



HISTORIC
ENVIRONMENT
SCOTLAND

ÀRAINNEACHD
EACHDRAIDHEIL
ALBA

HES - Colleague Engagement Survey 2022

5 September - 30 September 2022

Created by the People Science Team at Hive
October 2022



Survey Background



Survey dates

5 September - 30 September 2022



Participation

890 / 1544 Employees
58%



Question set

32 x Scaled
3 x Free Text
9 x Multiple Choice
1 x eNPS

What does good look like?



Anything above **7.0** is a **positive** score.



A score between **5.0** and **6.9**



A score between **3.0** and **4.9**



A score below **3.0**

Headline scores

Average score



Average score across all scaled questions.

A score between **5 and 6.9** is a **moderate** score

↓ -0.5 since last survey

Engagement Index



Combining **advocacy, pride, loyalty**

eNPS



-11 and below = a low, concerning score

↓ -30 since last survey

Response rate



70% and above is our ideal response rate for a survey

↓ -6% since last survey

Scaled question breakdown

Question	Score
How likely are you to recommend our organisation as a good place to work?	-20
I understand the purpose of this organisation and why it exists	8.3
I feel comfortable talking to my line manager about my health, safety and wellbeing	7.9
I feel I can be myself at work and am accepted for it	7.8
My manager keeps me informed of any relevant information relating to HES and my role	7.5
I feel respected and valued by my colleagues	7.5
My manager is regularly checking-in with me to see how I'm doing	7.5
I know how my specific role contributes to the success of this organisation	7.4
In the last 12 months, I have not witnessed or experienced any bullying or harassment amongst colleagues	7.3
I am comfortable voicing my opinions, even if they are different from others in my team	7.3
Everyone in HES is treated with dignity and respect, regardless of gender, race, class, disability, sexuality, age and other forms of identity.	7.2
I have the level of freedom and autonomy that I would expect in my role	7.1
I receive praise and recognition when I do a good job	7.1
I feel proud to work for this organisation	6.9
I have everything I need to be able to work using digital devices and feel digitally connected	6.8
More often than not, I have a good day at work in HES	6.7
My manager and I have regular conversations about my personal development and performance	6.7

6.5
avg.

Scaled question breakdown

Question	Score
I am encouraged to develop my skills and knowledge working in HES	6.6
I feel like I truly have a sense of belonging here	6.6
I feel encouraged to think creatively and contribute new ideas here	6.6
My personal life does not suffer because of my work responsibilities	6.4
I feel trusted and empowered to achieve great things working here	6.4
I'm inspired by the vision and purpose of HES	6.1
Senior leaders within my directorate are visible and approachable	6.0
I trust that our CEO and Directors are acting in the best interest of HES and our People	5.8
Our organisation does a good job of communicating the goals and strategies set by senior leadership	5.7
Other departments collaborate well with us to get things done	5.6
I have confidence that our Board supports a strategic direction that will result in a better future for the organisation	5.5
I rarely think about looking for a job with another company	5.3
There is a sense of openness and transparency in HES	4.8
I am confident that action has been taken off the back of our last surveys	4.5
When someone is not performing well in their role this is managed appropriately	4.5
Our organisation develops and retains its most talented people	4.2
Overall	6.5

6.5
avg.

Category averages against our People Strategy



Key Action Areas



Confidence in Leadership

EXPLORE - *Employee Voice*

Taking action from the employee voice plays a crucial role in engagement as highlighted in the driver analysis. By ensuring that senior leaders are proactively listening to the employee voice, and engaging in open and honest conversations with employees to understand what is truly important, this will allow employees to perceive that their voice is being heard, and being turned into actionable and manageable goals. Furthermore, this will also help to build trust in the relationship between senior leaders and the employees, thus positively impacting overall engagement.



Inclusion & Belonging

EXPLORE - *Creating a sense of belonging*

Employees have expressed a desire for more social activities to not only form positive working relationships within their teams, but also to help create a sense of inclusion and belonging. Given that employees have highlighted in both the free text analysis and the driver analysis the importance of creating a sense of belonging in having a good day at work, HES should therefore engage in more collaborative activities both inside and outside of work in order to encourage employees to form those working relationships, and give them a sense of a community and a support circle to resort to in times of need. By doing so, this allows employees to feel as though they can bring their true authentic selves to work without fear or judgement.



Investing in Employees

EXPLORE - *Communicating Strategies*

Based on the scaled questions and free text analysis, ensuring that HES fosters a culture of open communication should form a large priority in future actions. By ensuring that the organisation is not only transparent in its strategic direction, but also ensuring that the vision truly aligns with employees own morals, this is likely to have a positive impact on how inspired employees are. Furthermore, this will also increase levels of trust, and allow employees to feel as though they are not only valued within the organisation, but also that HES ensures that decision making is in the best interests of both the employees and organisation as a whole.