNH as a good place to work	72%	75%	N/A
I have a clear understanding of SNH's values	67%	76%	72%
I have the resources to carry out my job plan effectively	58%	62%	65%
I think it's safe to challenge the way things are done	55%	60%	59%

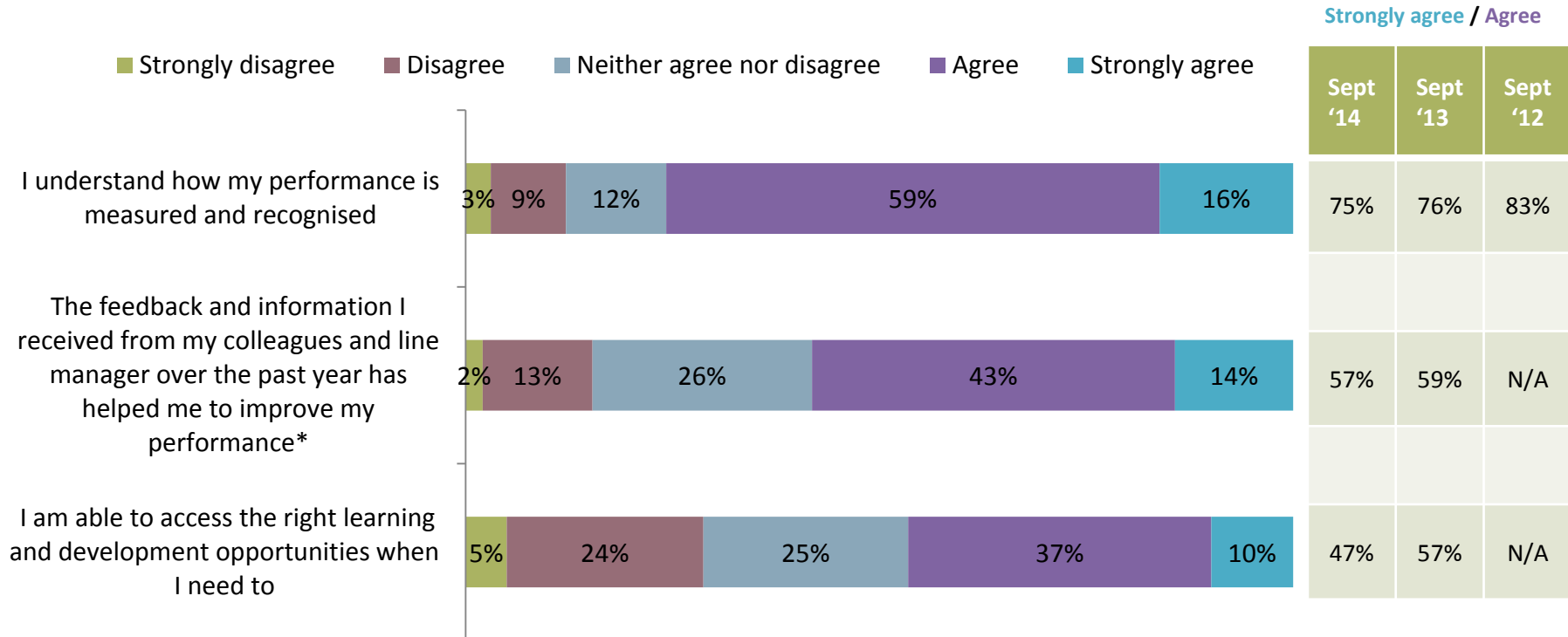


Please note that 'Prefer not to say' response has not been displayed

Base Total Sample: Sept 14: 606, Sept 13: 617, Sept 12: 577

# Performance Management

## Employee Performance

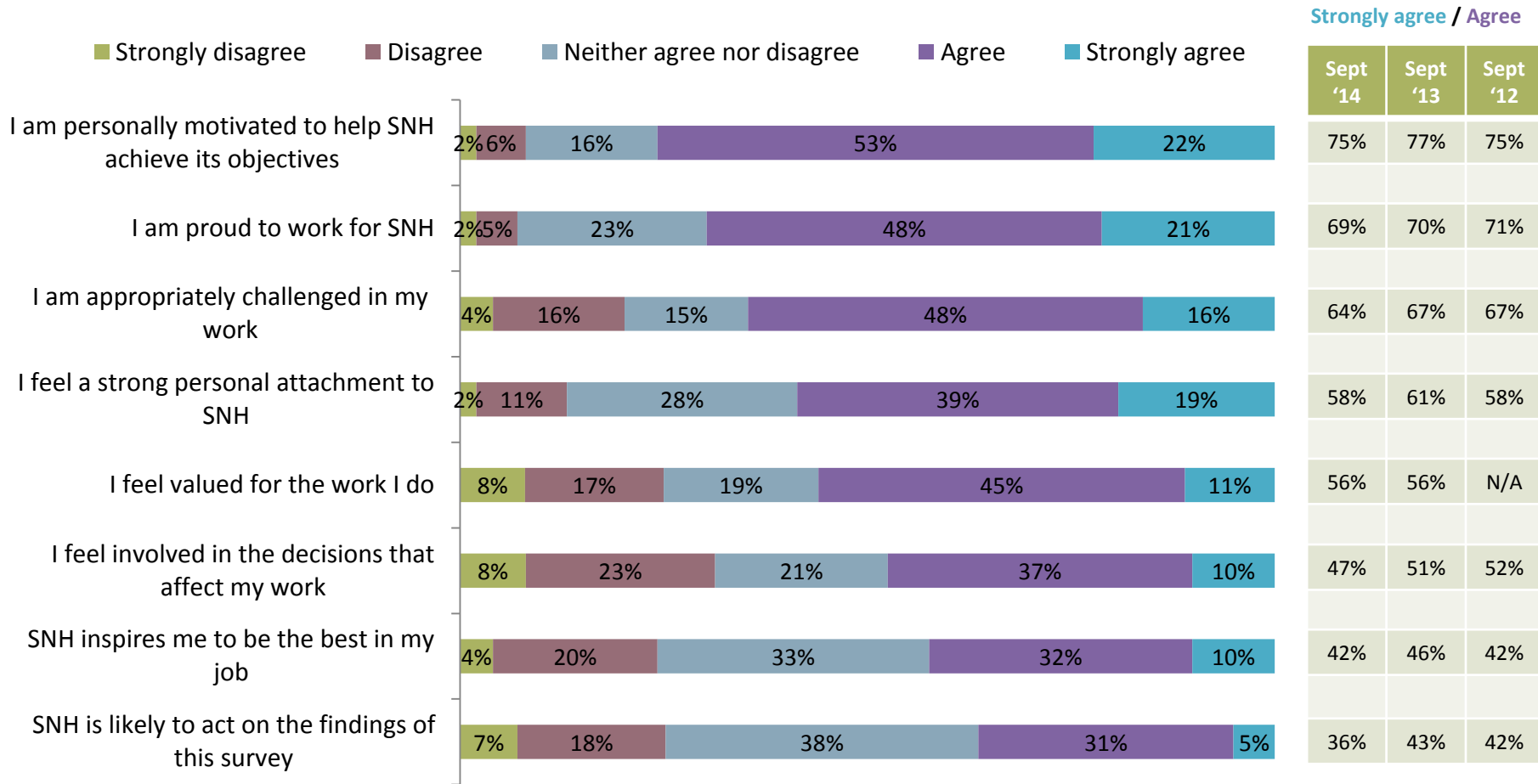


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\*2014 wording differs slightly from previous years ('The feedback and information I received over the past year has helped me to improve my performance')

# Engagement / Morale



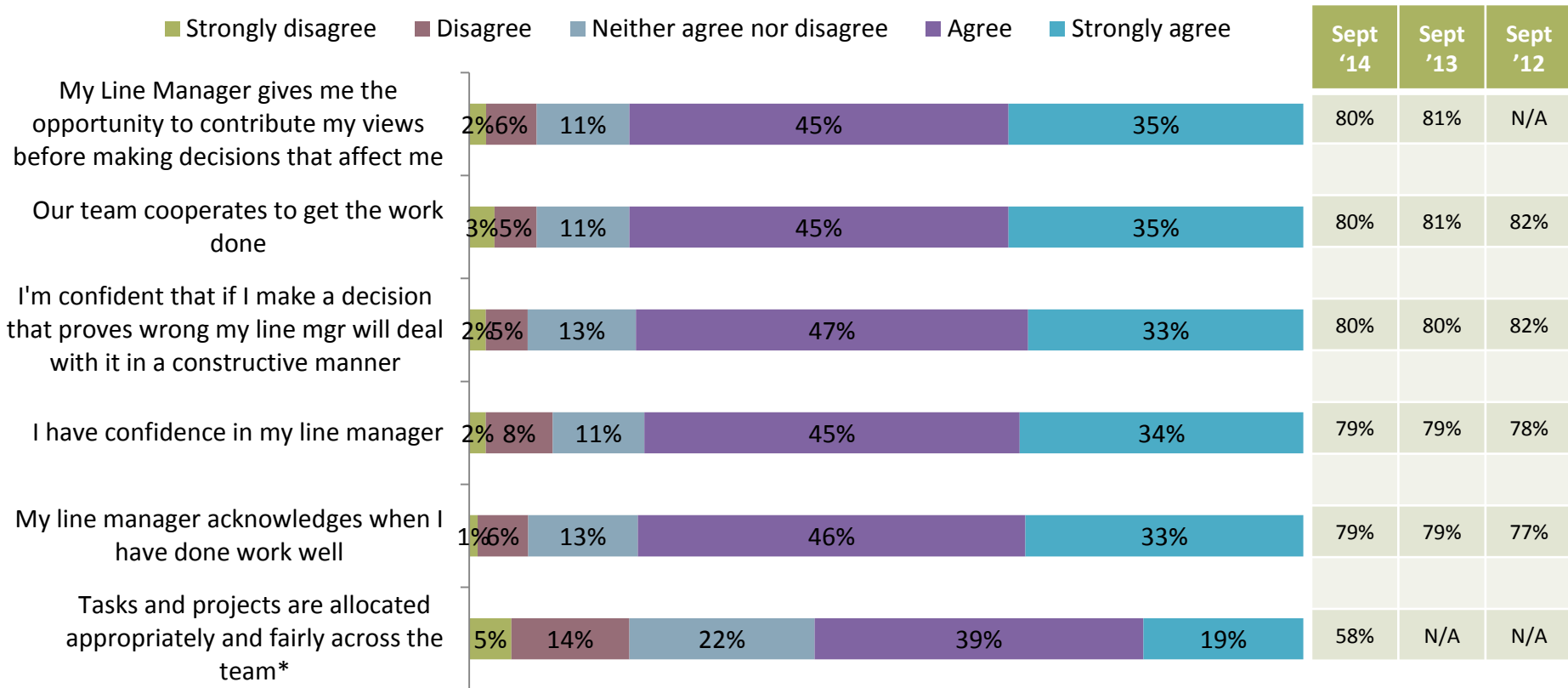
Please note that 'Prefer not to say' response has not been displayed

Base Total Sample: Sept 14: 606, Sept 13: 617, Sept 12: 577

# Line Manager

■ Strongly disagree 
 ■ Disagree 
 ■ Neither agree nor disagree 
 ■ Agree 
 ■ Strongly agree

Strongly agree / Agree

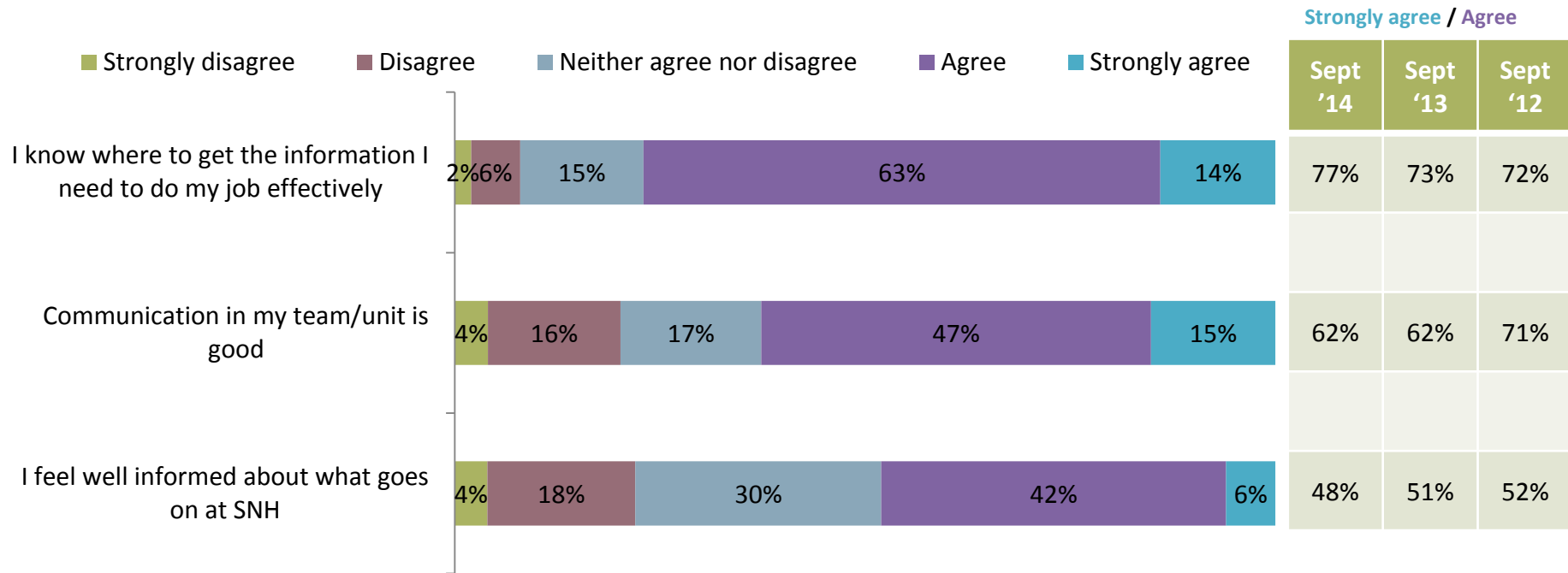


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Base Total Sample: Sept 14: 606, Sept 13:617, Sept 12: 577

\*New question for 2014

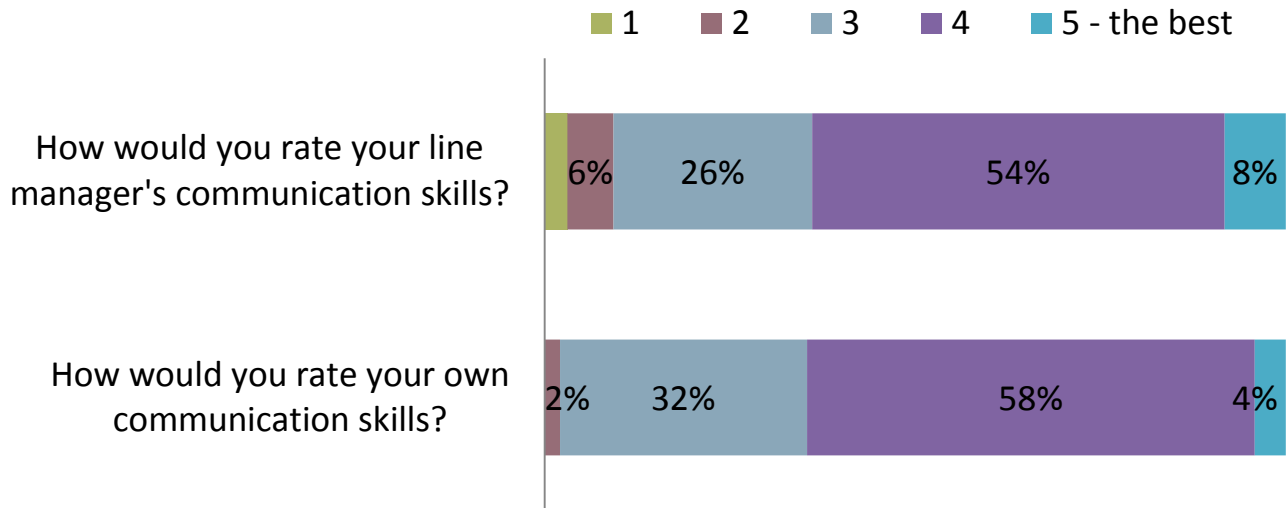
# Communication in SNH



Please note that 'Prefer not to say' response has not been displayed

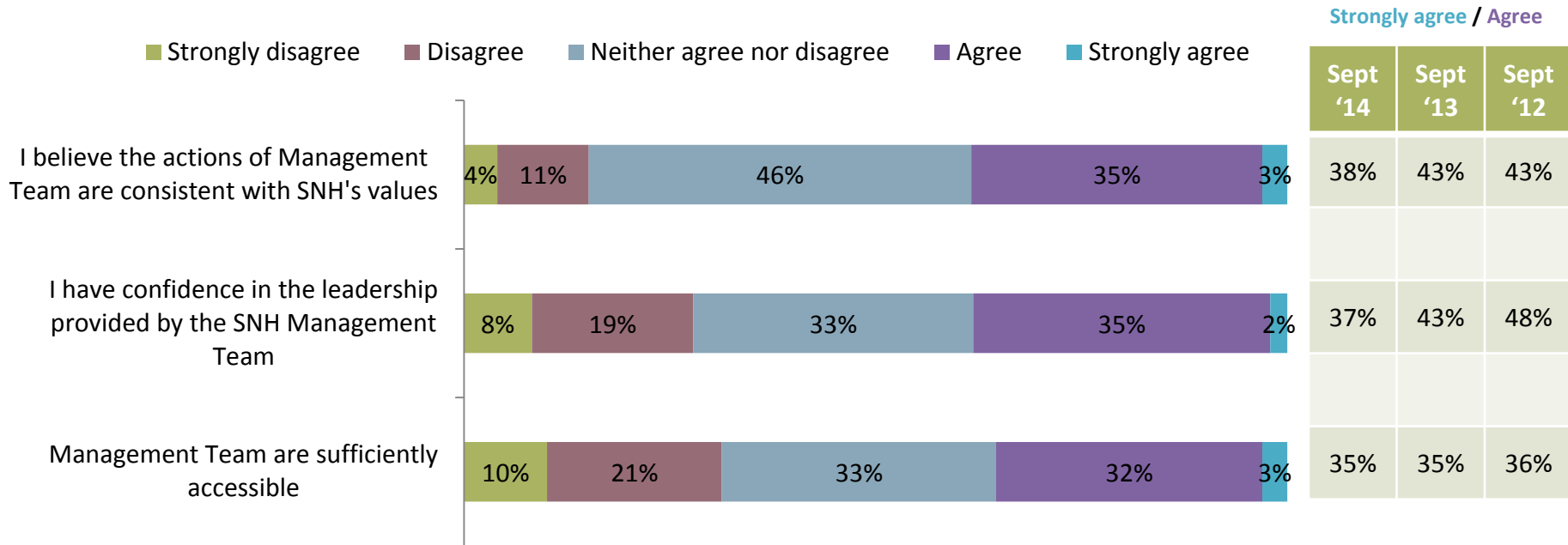
Base Total Sample: Sept 14: 606, Sept 13: 617, Sept 12: 577

# Communication in SNH



Mean 2014	Mean 2013
3.6	3.68
3.65	3.59

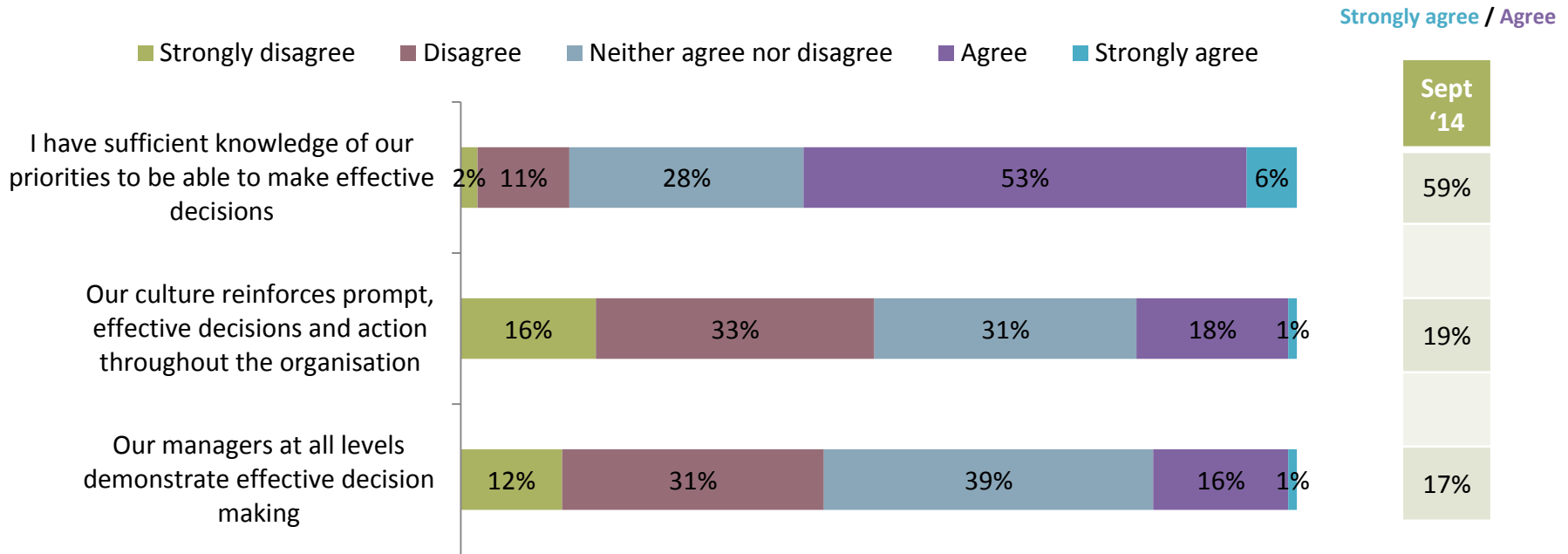
# Leadership



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# Decision Making *(New questions for 2014)*

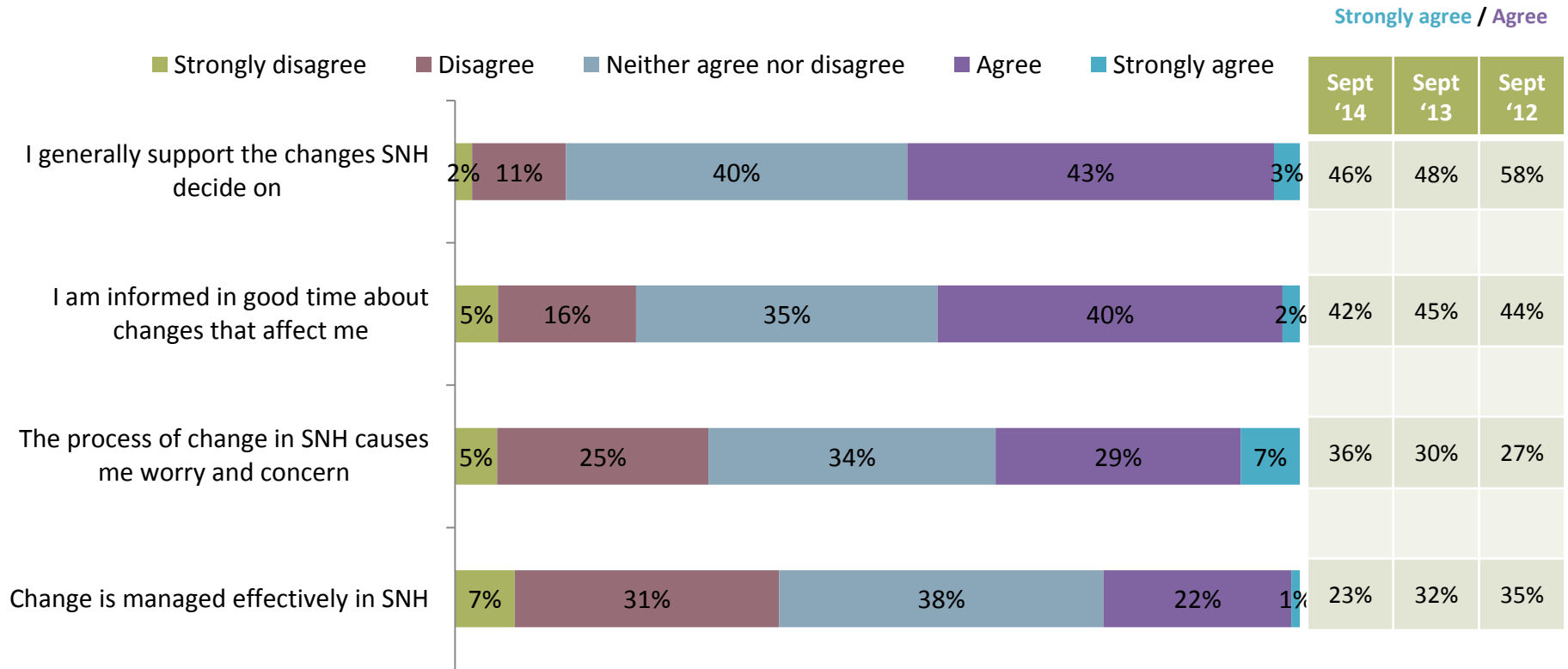


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Base Total Sample: Sept 14: 606



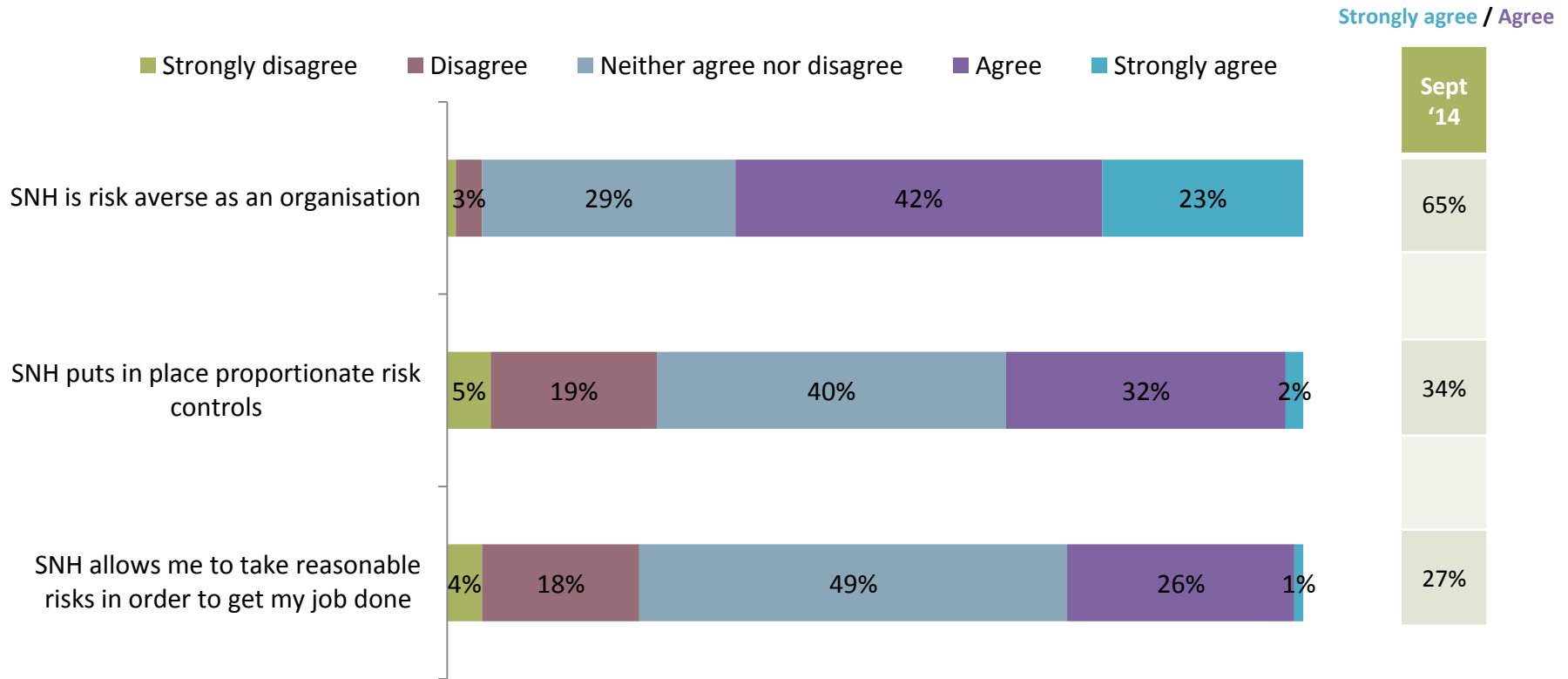
# Change



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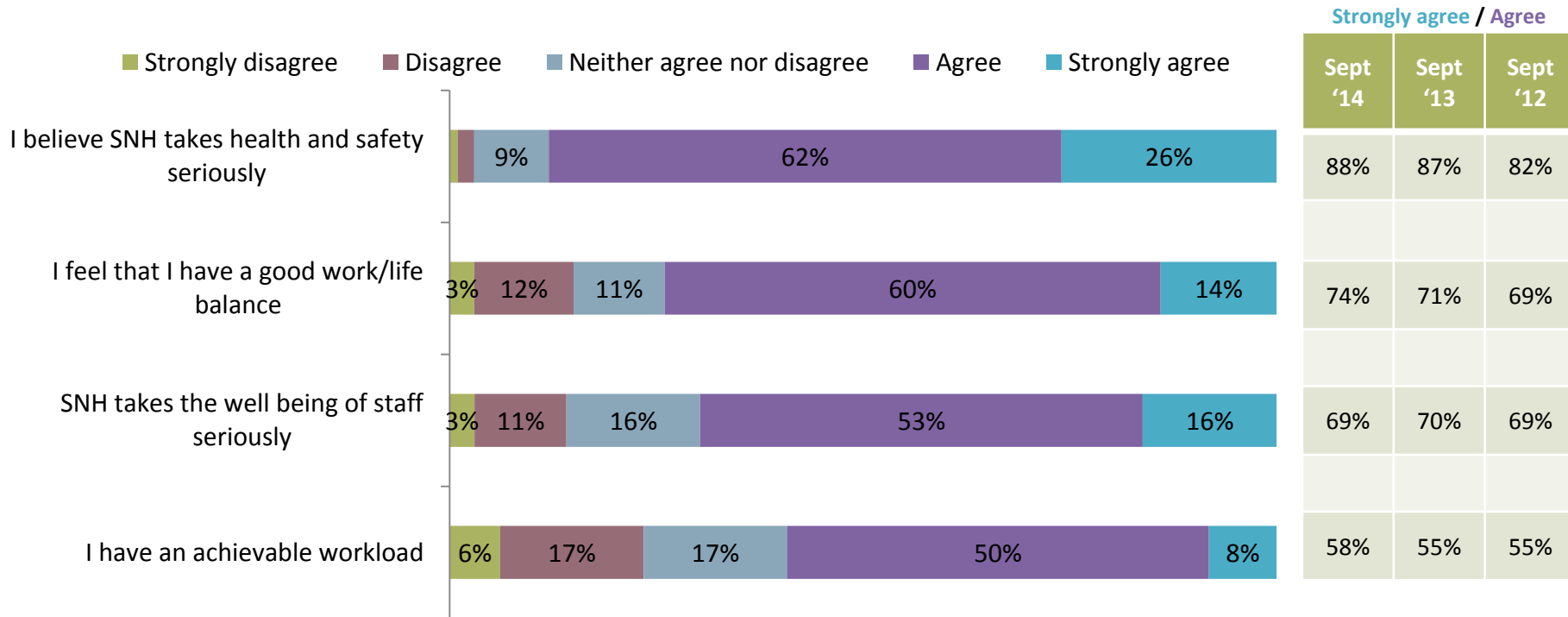
# Risk *(New questions for 2014)*



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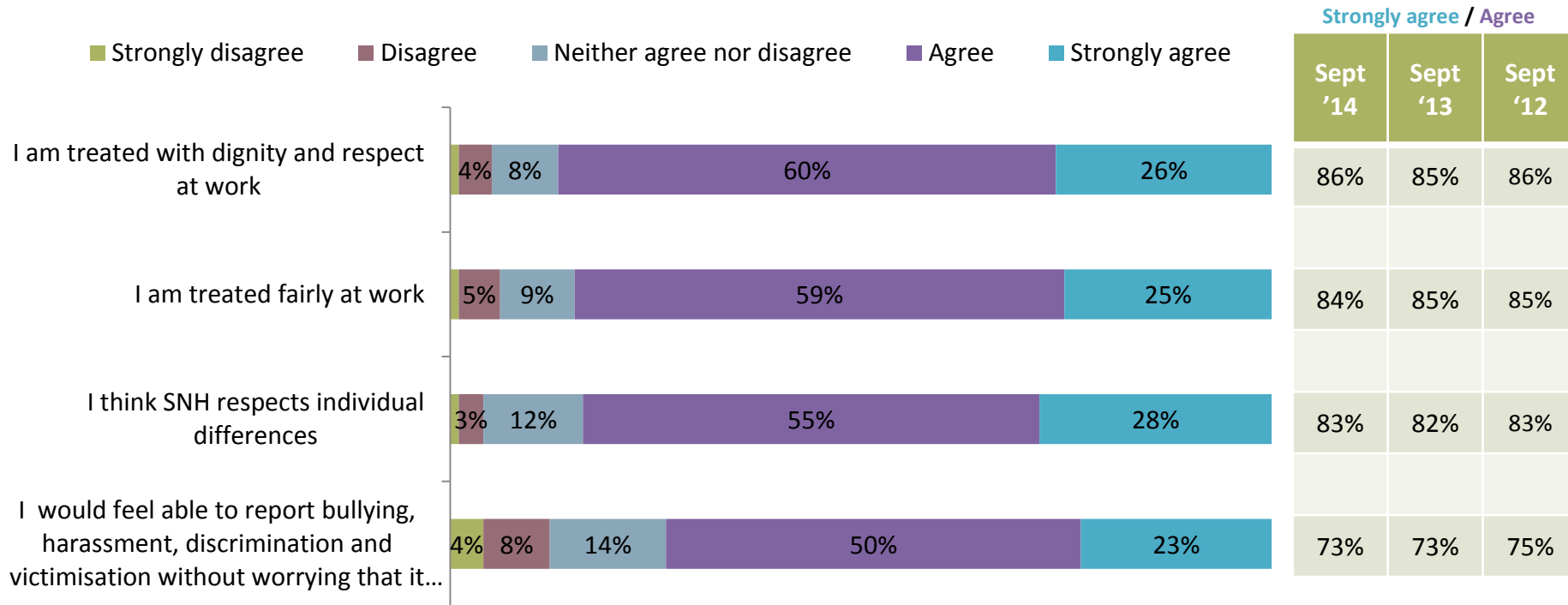
# Work / Life Balance



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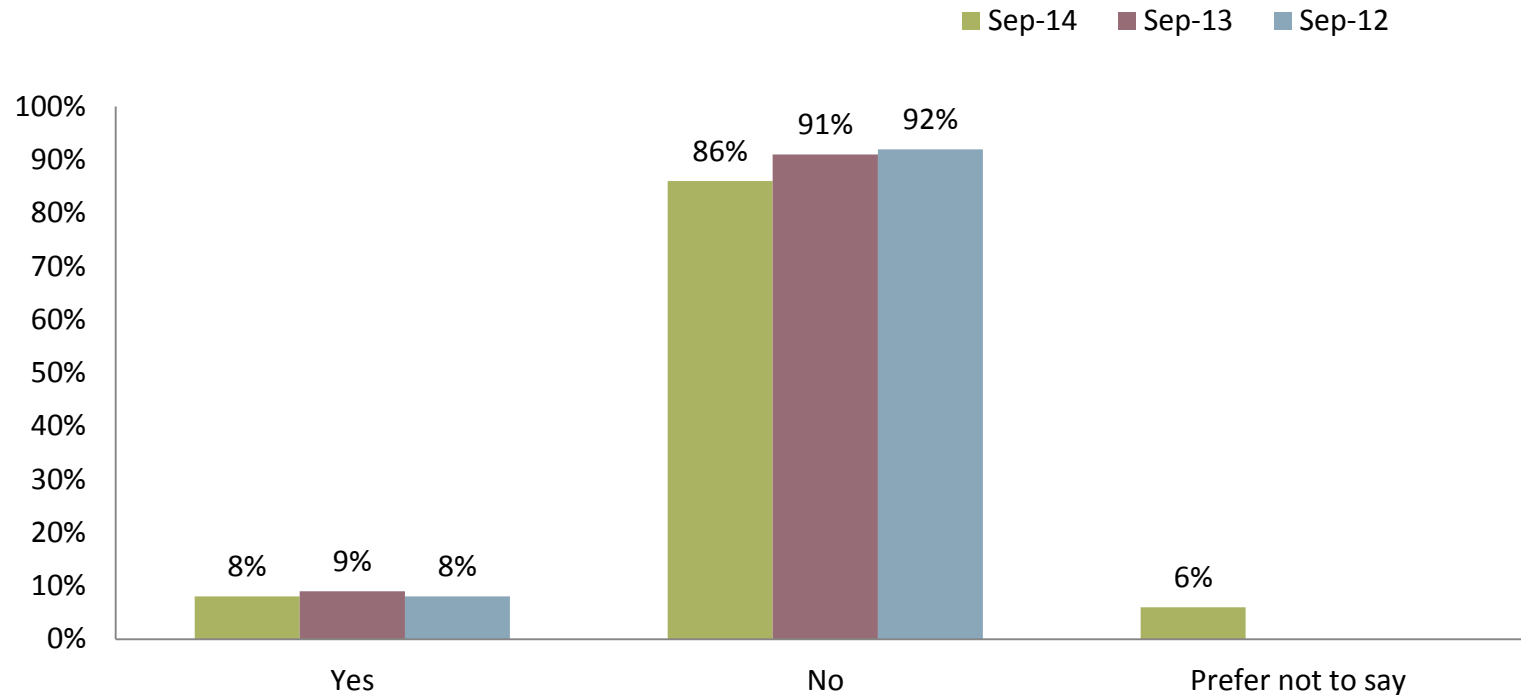
# Inclusion and Fair Treatment



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# Personal experience of bullying and harassment



A similar proportion stated they had been bullied, harassed or discriminated against, however worryingly 6% stated they would prefer not to say this year.

# Thank You

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# Technical Appendix

## Quantitative

### Methodology:

- The data was collected by online and paper questionnaires and all SNH staff were sent a questionnaire (by email or post) and invited to take part.
- Fieldwork was undertaken between 8<sup>th</sup> September and 26<sup>th</sup> September 2014.
- The target group for this research was all 799 SNH staff, and the final achieved sample size was 606, a response rate of 76%.
- Data gathered using self-completion methodologies are validated using the following techniques:
  - Internet surveys using client lists use a cookie system to ensure that duplicate surveys are not submitted. The sample listing is also de-duplicated prior to the survey launch.
  - Where profiling information is provided on the sample list, this is also checked off against responses where possible to validate the data.
  - Where a self-completion survey is returned anonymously there is not any opportunity for validation. However, all questionnaires returned undergo rigorous editing and quality checks and any thought to be invalid are removed from further processing.
- All research projects undertaken by Progressive comply fully with the requirements of ISO 20252.

### Data Processing and Analysis:

- The final data set was not weighted.
- The overall sample size of 606 provides a dataset with a margin of error of between  $\pm 3.98\%$  to  $\pm 1.11\%$ , calculated at the 95% confidence level (market research industry standard).
- Our data processing department undertakes a number of quality checks on the data to ensure its validity and integrity. These checks include:
  - All questionnaires are checked for completeness and sense.
  - Data is entered into our analysis package, SNAP, which includes facilities for the verification of punched data (e.g. double data entry).
  - A computer edit of the data is carried out prior to analysis, involving both range and inter-field checks. Any further inconsistencies identified at this stage are investigated by reference back to the raw data on the questionnaire.
- Our analysis package is used and a programme set up with the aim of providing the client with useable and comprehensive data. Cross breaks to be imposed on the data are discussed with the client in order to ensure that all informational needs are being met.