



national  
museum  
wales  
amgueddfa  
cymru

# IIP40 standalone online survey report

## Amgueddfa Cymru / National Museum Wales

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Project number: WAL-17-00543





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## Summary and Context

Investors in People (IIP) is the global standard for people management. Using the IIP40 online survey allows organisations the chance to hear employee views, and understand performance, including areas of strength and weakness. This online survey has been deployed to all the museums and sites, across Wales, of National Museum Wales.

National Museum Wales is a multi-sited organisation, headquartered in Cardiff, with museums across Wales and the National Collections Centre in Nantgarw:

- National Museum Cardiff
- St Fagan's National Museum of History, Cardiff
- National Waterfront Museum, Swansea
- Big Pit National Coal Museum, Blaenafon
- National Slate Museum, Llanberis
- National Roman Legion Museum, Caerleon
- National Wool Museum, Dre-fach Felindre

National Museum Wales employs over 700 people across a variety of specialist and customer-facing roles, as well as those delivering the professional services support functions. The organisation is led by the Director General and the executive Directors; governance is provided by the Board of Trustees.

National Museum Wales has undertaken the IIP40 online survey over the month of June 2018, in order to best understand the views of colleagues across the organisation. A significant amount of advisory work has also been undertaken, with workshops being held at various sites to explain the Investors in People Framework and to discuss the approach to be adopted. This survey will be used to guide ongoing continuous improvement activities, ahead of an Insights assessment of all the museums merged together (historically, several of the museums had undertaken IIP assessment and accreditation independently).

The table below captures the timeline in which the online survey was completed:

Online survey start date	Online survey end date	Date of analysis report
4 <sup>th</sup> June 2018	29 <sup>th</sup> June 2018	16 <sup>th</sup> July 2018

The table below captures the headline online assessment response statistics:

Total employee population	Online survey sample	Responses achieved	Response rate
728	687	475	69%

To bank and carry forward the evidence from this online survey, the full assessment must be completed within 6 months of the online assessment date. The table below confirms the completion date for your organisation.

<b>Online assessment end date</b>	<b>Evidence banked until (6 months)</b>
29 <sup>th</sup> June 2018	29 <sup>th</sup> December 2018

# Analysis

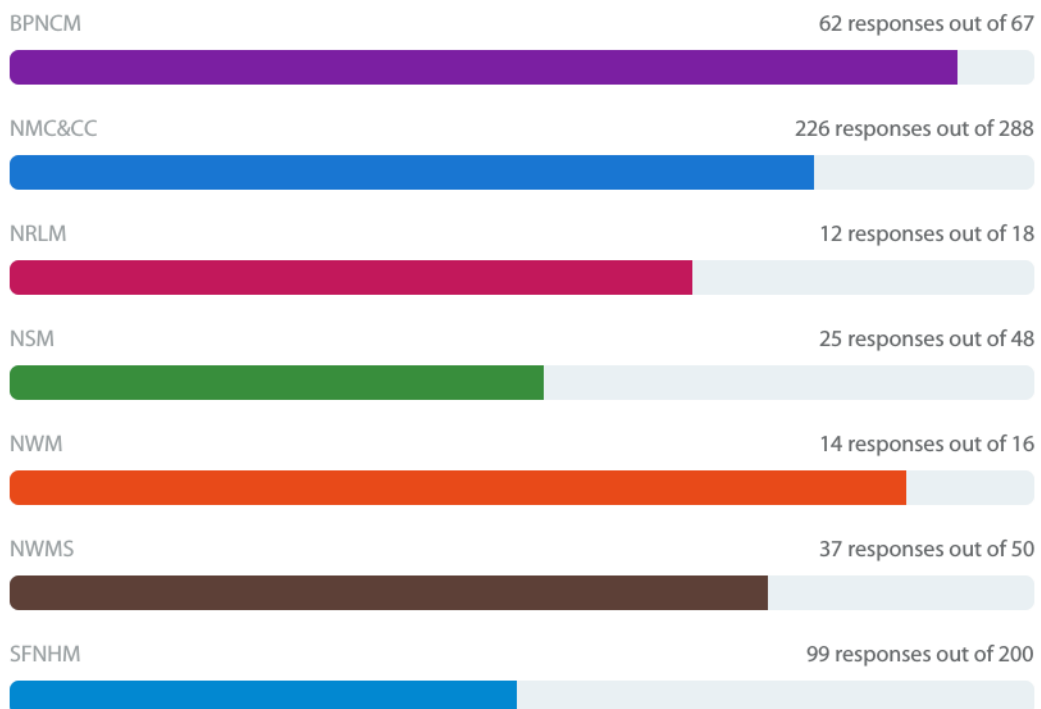
## Response rate data

### Survey Response Rate

#### Overview



#### By Team



The response rate of 69% is in excess of the average response rate of other organisations in this employee size band, which is a good indicator of colleague engagement.

In the indicator analysis below, agreement is considered to be 'strongly agree' and 'agree'.

## Summary overview

### Indicator summary

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree	Average Indicator Score	Industry
INDICATOR 1 Leading and inspiring people	7.7%	20.1%	18.5%	14.6%	12.5%	14.6%	11.9%	4	-1.2
INDICATOR 2 Living the organisation's values and behaviours	10.8%	30.5%	20.9%	20.5%	7.1%	6.8%	3.5%	4.8	-0.8
INDICATOR 3 Empowering and involving people	14.4%	34.9%	20.3%	6.8%	8.3%	8.3%	7.1%	4.9	-0.7
INDICATOR 4 Managing performance	22.1%	34.7%	13.8%	9.6%	4.4%	8.2%	7.2%	5.1	-0.4
INDICATOR 5 Recognising and rewarding high performance	8.6%	20.7%	19.5%	14.2%	10.1%	13.4%	13.5%	4.1	-0.7
INDICATOR 6 Structuring work	21.2%	39.1%	16.3%	10.7%	4.5%	4.9%	3.4%	5.3	-0.3
INDICATOR 7 Building capability	10.4%	27.1%	20.9%	17.1%	8.5%	8.3%	7.8%	4.6	-0.6
INDICATOR 8 Delivering continuous improvement	11.9%	33.9%	21.8%	14.8%	5.7%	6.4%	5.4%	4.9	-0.5
INDICATOR 9 Creating sustainable success	15.9%	30.2%	21.9%	13.6%	6.9%	6.8%	4.6%	5	-0.7

## Themes (Highs and lows)

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree	Average Score	Industry
<b>Highs</b>									
<b>Enabling collaborative working</b> <small>INDICATOR 6: Structuring work</small>	22.1%	50.3%	14.9%	6.9%	1.9%	2.9%	0.8%	5.7	+0.1
<b>Understanding the external context</b> <small>INDICATOR 9: Creating sustainable success</small>	25.1%	40.8%	18.1%	10.5%	2.1%	1.7%	1.7%	5.6	-0.4
<b>Improving through internal and external sources</b> <small>INDICATOR 8: Delivering continuous improvement</small>	15.4%	43.6%	18.9%	12.8%	3.8%	3.2%	2.3%	5.4	-0.5
<b>Designing roles</b> <small>INDICATOR 6: Structuring work</small>	22.9%	33.7%	16.7%	12.6%	4.9%	4.5%	4.5%	5.3	-0.4
<b>Setting objectives</b> <small>INDICATOR 4: Managing performance</small>	25.5%	39.4%	9.5%	7.8%	2.9%	8.4%	6.5%	5.3	-0.3
<b>Lows</b>									
<b>Recognising and rewarding people</b> <small>INDICATOR 5: Recognising and rewarding high performance</small>	7.5%	23.7%	19.4%	14.0%	10.3%	12.9%	12.2%	4.2	-0.4
<b>Deploying the right people at the right time</b> <small>INDICATOR 7: Building capability</small>	4.4%	21.9%	18.5%	17.3%	11.8%	11.2%	14.9%	4	-1.0
<b>Creating transparency and trust</b> <small>INDICATOR 1: Leading and inspiring people</small>	4.8%	19.8%	20.8%	12.7%	14.9%	15.9%	10.9%	4	-1.5
<b>Designing an approach to recognition and reward</b> <small>INDICATOR 5: Recognising and rewarding high performance</small>	4.4%	12.6%	15.2%	21.9%	10.3%	17.3%	18.3%	3.5	-1.2
<b>Developing leadership capability</b> <small>INDICATOR 1: Leading and inspiring people</small>	2.5%	9.9%	16.6%	18.7%	14.1%	19.4%	18.7%	3.4	-1.5

# Benchmark



ORGANISATION'S IIP BENCHMARK

- **610**

AVERAGE IIP BENCHMARK \*

- **725**

AVERAGE INDUSTRY BENCHMARK

- **691**

Showing results for Arts, Entertainment and Recreation

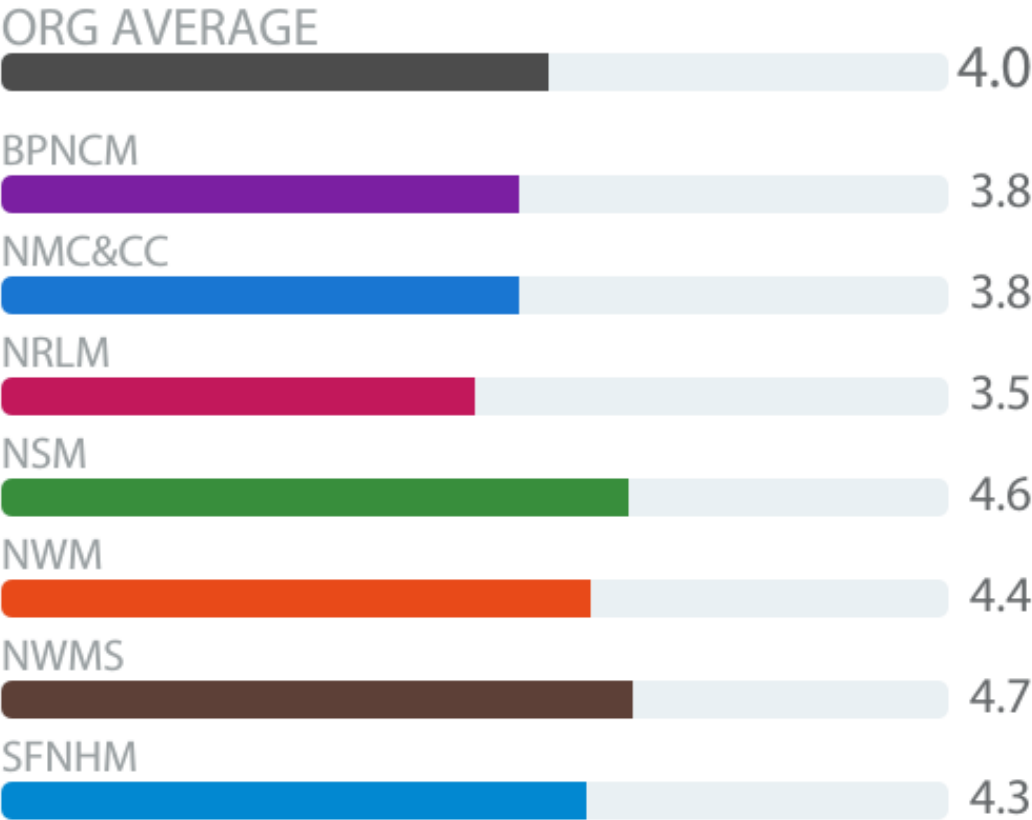
\* This reveals the average IIP Benchmark for all organisations who have undertaken the survey.

## Indicator 1: Leading and Inspiring People

### Indicator 1: Leading and inspiring people

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
<b>Base Questions</b>							
Management communicates the organisation's ambition	5.3%	22.1%	22.5%	13.3%	15.4%	14.3%	7.2%
I trust the leaders of my organisation	4.4%	17.5%	19.2%	12.2%	14.5%	17.5%	14.7%
My manager motivates me to achieve my best	18.5%	30.9%	15.6%	14.3%	6.1%	7.4%	7.2%
My organisation develops great leaders	2.5%	9.9%	16.6%	18.7%	14.1%	19.4%	18.7%
<b>Optional Questions</b>							
I understand the vision and objectives at my organisation	10.3%	29.7%	24.0%	12.8%	10.5%	8.2%	4.4%

# Indicator 1: Leading and inspiring people

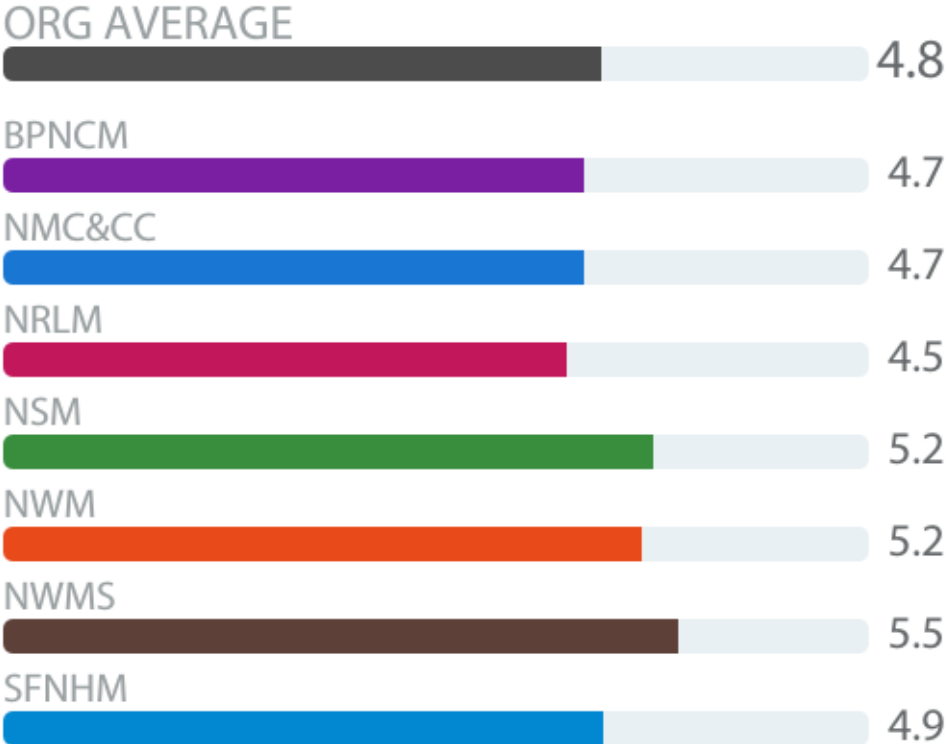


## Indicator 2: Living the organisation's values and behaviours

### Indicator 2: Living the organisation's values and behaviours

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
<b>Base Questions</b>							
The values at my organisation guide the way we work	5.3%	25.5%	22.5%	23.4%	8.6%	9.3%	5.5%
I share my organisation's values	14.5%	36.0%	18.5%	18.5%	6.5%	4.2%	1.7%
My organisation has clear values	7.4%	27.8%	25.9%	11.6%	10.7%	10.5%	6.1%
I challenge behaviours which don't match the organisation's values	7.8%	24.0%	22.9%	27.6%	7.6%	7.4%	2.7%
My behaviour reflects the organisation's values	18.9%	39.2%	14.5%	21.3%	2.1%	2.5%	1.5%
<b>Optional Questions</b>							
I understand the values at my organisation	8.6%	34.3%	24.0%	12.6%	7.8%	6.9%	5.7%

# Indicator 2: Living the organisation's values and behaviours

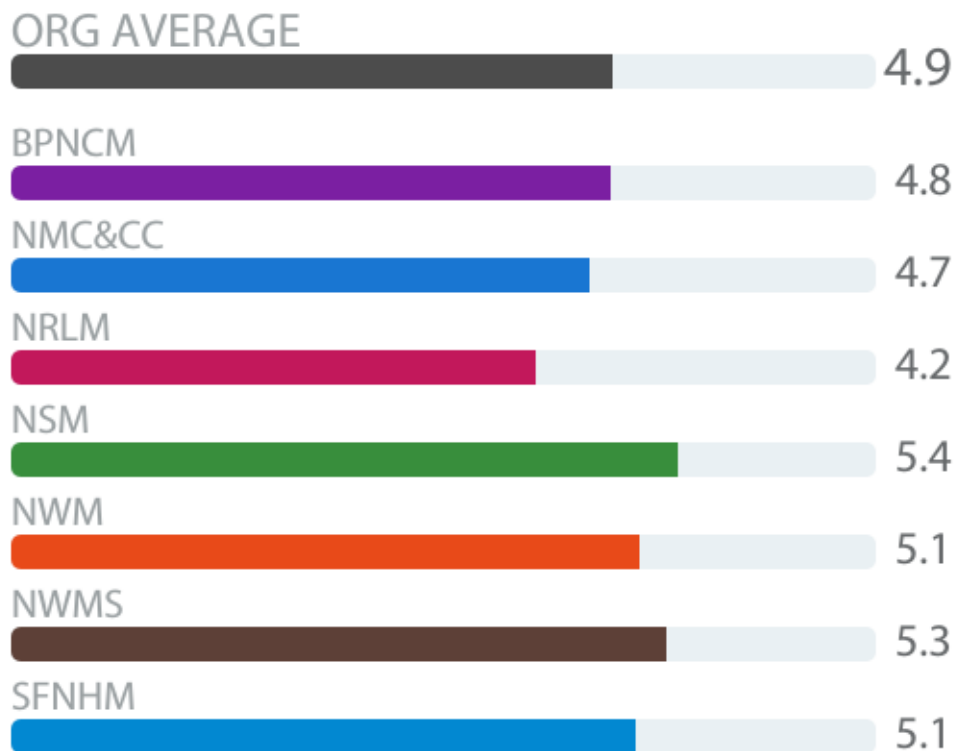


## Indicator 3: Empowering and involving people

### Indicator 3: Empowering and involving people

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
<b>Base Questions</b>							
I have all the information I need to do my job well	10.5%	33.7%	21.9%	6.5%	10.1%	10.7%	6.5%
I am encouraged to use initiative in my role	18.7%	39.6%	17.1%	5.7%	7.2%	6.1%	5.7%
I have a say in decisions that affect my role	9.7%	24.4%	25.7%	8.6%	10.5%	11.2%	9.9%
I am trusted to make decisions in my role	18.5%	41.9%	16.4%	6.3%	5.5%	5.1%	6.3%
<b>Optional Questions</b>							
I understand how my role contributes to the organisation	25.7%	45.7%	15.6%	6.1%	2.5%	2.3%	2.1%

## Indicator 3: Empowering and involving people

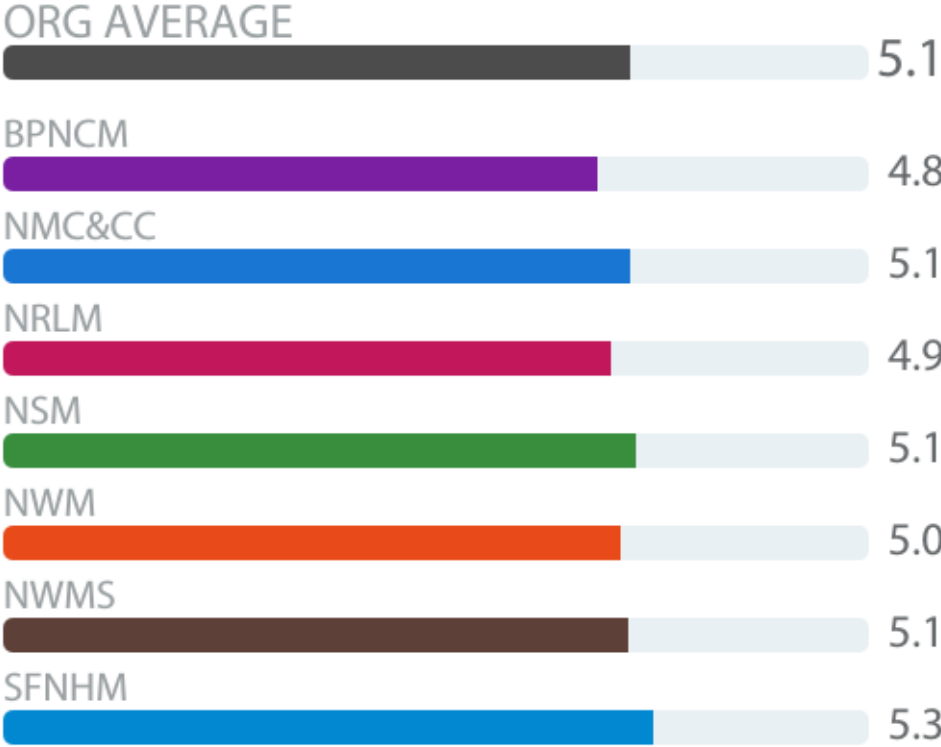


## Indicator 4: Managing performance

### Indicator 4: Managing performance

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
<b>Base Questions</b>							
I have discussed my performance with my manager in the last 6 months	26.5%	38.1%	7.8%	7.8%	3.4%	10.1%	6.3%
I have agreed my objectives with my line manager within the last 12 months	25.5%	39.4%	9.5%	7.8%	2.9%	8.4%	6.5%
I feel encouraged to perform to the best of my abilities	18.5%	32.2%	18.7%	10.3%	5.9%	8.0%	6.3%
My manager helps me improve my performance	17.9%	29.3%	19.2%	12.6%	5.5%	6.1%	9.5%
<b>Optional Questions</b>							
At my organisation, poor performance is addressed by managers	4.0%	17.3%	17.1%	16.8%	11.6%	16.6%	16.6%
My manager provides me with feedback	17.1%	35.2%	20.8%	7.2%	5.7%	7.6%	6.5%

# Indicator 4: Managing performance

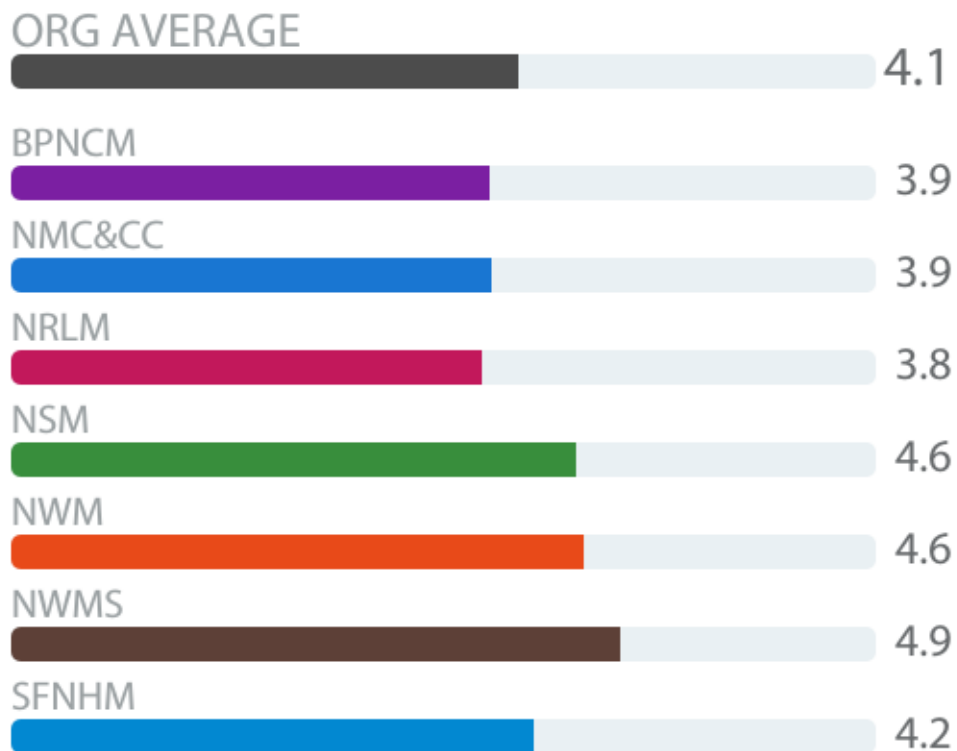


## Indicator 5: Recognising and rewarding high performance

### Indicator 5: Recognising and rewarding high performance

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
<b>Base Questions</b>							
I get appropriate recognition for the work I do	7.6%	25.5%	18.3%	12.4%	11.6%	13.1%	11.6%
I feel appreciated for the work I do	15.2%	22.9%	24.2%	6.7%	9.3%	10.3%	11.4%
I am consistently recognised when I exceed expectations	7.4%	21.9%	20.4%	15.6%	9.1%	12.8%	12.8%
I am rewarded in ways that match my motivations	4.4%	12.6%	15.2%	21.9%	10.3%	17.3%	18.3%

## Indicator 5: Recognising and rewarding high performance

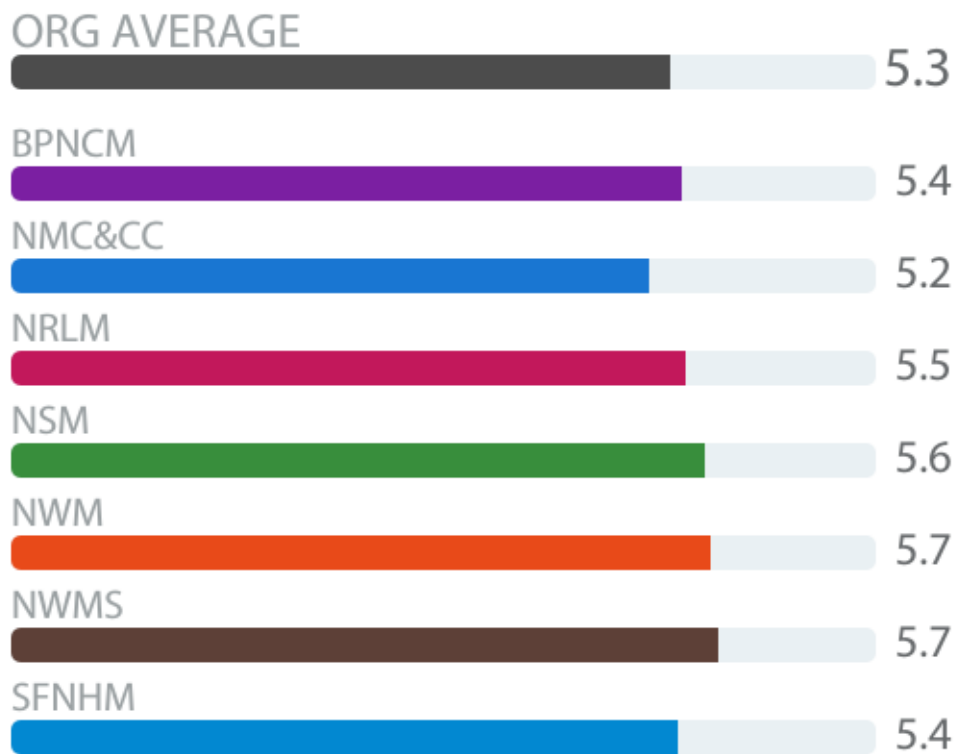


## Indicator 6: Structuring work

### Indicator 6: Structuring work



## Indicator 6: Structuring work

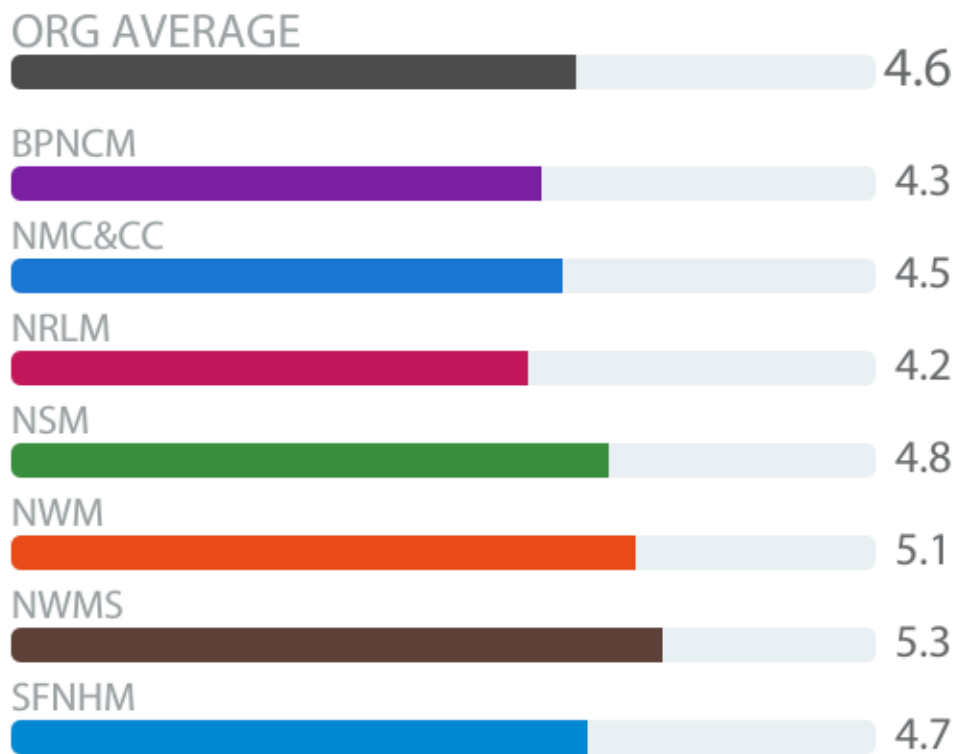


## Indicator 7: Building capability

### Indicator 7: Building capability

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
<b>Base Questions</b>							
I know how my organisation invests in learning and development	6.7%	21.7%	23.4%	17.1%	12.4%	10.7%	8.0%
I have opportunities to learn at work	13.1%	29.7%	25.5%	13.7%	6.5%	6.1%	5.5%
I make use of my organisation's learning and development opportunities	10.9%	28.4%	18.7%	21.5%	7.4%	8.0%	5.1%
My manager thinks it is important that I develop my skills	16.8%	33.7%	18.3%	16.0%	4.2%	5.5%	5.5%
People are selected for roles based on their skills and abilities	4.4%	21.9%	18.5%	17.3%	11.8%	11.2%	14.9%

## Indicator 7: Building capability

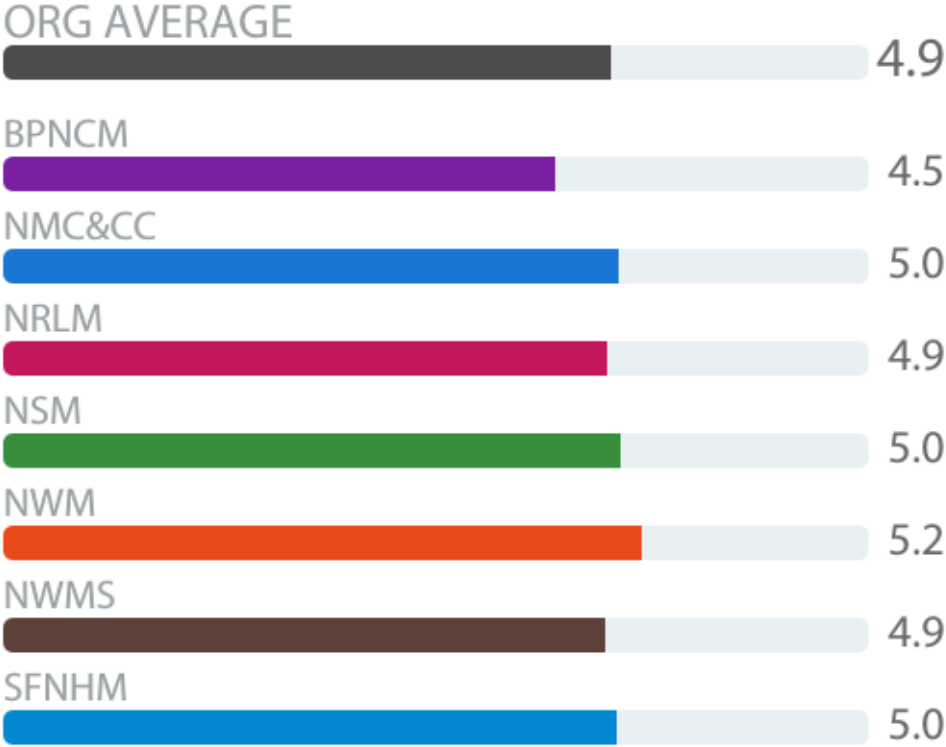


## Indicator 8: Delivering continuous improvement

### Indicator 8: Delivering continuous improvement

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
<b>Base Questions</b>							
I look for improvement ideas from my colleagues	15.4%	43.6%	18.9%	12.8%	3.8%	3.2%	2.3%
I am responsible for improving the way we do things	11.2%	25.1%	25.1%	17.7%	5.5%	8.8%	6.7%
I am encouraged to improve the way I do things	8.4%	33.9%	22.9%	16.8%	5.1%	7.2%	5.7%
I am trusted to try new approaches in the way I work	12.8%	33.1%	20.2%	12.0%	8.6%	6.5%	6.7%
<b>Optional Questions</b>							
I am not blamed if I make an honest mistake	13.3%	36.6%	17.5%	16.8%	4.6%	6.9%	4.2%
I am encouraged by my manager to come up with new ideas	14.9%	31.4%	21.5%	10.7%	6.1%	8.2%	7.2%

# Indicator 8: Delivering continuous improvement

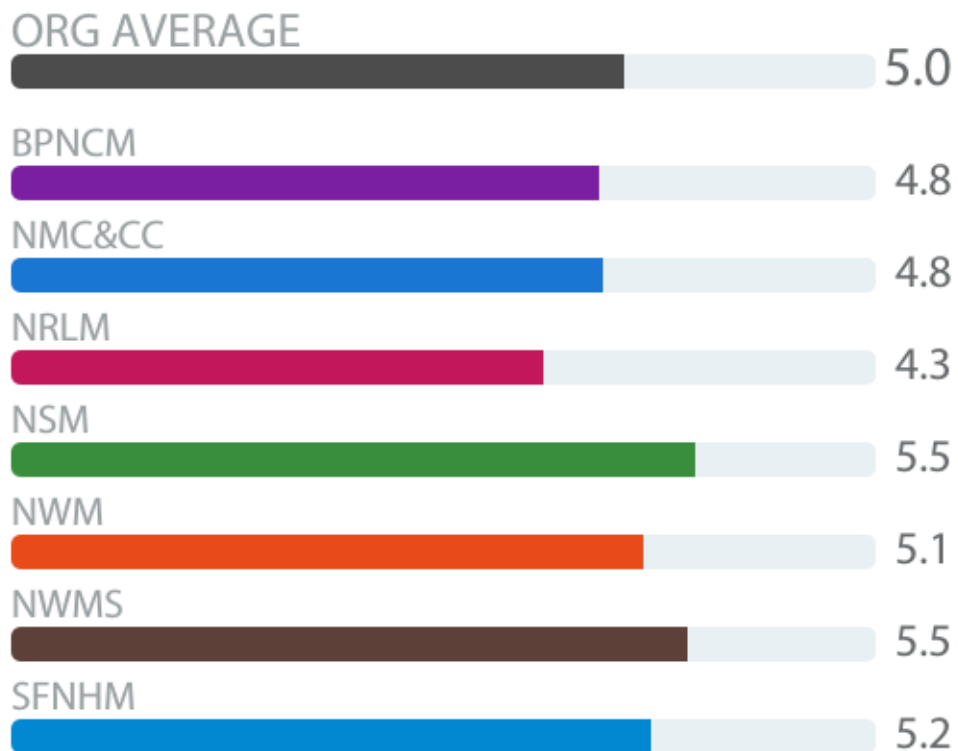


## Indicator 9: Creating sustainable success

### Indicator 9: Creating sustainable success

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
<b>Base Questions</b>							
My organisation is a great place to work	21.9%	33.7%	19.4%	9.1%	4.8%	6.5%	4.6%
My organisation has a plan for the future	9.5%	26.5%	27.2%	18.3%	6.3%	8.0%	4.2%
My organisation embraces change	7.2%	19.8%	22.9%	16.6%	14.5%	10.9%	8.0%
My organisation has a positive impact on society	25.1%	40.8%	18.1%	10.5%	2.1%	1.7%	1.7%

## Indicator 9: Creating sustainable success



Considering the groups selected, there are no large disagreements in positive sentiment between the groups. Equally, there is no one group that consistently records the lowest or highest positive sentiment across the 9 indicators.

Considering the positive sentiment expressed ('strongly agree' and 'agree'), the indicators receiving the highest and lowest level of positive sentiment are as follows:

- 1<sup>st</sup> highest = indicator 6, structuring work (60.3% positive sentiment)
- 2<sup>nd</sup> highest = indicator 4, managing performance (56.8% positive sentiment)
- 3<sup>rd</sup> highest = indicator 8, delivering continuous performance (54.8% positive sentiment)
  
- 1<sup>st</sup> lowest = indicator 1, leading and inspiring people (27.8% positive sentiment)
- 2<sup>nd</sup> lowest = indicator 5, recognising and rewarding high performance (29.3% positive sentiment)
- 3<sup>rd</sup> lowest = indicator 7, building capability (37.5% positive sentiment)

The remaining 3 indicators scores as follows:

- Indicator 3, empowering and involving people (50.3% positive sentiment)
- Indicator 9, creating sustainable success (46.1% positive sentiment)
- Indicator 2, living the organisation's values and behaviours (41.3% positive sentiment)

Considering the themes within each indicator, the lowest scoring themes (see graphic on page 7) should form the basis of ongoing improvement focus:

- Developing leadership capability (indicator 1)
- Creating transparency and trust (indicator 1)
- Designing an approach to recognition and reward (indicator 5)
- Recognising and rewarding people (indicator 5)
- Deploying the right people at the right time (indicator 7)

On a more positive note, the statement 'my organisation is a great place to work' scored 55.6% positive sentiment.

## Recommendations and Next Steps

National Museum Wales can be pleased at the response rate achieved for this IIP40 online survey, indicating engagement from colleagues who have taken the time and care to provide their responses.

The online survey provides quantitative data only which can help the Practitioner formulate a view on whether the Standard will be met at a full assessment. The interviews, focus groups, observations and desk top exercise are key to confirming the level of award and therefore this report must not be taken as a guarantee of achieving a given award level. Therefore, this diagnostic can only be used as a barometer to inform the organisation of any preparatory work to be undertaken.

This IIP40 exercise has highlighted some areas of development which National Museum Wales should complete before undertaking their assessment.

Clearly this is quantitative data and a full picture and discussion can be obtained from an Insights assessment. This would be enhanced by comparison to this baseline data.

As previously noted, the lowest scoring themes (see graphic on page 7) should form the basis of ongoing improvement focus:

- Developing leadership capability (indicator 1) – consideration might be given as to how everyone at National Museum Wales (including leaders at all levels throughout the organisation) can be clear about their expectations from leaders and that leaders have transparent guidance and support to execute their roles.
- Creating transparency and trust (indicator 1) – consideration might be given to enhanced levels of engagement and communication, across all geographical locations of National Museum Wales. All leaders should ensure that the desired behaviours expected in the organisation are role-modelled at all times.
- Designing an approach to recognition and reward (indicator 5) and recognising and rewarding people (indicator 5) – clearly there are financial restrictions in a publicly funded organisation, but consideration might be given to how non-financial recognition can be enhanced. Consulting with colleagues may bring new ideas around the remuneration area; for example, some organisations are now offering employees the option of swapping salary for enhanced leave entitlement.
- Deploying the right people at the right time (indicator 7) – the survey indicates a perception that recruitment lacks transparency; consideration might be given to how a broader stakeholder involvement could contribute to recruitment activities.

Conducting the IIP40 online survey is a mechanism for taking on board feedback from all employees before the IIP action plan is fully implemented. Involving everyone in the implementation should lead to higher levels of engagement.

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### Get in touch:

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