

Scottish Natural Heritage - Overall

YOUR EMPLOYEE ENGAGEMENT SCORE:



54%

VARIANCE from PREVIOUS SURVEY:



-7

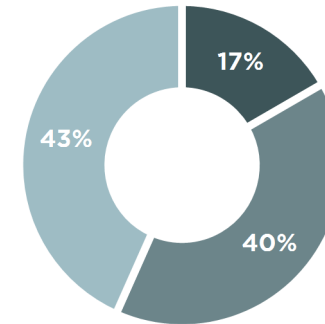
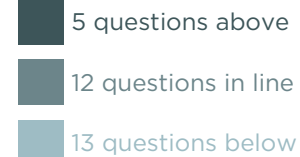
VARIANCE from BENCHMARK:

-

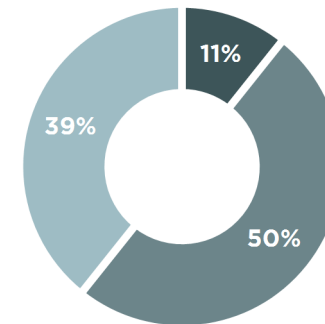
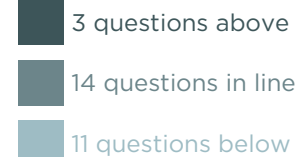
Employee engagement is about more than just satisfaction. It's a mutually beneficial relationship between the employee and organisation. Engagement is a good indicator of how connected they are to the organisation and in helping it to achieve its goals.

Benchmark group: Public Sector (UK)

VARIANCE FROM PREVIOUS SURVEY



VARIANCE FROM BENCHMARK



WHAT NOW?

1. TAKE THE TIME TO EXPLORE

AND UNDERSTAND THE RESULTS IN THIS REPORT.

2. DISCUSS THE RESULTS WITH YOUR TEAM

IDENTIFY THE THINGS TO CELEBRATE (STRENGTHS) OR IMPROVE (ACTION AREAS).

3. WORK TOGETHER

TO BUILD A PLAN OF ACTION.



TOP 3 HIGHEST SCORING QUESTIONS:

% POSITIVE

Q20. I understand how my work contributes to my immediate team

91%

Q45. SNH takes health and safety seriously

85%

Q22. I have a clear understanding of my role and responsibilities

84%



BOTTOM 3 LOWEST SCORING QUESTIONS:

% POSITIVE

Q5. Our culture reinforces prompt, effective decisions and action throughout the organisation

13%

Q9. Change is managed effectively in SNH

14%

Q7. Our managers at all levels demonstrate effective decision making

16%

EMPLOYEE ENGAGEMENT

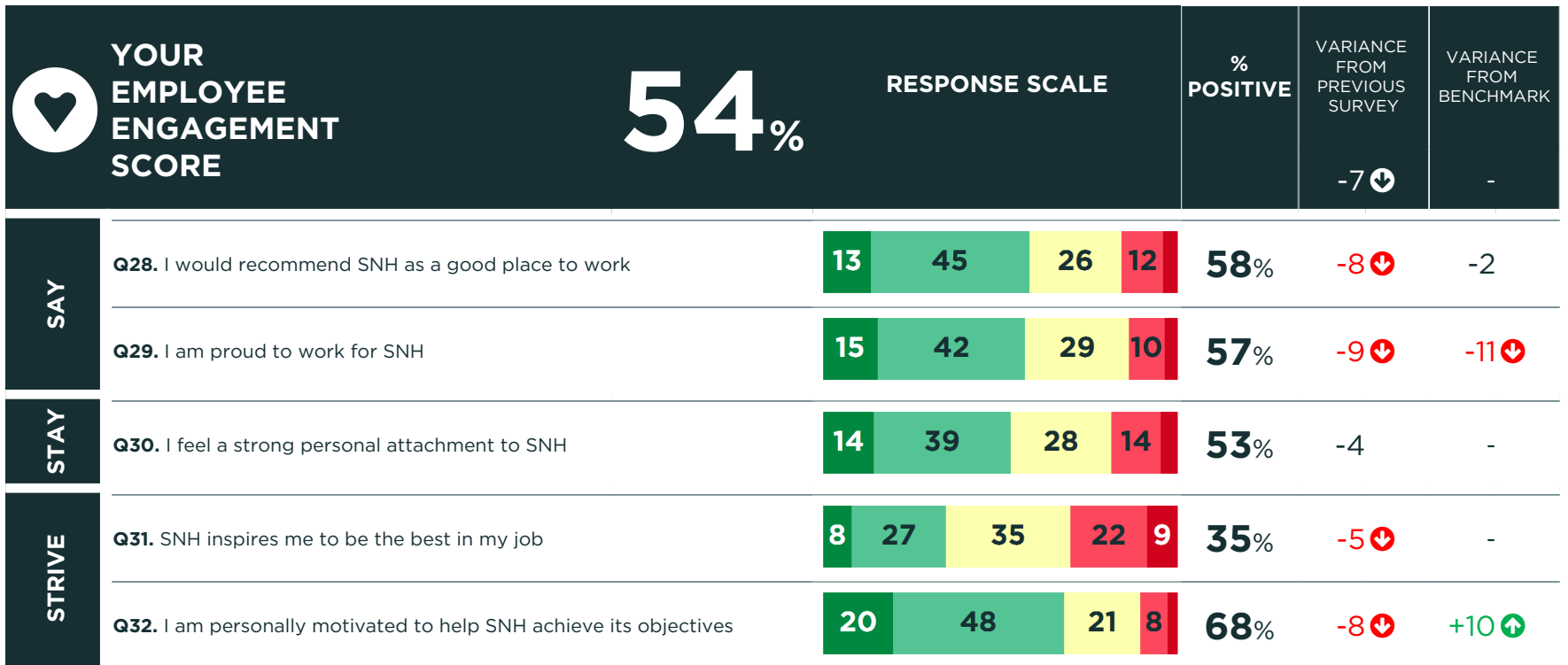


HOW ENGAGED IS YOUR TEAM?

THESE RESULTS PROVIDE A MEASURE OF ENGAGEMENT FOR YOUR TEAM.

YOUR ENGAGEMENT SCORE ISN'T JUST ABOUT HOW MUCH PEOPLE LIKE WORKING FOR YOU. IT ALSO MEASURES THE EMOTIONAL CONNECTION AND COMMITMENT COLLEAGUES HAVE TO WORKING FOR THE ORGANISATION.

THERE'S A LOT OF EVIDENCE TO SHOW A STRONG LINK BETWEEN ENGAGED COLLEAGUES AND IMPROVED BUSINESS PERFORMANCE.



KEY

BENCHMARK GROUP:
PUBLIC SECTOR (UK)

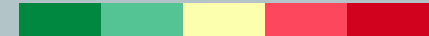


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree Agree Neither Disagree Strongly disagree



ALL QUESTIONS



EXPLORE THE FULL RESULTS

- THESE PAGES SHOW EVERY QUESTION ASKED IN THE SURVEY AND THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE).

- LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

IS THERE ROOM FOR IMPROVEMENT?

LEADERSHIP AND MANAGING CHANGE

33%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM PREVIOUS SURVEY

VARIANCE FROM BENCHMARK

		29	36	24	8	33%	-	-31↓
	Q1. I feel well informed about what SNH is doing outside the organisation							
T	Q2. I feel well informed about what SNH is doing inside the organisation	41	30	18		46%	-10↓	-
	Q3. I have confidence in the leadership provided by the Senior Leadership team	26	37	21	12	31%	-8↓	-19↓
T	Q4. The Senior Leadership Team are sufficiently accessible	34	31	19	10	40%	+4	-
	Q5. Our culture reinforces prompt, effective decisions and action throughout the organisation	11	30	37	20	13%	-4	-
	Q6. I have sufficient knowledge of our priorities to be able to make effective decisions	9	53	22	12	62%	+5↑	-
	Q7. Our managers at all levels demonstrate effective decision making	15	37	34	13	16%	+1	-

KEY

T

BENCHMARK GROUP: PUBLIC SECTOR (UK)

TEXT CHANGE SINCE PREVIOUS SURVEY

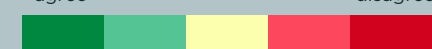


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree Agree Neither Disagree Strongly disagree



ALL QUESTIONS



EXPLORE THE FULL RESULTS

- THESE PAGES SHOW EVERY QUESTION ASKED IN THE SURVEY AND THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE).

- LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

IS THERE ROOM FOR IMPROVEMENT?

LEADERSHIP AND MANAGING CHANGE

33%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM PREVIOUS SURVEY

VARIANCE FROM BENCHMARK

QUESTION	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE	% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM BENCHMARK
Q8. I generally support the changes SNH decides on	34	36	19	11	0	38%	-7 ↓	-
Q9. Change is managed effectively in SNH	13	32	34	20	0	14%	-12 ↓	-21 ↓
Q10. The process of change in SNH causes me worry and concern	16	35	23	18	8	26%	+1	-
T Q11. I am informed in good time about changes that effect me	39	25	22	11	0	42%	-4	-15 ↓
Q12. I have the opportunity to be engaged in organisational change	30	27	26	13	0	34%	-	-
Q13. Our leaders encourage collaboration	30	38	17	10	0	35%	-	-

KEY

T TEXT CHANGE SINCE PREVIOUS SURVEY

BENCHMARK GROUP: PUBLIC SECTOR (UK)

↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree Agree Neither Disagree Strongly disagree

ALL QUESTIONS



EXPLORE THE FULL RESULTS

- THESE PAGES SHOW EVERY QUESTION ASKED IN THE SURVEY AND THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE).

- LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

IS THERE ROOM FOR IMPROVEMENT?

MY MANAGER		69%				RESPONSE SCALE	% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM BENCHMARK
	Q14. My manager motivates me to be more effective in my job	21	44	20	10		65%	-	-4
T	Q15. I receive feedback that helps me improve my performance	18	45	20	13		63%	+9 ↑	-4
T	Q16. I have confidence in the leadership skills of my manager	26	43	16	11		69%	-6 ↓	-
	Q17. My line manager acknowledges when I have done work well	29	47	14	7		76%	-3	-2
	Q18. My manager shares important knowledge and information with me	26	48	15			75%	-	-
	Q19. My manager encourages us to come up with new or better ways of doing things	24	45	17	9		70%	-	0

KEY

T TEXT CHANGE SINCE PREVIOUS SURVEY

BENCHMARK GROUP: PUBLIC SECTOR (UK)

↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR
↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree (Dark Green) | Agree (Light Green) | Neither (Yellow) | Disagree (Red) | Strongly disagree (Dark Red)

ALL QUESTIONS



EXPLORE THE FULL RESULTS

- THESE PAGES SHOW EVERY QUESTION ASKED IN THE SURVEY AND THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE).

- LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

IS THERE ROOM FOR IMPROVEMENT?

MY TEAM		82%				RESPONSE SCALE	% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM BENCHMARK
T	Q20. I understand how my work contributes to my immediate team	39	52			91%	-3	+2	
	Q21. I am comfortable giving feedback to my colleagues	21	53	16	8	74%	-	-	
MY WORK		48%				RESPONSE SCALE	% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM BENCHMARK
T	Q22. I have a clear understanding of my role and responsibilities	28	57	8		84%	-3	+1	
	Q23. I am appropriately challenged in my work	21	47	14	14	68%	+8 ↑	-11 ↓	
	Q24. I have the opportunity to affect decisions that impact on my role	11	40	24	17	52%	-	+11 ↑	
	Q25. Employees are encouraged to take reasonable risks in an attempt to increase the effectiveness of the organisation	25	36	25	11	28%	-	-	
	Q26. The work processes we have in place allow me to be as productive as possible	26	25	32	13	30%	-	-	
	Q27. There are opportunities for me to develop my career in SNH	20	23	25	30	23%	-	-19 ↓	

KEY	T	BENCHMARK GROUP: PUBLIC SECTOR (UK)	↑	AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	Strongly agree	Agree	Neither	Disagree	Strongly disagree
		TEXT CHANGE SINCE PREVIOUS SURVEY	↓	AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR					

ALL QUESTIONS



EXPLORE THE FULL RESULTS

- THESE PAGES SHOW EVERY QUESTION ASKED IN THE SURVEY AND THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE).

- LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

IS THERE ROOM FOR IMPROVEMENT?

ENGAGEMENT		54%				RESPONSE SCALE	% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM BENCHMARK
	Q28. I would recommend SNH as a good place to work	13	45	26	12		58%	-8 ↓	-2
T	Q29. I am proud to work for SNH	15	42	29	10		57%	-9 ↓	-11 ↓
	Q30. I feel a strong personal attachment to SNH	14	39	28	14		53%	-4	-
	Q31. SNH inspires me to be the best in my job	8	27	35	22	9	35%	-5 ↓	-
	Q32. I am personally motivated to help SNH achieve its objectives	20	48	21	8		68%	-8 ↓	+10 ↑
PAY AND BENEFITS		36%				RESPONSE SCALE	% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM BENCHMARK
	Q33. My pay adequately reflects my performance	30	20	32	15		33%	-	+2
	Q34. I am satisfied with the total benefits package	38	28	21	8		43%	-	+3
	Q35. Compared to people doing a similar job in other organisations I feel my pay is reasonable	28	18	32	18		32%	-	+2

KEY	T	BENCHMARK GROUP: PUBLIC SECTOR (UK)	↑	AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	Strongly agree	Agree	Neither	Disagree	Strongly disagree
		TEXT CHANGE SINCE PREVIOUS SURVEY	↓	AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR					

ALL QUESTIONS



EXPLORE THE FULL RESULTS

- THESE PAGES SHOW EVERY QUESTION ASKED IN THE SURVEY AND THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE).

- LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

IS THERE ROOM FOR IMPROVEMENT?

WELLBEING		61%				RESPONSE SCALE	% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM BENCHMARK
T	Q36. I have access to the learning and development I need to do my job well	7	45	22	20		53%	+9 ↑	-5 ↓
	Q37. The work I do is valued by my line manager	25	58	11			82%	-	-
	Q38. The work I do is valued by my team	20	59	15			79%	-	-
	Q39. The work I do is valued by the Senior Leadership Team	29	40	17	11		33%	-	-32 ↓
	Q40. Tasks and projects are allocated appropriately and fairly across the team	7	41	29	16	7	48%	-7 ↓	-
	Q41. SNH puts in place proportionate risk controls	36	37	19			39%	+3	-
T	Q42. I have a good work / life balance	11	57	17	14		68%	-3	0

KEY	T	BENCHMARK GROUP: PUBLIC SECTOR (UK)	↑	AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	Strongly agree	Agree	Neither	Disagree	Strongly disagree
		TEXT CHANGE SINCE PREVIOUS SURVEY	↓	AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR					

ALL QUESTIONS



EXPLORE THE FULL RESULTS

- THESE PAGES SHOW EVERY QUESTION ASKED IN THE SURVEY AND THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE).

- LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

IS THERE ROOM FOR IMPROVEMENT?

WELLBEING		61%				RESPONSE SCALE	% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM BENCHMARK
	Q43. I have an achievable workload	41	21	24	8	46%	-7 ↓	-14 ↓	
T	Q44. SNH takes the wellbeing of staff seriously	11	45	24	13	56%	-7 ↓	-1	
T	Q45. SNH takes health and safety seriously	20	66	11		85%	0	+6 ↑	
	Q46. SNH is an inclusive workplace	14	62	16		76%	-	+2	
	Q47. I feel able to challenge inappropriate behaviour in the workplace	11	52	22	11	64%	-	-	
	Q48. I have the resources (tools, equipment, people, information, time) to carry out my job effectively	42	21	25	7	46%	-8 ↓	-19 ↓	

KEY T TEXT CHANGE SINCE PREVIOUS SURVEY

BENCHMARK GROUP: PUBLIC SECTOR (UK)

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR
 AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree Agree Neither Disagree Strongly disagree

ALL QUESTIONS



EXPLORE THE FULL RESULTS

- THESE PAGES SHOW THE NON STANDARD QUESTIONS ASKED IN THE SURVEY AND HOW THE PROPORTION OF COLLEAGUES RESPONDED.

- LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

IS THERE ROOM FOR IMPROVEMENT?

WELLBEING	RESPONSE SCALE	RESPONSE COUNT	%	VARIANCE FROM PREVIOUS SURVEY
Q49. Have you personally been bullied, harassed, discriminated against or victimised within the workplace in the last 12 months?		584		
Yes		76	13%	+2
No		463	79%	-3
Prefer not to say		45	8%	+1
Q50. Who were you bullied or harassed by at work in the past 12 months?		101		
A colleague		26	26%	-
Your manager		10	10%	-
Another manager in SNH		20	20%	-
Someone you manage		4	4%	-
Someone who works for another part of SNH		11	11%	-
Someone external to SNH (member of public, partner organisation)		8	8%	-
Someone else		3	3%	-
Prefer not to say		19	19%	-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

ALL QUESTIONS



EXPLORE THE FULL RESULTS

- THESE PAGES SHOW EVERY QUESTION ASKED IN THE SURVEY AND THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE).

- LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

IS THERE ROOM FOR IMPROVEMENT?

CONNECTING PEOPLE WITH NATURE

66%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM PREVIOUS SURVEY

VARIANCE FROM BENCHMARK

Q51. I understand how my work contributes to: Helping more people enjoy and benefit from nature	21	52	18	73%	-	-
Q52. I understand how my work contributes to: Helping improve the health and resilience of Scotland's nature	26	52	15	77%	-	-
Q53. I understand how my work contributes to: Encouraging more investment in the management of Scotland's natural capital	17	42	27	59%	-	-
Q54. I understand how my work contributes to: Transforming the way we work	19	36	26	55%	-	-

KEY

T

BENCHMARK GROUP: PUBLIC SECTOR (UK)

TEXT CHANGE SINCE PREVIOUS SURVEY

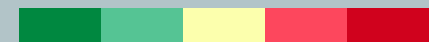


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree Agree Neither Disagree Strongly disagree



ALL QUESTIONS



EXPLORE THE FULL RESULTS

- THESE PAGES SHOW EVERY QUESTION ASKED IN THE SURVEY AND THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE).

- LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

IS THERE ROOM FOR IMPROVEMENT?

TAKING ACTION

46%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM PREVIOUS SURVEY

VARIANCE FROM BENCHMARK

Q61. SNH is likely to act on the findings of this survey



KEY

T

BENCHMARK GROUP: PUBLIC SECTOR (UK)

TEXT CHANGE SINCE PREVIOUS SURVEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

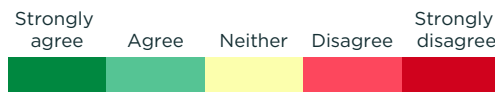
Strongly agree Agree Neither Disagree Strongly disagree



GUIDE TO THIS REPORT

% POSITIVE

WHERE RESULTS ARE SHOWN AS POSITIVE PERCENTAGES (% POSITIVE), THESE ARE CALCULATED BY ADDING TOGETHER POSITIVE RESPONSES ("STRONGLY AGREE" + "AGREE") AND DIVIDING BY THE NUMBER OF RESPONDENTS WHO ANSWERED THE QUESTION.



$$\frac{\text{number of respondents who answered the question}}{\text{number of respondents who answered the question}} = \text{\% POSITIVE}$$

ROUNDING

RESULTS ARE PRESENTED AS WHOLE NUMBERS FOR EASE OF READING, WITH ROUNDING PERFORMED AT THE LAST STAGE OF CALCULATION FOR MAXIMUM ACCURACY. VALUES FROM X.00 TO X.49 ARE ROUNDED DOWN AND VALUES FROM X.50 TO X.99 ARE ROUNDED UP. THEREFORE IN SOME INSTANCES, RESULTS MAY NOT TOTAL 100%.

	STRONGLY AGREE	AGREE	NEITHER	DISAGREE	STRONGLY DISAGREE	TOTAL
NUMBER OF RESPONSES	151	166	176	96	24	613
PERCENTAGE	24.63%	27.08%	28.71%	15.66%	3.92%	100%
ROUNDED PERCENTAGE	25%	27%	29%	16%	4%	101%
NUMBER OF POSITIVE	151 + 166 = 317					
% POSITIVE	317 ÷ 613 = 52%					

ANONYMITY

IT IS ORC INTERNATIONAL'S PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS TO THE EXTENT WHERE THE ANONYMITY OF INDIVIDUALS MAY BE COMPROMISED. RESULTS FOR TEAMS WITH LESS THAN 10 WILL NOT RECEIVE AN INDIVIDUAL REPORT. HOWEVER, THEIR DATA WILL STILL CONTRIBUTE TO THE SCORES FOR THEIR GROUP AND THE ORGANISATION OVERALL.