



Feedback Report

Investors in People

SHARE Scotland

Undertaken By: Gordon Robertson
On behalf of Remarkable – the home for Investors in People in
Scotland

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1. Introduction

Background

Share Scotland believes that people with long-term support needs are entitled to equal status in society, with the same voice, opportunities and rights as others. To further this goal Share offers the practical, emotional and physical support to enable people to lead a lifestyle that recognises need yet ensures choice is paramount.

Share Scotland was founded in 1984 by a group of parents of young people with complex disabilities. The aim of the families was to address the long-term housing and support needs of their own children, and others facing an uncertain future or the prospect of life in an institution. As well as a home for their children as they became adults, parents also wanted them to have a positive and fulfilling life, playing an active role in their community.

Over the years, Share has developed a considerable understanding of the needs and aspirations of the people it supports and has helped them to successfully demonstrate that, when given the chance, people with significant support needs can make their own decisions about how they want to lead the rest of their lives.

Those founding parents still make up the core of the Board of Management, which governs Share, ensuring that the services provided remain truly responsive to the needs and wishes of the service users and their families. Share's Board of Management are equally committed to their workforce, never forgetting that it is their own family members who are being supported.

Context

At our context meeting on 22nd February 2019 we discussed your current business priorities and how you wished to use IIP assessment as a health check and also in particular to look at staff engagement with your short and long term strategy.

You seek feedback against the Gen 6 Framework as being important in helping you to further enhance your people management strategies and meet the primary objectives of your organisation.

Methodology

Everyone was asked to complete the IIP40 survey online and an overview of the highs and lows is attached in appendix -1

Surveys were analysed to determine key themes and these were used as one basis on which interviews were designed and administered. Semi-structured interviews and group sessions were carried out. Each interview was held in a private space and on a one-to-one basis with confidentiality assured. Whilst discussions followed a semi-structured format they were free flowing and respondents participated willingly; talking about their experiences, beliefs and attitudes with thoughtfulness.

Data on which this assessment feedback is based includes information elicited from the survey, interviews, observations and documents provided.

Figure 1: Illustration of activity undertaken

Inv



- IIP40 survey
- Online assessment deployment undertaken in advance of onsite activity



- One to one interviews
- Open discussion and semi structured interview questions used
- Interviews lasted an average of 30 minutes but with slight variations based on business need



- General observations



- Discussing performance measures such as growth, sickness, attendance etc.

2. Summary Findings

At our context meeting on 22 February 2019 we discussed your current business priorities and how you wished to use IIP assessment as an organisational health check with a focus on the following:

Strategy:

You have a clear strategy that is communicated and understood across the organisation.

Through discussions with a range of people both in 1:1s and in group sessions it is evident that there is a clear understanding in broad terms of Shares future strategy. There are varying levels of depth of understanding, however, this is due to individuals choice whether to engage or not with the information provided rather than a lack of communication with staff.

"It was about where we thought Share should be and how we get there."

All managers highlighted that strategy was discussed at team meetings and that it did not appear to be an area of concern. Most staff are more focused on the day to needs of the service user and how that can be improved rather than perhaps looking at long term strategy. There was a general understanding of the changes to sleepover patterns and the aim to remain a small unique service rather than pursue the route of your more corporate competitors.

"The strategy can be driven by external factors but we look to focus on our unique service."

Feedback on the written strategy was that those who had read it found it straightforward and clear, however, there is a feeling that most people in the organisation will not have taken the time to read it.

"It's commendable to stick to same strategy, it really works."

Suggestions to Improve interest with Strategy:

- More Joe visits- everyone highlighted the positive impact a visit from the Director had and it was felt that more regular visits with some information on strategy being discussed would be beneficial.
- Establish a staff forum to look at best ways to communicate.
- Away day for all staff where strategy is part of program.
- Share good stories across organisation to show strategy is effective.
- Give all staff an opportunity to visit Head Office and have a coffee chat.
- At managers meetings encourage more mixing of staff and sharing of best practice between East and West. There is a belief that although they attend meetings together they still sit and work in their own area teams.

"The away day was a good meeting, as everyone was given an opportunity to express their views."

"We have been focused a lot on future strategy and I think the ideologies and values are correct."

There is a positive service user focused culture within the organisation.

It became very evident that all staff feel that on the whole the culture in the organisation is one which allows them to take responsibility and feel valued. You have an engaged and motivated staff who feel supported and developed by the organisation. Your staff believe that the Director and Committee are excellent role models and are caring and supportive. There is a high level of trust and staff feel empowered to carry out their duties and feel valued and rewarded for doing so.

People described the culture as being:

- Flexible.
- Open.
- Caring.
- Family focused.
- Informal.
- Committed.

"I think anyone who gets a job with Share is very lucky."

"It's one of the best places I've worked, you never feel you are by yourself."

People Feeling Valued:

It is evident that you are an employer that places great emphasis on people feeling valued and part of your organisation.

'Share told me to always put my family first and adapted my rota to help.'

This is highlighted by your high staff retention and also by people gaining internal promotions. People said they felt valued through a number of ways including:

- Varied job roles.
- Give people ownership of roles and responsibilities.
- Trust.
- 6-week supervision.
- Thanks from managers.
- Folder with achievements.
- Attaining permanent promotion.
- Social occasions.
- Gift vouchers.
- WOSM.
- IT projects.
- Pay.

"They were guiding me towards promotion as soon as I started. I didn't think I would ever be a manager but Share supported and encouraged me to achieve this."

"The support network is amazing."

Your strengths:

Are in the areas of Leading and Inspiring people, Structuring Work and Creating Sustainable Success

You should be very proud in particular of:

- High staff retention.
- Empowered and engaged staff.
- Utilising peoples skills.
- Flexible hours.
- Autonomy to make decisions
- Director positive role model.
- Terms and conditions.
- Staff commitment to making impact on service users.
- Induction.
- Shadowing.
- Good sector reputation.
- Team spirit.
- Training and development.
- Focused strategy.
- Utilising staff skills.
- Work life balance.
- Positive induction process.
- Clear and measureable targets.
- Effective procedures and systems in place.
- Job security.
- 24/7 availability of managers.

"We get the right person to fit the right team."

Good staff retention and open culture:

You have excellent staff retention and in a small team this can sometimes lead to stagnation and a lack of fresh ideas. However, this is clearly not the case within Share with all staff highlighting how the open door culture encourages all people to contribute ideas. All people have a clear understanding of Share purpose and strategy and it is evident that there is a high level of commitment and involvement towards these aims. This allied with the Director and Committee providing governance and guidance ensures that there is a good understanding of the long term plan and how the organisation is developing.

“We have a relationship where we can say to senior managers if something isn’t going to work and we will work together to make it better.”

People are committed and passionate to drive the business forward. People felt appreciated and motivated to perform to the best of their ability and congratulated each other on good performance. Ownership and empowerment are at a high performing level of maturity. All staff I spoke with felt empowered to decide how best to work with their service users. Staff also felt empowered to make decisions within their level of responsibility.

“We constantly have the opportunity to improve things through the strong communication processes we have in place.”

It is evident that all staff is committed to Share by delivering a professional service to your service users. People felt the Director and Committee could still relate to them at an operational level and could see their passion for Share and its continued success.

“The managers let people know they are doing a good job.”

Supportive and committed Managers:

Managers work with their people to develop performance through constant support and supervision. People commented that they have the flexibility to improve how the job is done and that management encourages two-way feedback. In addition people have confidence in leadership capability and senior managers were regarded as very open and transparent, encouraging a one-team approach. Managers were described as:

- Open.
- Good listeners.
- Approachable.
- Caring.
- Always available for you 24/7.
- Supportive.
- Constantly giving feedback.

“You can access the manager at any time.”

“My manager is supportive and interested in me as a person.”

All staff highlighted that on the whole communication across the organisation was effective and focused and that the office is a positive environment and there are no barriers to asking questions and looking to find information from people working in different areas. There was a couple of suggestions that cross team best practice could be shared more effectively and this may be something you could get your recommended Staff Forum group to look at.

You have a range of methods to ensure that knowledge and information is shared including:

- Staff meetings.
- Informal discussion.
- Monitoring of targets.
- Supervision.
- Informal culture.

The main areas for development include the following with more recommendations to develop a higher level of maturity provided in detail within the report.

- Identify a strategy to establish values to everyday work activity.
- Implement formal broken windows theory in particular to improve general working practices.
- Establish staff forum group.

3. Outcome

Having carried out this assessment in accordance with the guidelines provided by Investors in People Scotland, I am satisfied that Share Scotland fully meets the requirements of the Investors in People Standard. Additionally, I congratulate you for having achieved the higher level of **Silver**.

As an organisation you strive to achieve excellence in all you do and, with this in mind, look to achieve the highest level of award available under the Sixth Generation Standard. The shaded cells represent the maturity level against each indicator. The more cells shaded the more mature and embedded the practices are within Share to achieve your ambition.

	DEVELOPED	ESTABLISHED	ADVANCED	HIGH PERFORMING
INDICATOR-1				
INDICATOR-2				
INDICATOR-3				
INDICATOR-4				
INDICATOR-5				
INDICATOR-6				
INDICATOR-7				
INDICATOR-8				
INDICATOR-9				

4. Findings and Recommendations

Indicator 1: Leading and Inspiring People: level attained – Established.

You have created an open and informal culture that is underpinned by ensuring the team is clear about your vision and purpose People understand Share and are clear about how they contribute to the success of the organisation. Your away day is an effective way of looking at short and long term strategy.

The management team were viewed as trusted leaders providing direction and guidance. The Director leads by example through passion and motivates managers and people to mature to achieve the organisations objectives.

Your people are supported through constant informal interaction linked to formal process such as supervision. This ensures that people are clear about expectations and are given the opportunity to provide feedback on how best to further develop their skills.

Your survey results show a high level of engagement and trust in your leaders and confirms that people are trusted and motivated.

Indicator 1: Leading and inspiring people

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I trust the leaders of my organisation	50.0%	39.5%	0.0%	7.9%	0.0%	2.6%	0.0%
Management communicates the organisation's ambition	36.8%	47.4%	2.6%	10.5%	0.0%	2.6%	0.0%
My manager motivates me to achieve my best	42.1%	36.8%	5.3%	13.2%	2.6%	0.0%	0.0%
My organisation develops great leaders	28.9%	39.5%	15.8%	13.2%	2.6%	0.0%	0.0%

Indicator 2: Living the organisation's values and behaviours: level attained – established

You have ensured that Shares ethos is understood and applied across everyone within the organisation. You have created a culture where everyone is very service user focused and values are being demonstrated through staff behaviours and actions. This is done through the strong informal and informal communication combined with focused leadership.

You have ensured that there is a culture of openness and trust allied to a strong work ethic that is led by the vision of Share. Your people feel a pride and connection to working for Share and very much act as ambassadors for the organisation in the local community.

Values: Identify a strategy establish values to everyday work situations. I would also suggest the following

- Make connections to demonstrating the values at weekly and monthly one to one meetings, team meetings, the appraisal, Ensure the values form the basis for recruitment, appraisal, recognition and reward, learning and development and succession planning.
- Set criteria for measuring behaviours in line with the values and how they are demonstrated. Define what good looks like in relation to the values through defining a set of competencies for the values
- Link all decisions to the values
- Encourage a culture where everyone is aware of their role to challenge behaviours that are not in line with the values and people are held to account where the values are not being demonstrated.

Indicator 2: Living the organisation's values and behaviours

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
The values at my organisation guide the way we work	39.5%	44.7%	7.9%	7.9%	0.0%	0.0%	0.0%
I share my organisation's values	55.3%	39.5%	5.3%	0.0%	0.0%	0.0%	0.0%
My organisation has clear values	55.3%	36.8%	2.6%	5.3%	0.0%	0.0%	0.0%
I challenge behaviours which don't match the organisation's values	26.3%	34.2%	15.8%	10.5%	2.6%	7.9%	2.6%
My behaviour reflects the organisation's values	57.9%	34.2%	5.3%	2.6%	0.0%	0.0%	0.0%

Indicator 3: Empowering and involving people: level attained - Established

Ownership and empowerment is at an established performing level of maturity. All the staff I spoke with felt empowered to decide how best to work with Share and make decisions within their level of responsibility. You have a strong sense of commitment and ownership throughout Share.

The service user focused approach required ensures that all people takes responsibility for their own workload. All staff have an understanding of the need for professionalism and collaboration when necessary. This is due to the positive and inclusive culture that managers have created by encouraging all staff to be involved in the success and growth of Share through:

- Open and positive culture.
- Informal discussion
- Supervision.
- Team meetings
- People given responsibility to engage and respond to service users on a daily basis.

People are commitment to the success of Share and feel supported in dealing with the numerous challenges that the work brings. The hands on approach of managers has encouraged a feeling of oneness and pride among the team and ensures that knowledge and information is shared across all areas of the service. People feel involved in the decision making process and believe that their contribution is valued and listened to.

Indicator 3: Empowering and involving people

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I have all the information I need to do my job well	47.4%	31.6%	13.2%	5.3%	2.6%	0.0%	0.0%
I am encouraged to use initiative in my role	63.2%	26.3%	5.3%	2.6%	0.0%	2.6%	0.0%
I have a say in decisions that affect my role	39.5%	36.8%	10.5%	5.3%	2.6%	5.3%	0.0%
I am trusted to make decisions in my role	60.5%	28.9%	5.3%	0.0%	0.0%	5.3%	0.0%

Indicator 4: Managing performance: level attained – developed

All people are clear about what is expected of them within their role and how they contribute to Share objectives. Managers invest time in daily interaction with staff and measure performance through a process:

- Monthly meetings
- CPD.
- Supervision.

People receive daily feedback on performance and are able to have open and honest communication about the challenges they face and solutions required to overcome these. All people are encouraged to contribute ideas across all levels and particular focus is given to meeting service user needs. Your people strategy is very much focused on

giving people the opportunity develop their skills and provide a professional service to your service users. There is good staff engagement with people highlighting that ideas are listening to and implemented where possible.

People communicated that they felt empowered to take ownership and accountability. All of the managers I spoke with are driving ownership and accountability within their teams, empowering people and providing them with a greater sense of ownership. People are clear about the behaviours expected and this is reinforced through supervision and at team meetings. You have a committed and motivated workforce due to the clarity of purpose within each team.

Indicator 4: Managing performance

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I have agreed my objectives with my line manager within the last 12 months	39.5%	21.1%	21.1%	2.6%	2.6%	13.2%	0.0%
I feel encouraged to perform to the best of my abilities	50.0%	34.2%	5.3%	5.3%	2.6%	2.6%	0.0%
My manager helps me improve my performance	50.0%	23.7%	5.3%	10.5%	7.9%	2.6%	0.0%
I have discussed my performance with my manager in the last 6 months	39.5%	42.1%	7.9%	0.0%	2.6%	7.9%	0.0%

Indicator 5: Recognising and rewarding high performance: level attained – developed.

Indicator 5: Recognising and rewarding high performance

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I get appropriate recognition for the work I do	23.7%	28.9%	23.7%	18.4%	0.0%	2.6%	2.6%
I am consistently recognised when I exceed expectations	18.4%	26.3%	18.4%	26.3%	5.3%	5.3%	0.0%
I feel appreciated for the work I do	34.2%	39.5%	5.3%	13.2%	2.6%	2.6%	2.6%
I am rewarded in ways that match my motivations	13.2%	26.3%	15.8%	34.2%	2.6%	7.9%	0.0%

The managers are aware that what motivates staff is being given the opportunity to deliver results and they are therefore given full encouragement and support. Given the sector that you operate in you have limited opportunities to provide a robust and all encompassing recognition and reward strategy. You use feedback at team meetings to highlight good performance and people believe that this is a fair and valued process. You have created a culture where all colleagues are supportive of each other and will share knowledge and praise on a daily basis. All people understand the need to provide this emotional support as everyone works in what can be a stressful and demanding environment

There was a flexible and informal approach to recognition and reward with a number of initiatives in place as below including

- Feedback from manager.
- Temporary promotions.
- Training.
- Further education.
- Supervision.
- Letters.
- Emails.

Indicator 6: Structuring work: level attained- Established

Given the nature of your core purpose it is a key aspect of your organisation that all roles are developed and designed to deliver organisational goals by creating clear accountability. Each role has a tailored to specifically meet the needs of that service and has defined decision-making authority linked to Director support. Your close-knit teams work together effectively when required and is focused on delivering quality and high standards on all service areas.

You have excellent policies and procedures which support people to make decisions and work together as a cohesive team utilising their talents and skills to benefit the organisation as a whole. People understand the reason behind the processes and are fully engaged to deliver a consistent approach across all projects. Your strategy is built upon a top down and bottom up approach to ensure staff feel engaged. This is driven from Director and Committee level and is monitored quarterly and reviewed annually. The plan provides strategic and operational objectives.

You look to cascade information through the following process:

- Strategic Objectives
- Supervision
- Personal targets

People are involved in discussions about strategy and vision through regular communication at team meetings and supervision and management away day. There is strong recognition that using the processes and demonstrating positive behaviours are key to achieving targets and aid individual development and progression.

Indicator 6: Structuring work

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
My work is interesting	36.8%	50.0%	10.5%	2.6%	0.0%	0.0%	0.0%
I have the right level of responsibility to do my job effectively	50.0%	39.5%	7.9%	0.0%	2.6%	0.0%	0.0%
My role enables me to work well with others	44.7%	44.7%	7.9%	2.6%	0.0%	0.0%	0.0%
I am able to develop the skills I need to progress	39.5%	36.8%	7.9%	7.9%	7.9%	0.0%	0.0%

Indicator 7: Building capability: level attained- established

Your commitment to learning and development activity is clear and linked to organisational and legislative requirements. People appreciate this commitment and sees learning and development as essential in helping Share to develop and expand its service provision.

Managers have conversations through a number of mediums and people take on the advice and guidance to achieve their potential. Your strategy is driven by a need to meet the demands of your service users and is flexible and innovative.

Resources are made available and learning is identified through:

- Team meetings.
- Legislation.
- Business needs.
- Informal discussion.

You are clear that you wish to develop people in line with service needs and that you are keen to give people the opportunity to grow and develop within Share. Impact of learning is evaluated on how the investment has contributed to the achievement of goals. People have the opportunity to put new skills and knowledge into practice on a daily basis and all learning is evaluated through the impact on the service provision.

Examples of recent learning events include:

- SVQ
- E-learning
- Values training.
- First aid.
- Epilepsy.
- Induction.
- On line medical training.

Indicator 7: Building capability

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
My manager thinks it is important that I develop my skills	52.6%	18.4%	2.6%	21.1%	2.6%	2.6%	0.0%
I have opportunities to learn at work	52.6%	23.7%	15.8%	5.3%	2.6%	0.0%	0.0%
I make use of my organisation's learning and development opportunities	52.6%	26.3%	5.3%	13.2%	2.6%	0.0%	0.0%
I know how my organisation invests in learning and development	52.6%	23.7%	2.6%	7.9%	13.2%	0.0%	0.0%
People are selected for roles based on their skills and abilities	26.3%	36.8%	15.8%	7.9%	5.3%	7.9%	0.0%

Indicator 8: Delivering continuous improvement: level attained – Established.

You have good procedures in place for monitoring the investment in people and they are aware of how they contribute to improving performance. All investment in learning is quantified and impact demonstrated through close monitoring at an organisational level and reported back at team meetings. Investment and impact in learning is quantified and evaluated by the impact it has on the current and future performance of the organisation. You place great emphasis in evaluating the investment and have a much more target-focused approach with particular emphasis on hours required per client. Your close monitoring of all targets has ensured that the performance of the organisation has improved across all areas.

You report your return on investment to all stakeholders through a number of ways including:

- Committee Meetings.
- Meeting external regulatory requirements.
- Staff meetings.

You have embraced a culture of continuous improvement and strive to enhance this in the way that you manage and develop people.

Indicator 8: Delivering continuous improvement

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I look for improvement ideas from my colleagues	28.9%	47.4%	15.8%	5.3%	2.6%	0.0%	0.0%
I am encouraged to improve the way I do things	31.6%	47.4%	5.3%	10.5%	5.3%	0.0%	0.0%
I am responsible for improving the way we do things	26.3%	44.7%	15.8%	7.9%	2.6%	2.6%	0.0%
I am trusted to try new approaches in the way I work	39.5%	31.6%	13.2%	10.5%	2.6%	0.0%	2.6%

Indicator 9: Creating sustainable success: level attained- Established

You have a clear focus on the future and are very responsive to change .You engage people in short term and long term through constant interaction and feedback through team meetings and supervision. You have a diverse and motivated workforce that is very much reflective of the unique services you provide. People are encouraged to come up with new ideas and believe that it is a great place to work.

Indicator 9: Creating sustainable success

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
My organisation is a great place to work	47.4%	34.2%	15.8%	2.6%	0.0%	0.0%	0.0%
My organisation has a plan for the future	47.4%	31.6%	5.3%	10.5%	2.6%	2.6%	0.0%
My organisation embraces change	47.4%	23.7%	18.4%	7.9%	2.6%	0.0%	0.0%
My organisation has a positive impact on society	60.5%	34.2%	0.0%	5.3%	0.0%	0.0%	0.0%

Summary of Recommendations

- **Values:** As recommended in your last assessment in order to further develop your culture and engagement with your people you should identify a strategy to establish values to everyday work situations. I would also suggest the following
- Make connections to demonstrating the values at weekly and monthly one to one meetings, team meetings, the appraisal, Ensure the values form the basis for recruitment, appraisal, recognition and reward, learning and development and succession planning.
- Set criteria for measuring behaviours in line with the values and how they are demonstrated. Define what good looks like in relation to the values through defining a set of competencies for the values
- Link all decisions to the values
- Encourage a culture where everyone is aware of their role to challenge behaviours that are not in line with the values and people are held to account where the values are not being demonstrated.

Staff Focus Group:

I would suggest establishing a focus group, who come together to agree common themes that require improvement and implement an action plan. The group should consist of a wide range of grades and locations and if possible be made of volunteers, if not you should identify people who have a commitment to change.

Initially this group should be assisted by an external facilitator to help them establish:

- Rules.

- Remit.
- Roles and responsibilities.
- Accountability.

I would also suggest they may wish to look at recognition and reward to create a culture of appreciation where people are continuously motivated to perform at their best.

Additional Recognition and Reward recommendations are detailed below

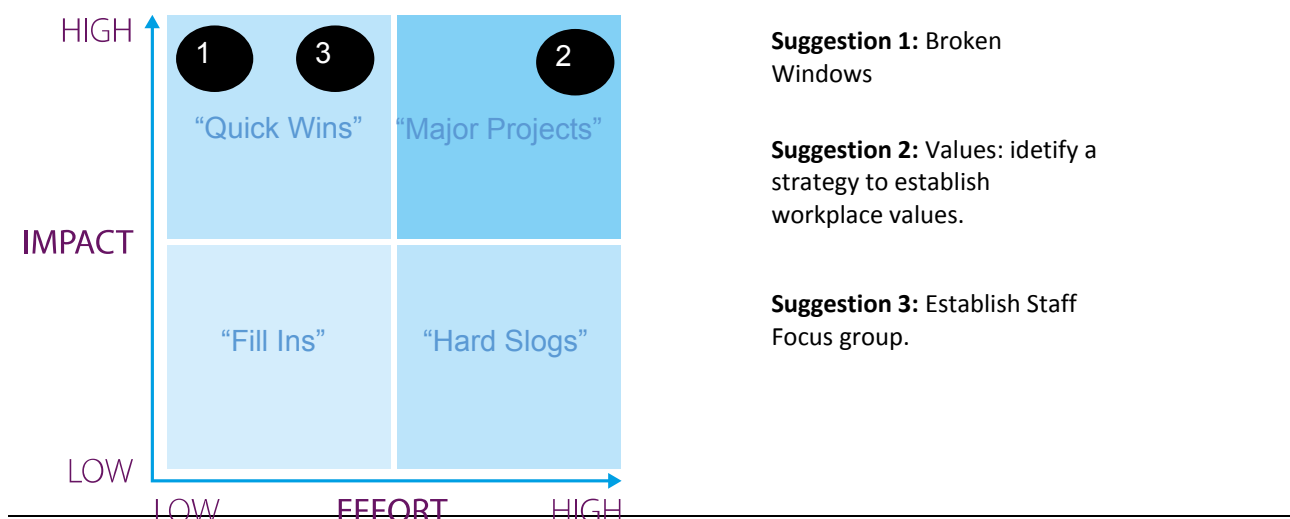
- The recognition and reward strategy should include both financial and non-financial reward.
- Introduce peer nomination. This will highlight people in the team who have done a good job that management might not have picked up on.
- Introduce a GEM award for (Going the Extra Mile)
- Communicate the criteria for awards so people know in advance what they are being measured against. This will help to embed a continuous focus on the values and positive behaviours
- Identify team awards together with a measuring criteria
- Review the Recognition and Reward strategy on an annual basis through seeking feedback and ideas and suggestions from people and include a focus on individual motivators
- High performing people and teams to receive greater financial or non-financial reward

5. Next Steps

We have already agreed to meet in late 2019. The purpose of this meeting is to review my feedback and also start the process of “action planning for further improvement.” Following this I can assist you with advice and support to implement further improvements.

In advance of our next meeting I suggest you consider my recommendations and gather thoughts from across the business with regard to your future priorities.

An effective way to prioritise actions is to consider the IMPACT to the business verses the EFFORT required to achieve. We can discuss this further when we meet for our continuous improvement discussion next month but in order to start your thinking and planning I have started to use this technique in the example below. I hope this is a help to you



The new 6th Generation of IIP requires formal activity on an annual basis and future diary dates are:

Accreditation	12-Month Review	24-Month Review	Accreditation Expiry
May 2019	May 2020	May 2021	May 2022

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Remarkable is a not for profit organisation owned by Scottish Enterprise and Highlands & Islands Enterprise. Remarkable is the exclusive delivery partner for Investors in People in Scotland, and has been since 1991.

Since 1991 Investors in People has set the standard for better people management and is an internationally recognised standard held by 14,000 organisations across the world. The standard defines what is required to lead, manage and support people in order to demonstrate sustainable results.

We strive to deliver value from this assessment but if you are unhappy with any aspect of the service you have received please feedback the details in the questionnaire you will be invited to complete. Alternatively you can feedback to the Remarkable Quality Manager, Alan Gebbie, who presides over Investors in People. His email address is alan.gebbie@thisisremarkable.com

Appendix-1: Survey Data

Themes (Highs and lows)

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree	Average Score	Difference from IIP Average
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Highs

Understanding the external context <small>INDICATOR 9: Creating sustainable success</small>	60.5%	34.2%	0.0%	5.3%	0.0%	0.0%	0.0%	6.5	+0.6
Adopting the values <small>INDICATOR 2: Living the organisation's values and behaviours</small>	55.3%	38.2%	3.9%	2.6%	0.0%	0.0%	0.0%	6.5	+0.4
Creating autonomy in roles <small>INDICATOR 6: Structuring work</small>	50.0%	39.5%	7.9%	0.0%	2.6%	0.0%	0.0%	6.3	+0.4
Making decisions <small>INDICATOR 3: Empowering and involving people</small>	60.5%	28.9%	5.3%	0.0%	0.0%	5.3%	0.0%	6.3	+0.4
Enabling collaborative working <small>INDICATOR 6: Structuring work</small>	44.7%	44.7%	7.9%	2.6%	0.0%	0.0%	0.0%	6.3	+0.4

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Adopting a culture of recognition <small>INDICATOR 5: Recognising and rewarding high performance</small>	34.2%	39.5%	5.3%	13.2%	2.6%	2.6%	2.6%	5.7	+0.3
Setting objectives <small>INDICATOR 4: Managing performance</small>	39.5%	21.1%	21.1%	2.6%	2.6%	13.2%	0.0%	5.5	-0.2
Deploying the right people at the right time <small>INDICATOR 7: Building capability</small>	26.3%	36.8%	15.8%	7.9%	5.3%	7.9%	0.0%	5.5	+0.2
Recognising and rewarding people <small>INDICATOR 5: Recognising and rewarding high performance</small>	21.1%	27.6%	21.1%	22.4%	2.6%	3.9%	1.3%	5.3	+0.3
Designing an approach to recognition and reward <small>INDICATOR 5: Recognising and rewarding high performance</small>	13.2%	26.3%	15.8%	34.2%	2.6%	7.9%	0.0%	4.9	-0.1

