



2022 Headlines

OFFICIAL SENSITIVE

Responses:

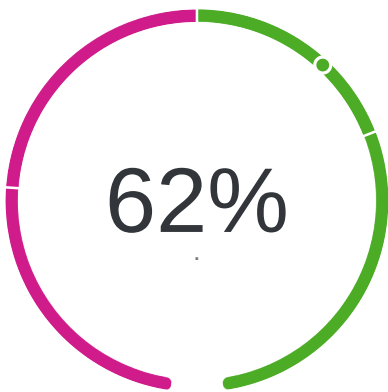
1,260

The 2022 Civil Service People Survey ran from 22 September to 31 October. 346,957 people, from 102 Civil Service organisations, completed the survey; giving us an overall response rate of 65%.

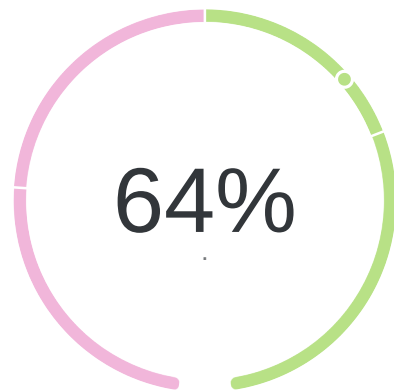
Here you'll find your Employee Engagement Index, the nine Core Theme Scores, and the Discrimination, Bullying and Harassment rates. Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink.

Your Employee Engagement Index - 2022 vs 2021

Your 2022 Employee Engagement Index.

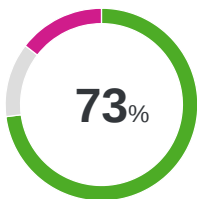


Your 2021 Employee Engagement Index.



Core Themes

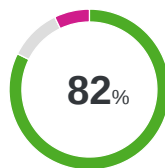
My Work Theme Score



vs 2021

▼ 1

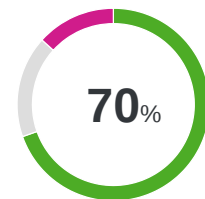
Organisational Objectives & Purpose Theme Score



vs 2021

▼ 2

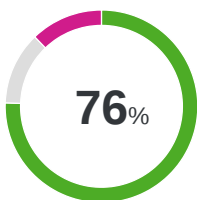
My Manager Theme Score



vs 2021

0

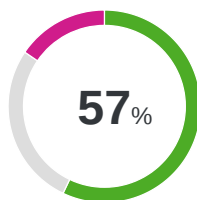
My Team Theme Score



vs 2021

▼ 1

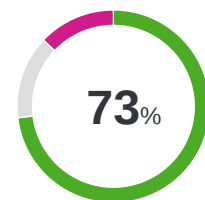
Learning & Development Theme Score



vs 2021

▲ 1

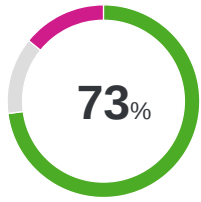
Inclusion & Fair Treatment Theme Score



vs 2021

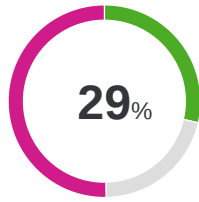
▼ 1

Resources and Workload Theme Score



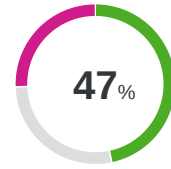
vs 2021
0

Pay & Benefits Theme Score



vs 2021
▼ 11

Leadership & Managing Change Theme Score



vs 2021
▼ 1

Discrimination, Bullying and Harassment - 2022 vs 2021

2022 Discriminated against grouped ▼



■ No ■ Yes
■ Prefer not to say

2021 Discriminated against grouped ▼



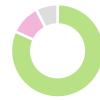
■ No ■ Yes
■ Prefer not to say

2022 Bullied/Harrassed grouped ▼



■ No ■ Yes
■ Prefer not to say

2021 Bullied/Harrassed grouped ▼



■ No ■ Yes
■ Prefer not to say



2022 Employee Engagement & Core Theme Scores

This page includes the findings for your organisation and at Civil Service Level for the following core themes: employee engagement; my work, organisational objectives, my manager, my team, learning and development; inclusion and fair treatment; resources and workload; pay and benefits; leadership and managing change. A comparison between 2022 and 2021 scores is also included.

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Employee Engagement

Employee engagement is a workplace approach designed to ensure that employees are committed to their organisation's goals and values, and are motivated to contribute to organisational success. We use five questions (B47 - B51) in the People Survey to measure employee engagement, and combine all responses (positive, neutral and negative) into a summary index score to tell you where they sit on a scale of very disengaged (0%) through to very engaged (100%).

The Civil Service Employee Engagement Index (EEI) in 2022 is 65%. It decreased 1 percentage point compared to 2021 (median scores).

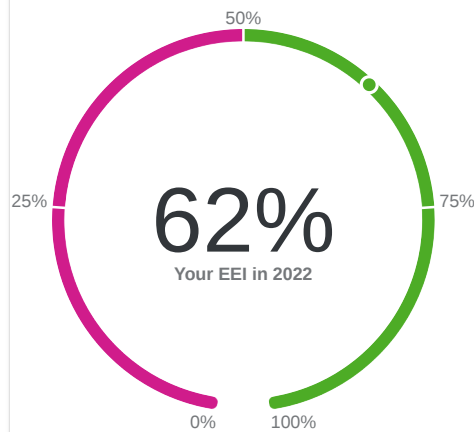
The graphs on the right present your EEI for 2022 and 2021.

The charts below, instead, displays the five questions that are used to calculate your EEI.

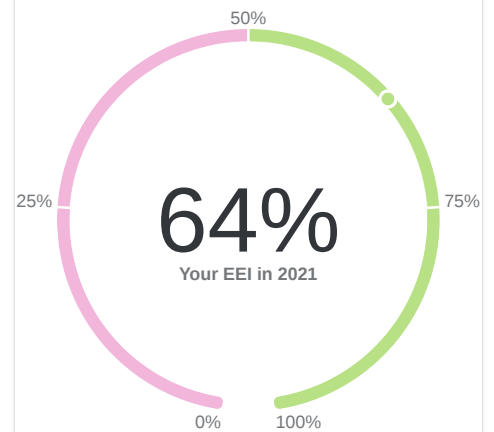
For each question, we've looked at the difference between the proportion of your employees who responded favourably (i.e. selected agree or strongly agree), and compared this to your 2021 results, your parent, and the Civil Service Benchmark.

If the difference is statistically significant, giving us confidence that the difference is not due to random chance, then an arrow will appear. If the arrow is pointing downwards "v" then your score is significantly lower than the comparison; if it is pointing upwards "^" then it is significantly higher.

Your 2022 Employee Engagement Index is:



Your 2021 Employee Engagement Index was:



Employee Engagement Question Scores 2022 vs 2021

Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022	Action Planning
B47. I am proud when I tell others I am part of my organisation	67% 26% 7%	-1	-1	0	Improve
B48. I would recommend my organisation as a great place to work	55% 27% 17%	-4 v	-12 v	-6 v	Improve
B50. My organisation inspires me to do the best in my job	51% 33% 16%	-3	-7 v	-5 v	Improve
B51. My organisation motivates me to help it achieve its objectives	49% 34% 16%	-1	-5 v	-3 v	Improve
B49. I feel a strong personal attachment to my organisation	48% 32% 20%	-1	-5 v	-3	Improve

Core Theme Scores

There are nine core theme scores within the Civil Service People Survey. Each theme measures a different dimension of employee experiences at work, which are known to have a strong relationship with engagement levels. Below, you'll find your overall theme score, plus the results for the individual questions underpinning each theme. Unlike the engagement score only positive responses count towards these scores.

Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink.

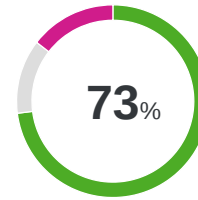
My Work

The Civil Service benchmark score for the My Work theme in 2022 is 79%, 1 percentage point lower compared to 2021.

The graph on the right shows the My Work score for your organisation, while the one below presents the scores for each of the theme questions (B01-B04).

Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink.

My Work Theme Score



vs 2021

▼ 1

My Work Question Scores 2022 vs 2021

Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022	Action Planning
B01. I am interested in my work	91% 9% 0%	+1	0	+1	Improve
B02. I am sufficiently challenged by my work	81% 11% 9%	-2	-3 ▼	-2 ▼	Improve
B03. My work gives me a sense of personal accomplishment	77% 12% 10%	0	-1	-1	Improve
B05. I have a choice in deciding how I do my work	66% 16% 19%	-2	-14 ▼	-15 ▼	Improve
B04. I feel involved in the decisions that affect my work	51% 19% 31%	0	-10 ▼	-11 ▼	Improve

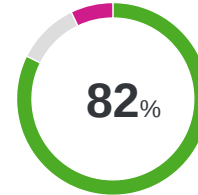
Organisational Objectives & Purpose

The Civil Service benchmark score for the Organisational Objectives & Purpose theme in 2022 is 83%, 2 percentage points lower than in 2021.

The graph on the right shows the Organisational Objectives & Purpose score for your organisation, while the one below presents the scores for each of the theme questions (B06-B07).

Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink.

Organisational Objectives & Purpose Theme Score



vs 2021

▼ 2

Organisation Objectives & Purpose Question Scores 2022 vs 2021

Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022	Action Planning
B07. I understand how my work contributes to my organisation's objectives	83% 11% 6%	-2	-3 ▼	-2 ▼	Improve
B06. I have a clear understanding of my organisation's objectives	82% 10% 8%	-2	-1	0	Improve

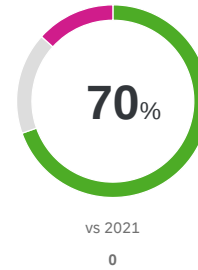
My Manager

The Civil Service benchmark score for the My Manager theme in 2022 is 78%, 1 percentage point lower compared to 2021.

The graph on the right shows the My Manager score for your organisation, while the one below presents the scores for each of the theme questions (B08-B16 [question number B17 has been removed as this question was not included in 2022 and scores - including for 2021 - have been re-calculated excluding it]).

Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink.

My Manager Theme Score



My Manager Question Scores 2022 vs 2021

Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022	Action Planning
B09. My manager is considerate of my life outside work	79% 12% 9%	+1	-9 ↓	-10 ↓	Improve
B13. My manager recognises when I have done my job well	75% 13% 13%	0	-9 ↓	-8 ↓	Improve
B10. My manager is open to my ideas	75% 14% 12%	+1	-10 ↓	-11 ↓	Improve
B12. Overall, I have confidence in the decisions made by my manager	70% 16% 14%	-2	-11 ↓	-12 ↓	Improve
B16. I think that my performance is evaluated fairly	69% 19% 12%	+2	-6 ↓	-3 ↓	Improve
B08. My manager motivates me to be more effective in my job	67% 17% 15%	0	-9 ↓	-9 ↓	Improve
B14. I receive regular feedback on my performance	66% 15% 18%	+1	-6 ↓	-6 ↓	Improve
B15. The feedback I receive helps me to improve my performance	64% 24% 12%	+2	-4 ↓	-3 ↓	Improve
B11. My manager helps me to understand how I contribute to my organisation's objectives	62% 25% 13%	0	-8 ↓	-9 ↓	Improve

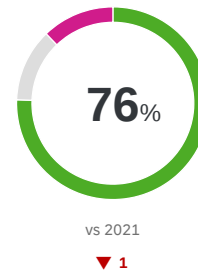
My Team

The Civil Service benchmark score for the My Team theme in 2022 is 84%, 1 percentage point lower compared to 2021.

The graph on the right shows the My Team score for your organisation, while the one below presents the scores for each of the theme questions (B18-B20).

Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink.

My Team Theme Scores



My Team Question Scores 2022 vs 2021

Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022	Action Planning
B18. The people in my team can be relied upon to help when things get difficult in my job		-1	-6 ↓	-6 ↓	Improve
B19. The people in my team work together to find ways to improve the service we provide		+1	-5 ↓	-6 ↓	Improve
B20. The people in my team are encouraged to come up with new and better ways of doing things		-2	-11 ↓	-12 ↓	Improve

Learning & Development

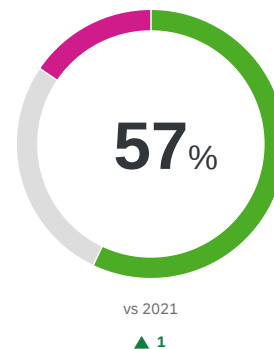
The Civil Service benchmark score for the Learning & Development theme in 2022 is 55%, 1 percentage point lower compared to 2021. The graph on the right shows the Learning & Development score for your organisation, while the one below presents the scores for each of the theme questions (B21-B24).

Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink. The full question text for two of the questions is below:

B22 "Learning and development activities I have completed in the past 12 months have helped to improve my performance"

B24 "Learning and development activities I have completed while working for my organisation are helping me to develop my career"

Learning & Development Theme Score



Learning & Development Question Scores 2022 vs 2021

Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022	Action Planning
B21. I am able to access the right learning and development opportunities when I need to		+1	0	-1	Improve
B23. There are opportunities for me to develop my career in my organisation		+1	+2	+11 ^	Improve
B22. Learning and development activities I have completed in the past 12 months have helped to improve...		+5 ^	-3 ↓	-2	Improve
B24. Learning and development activities I have completed while working for ...		-3	-2	0	Improve

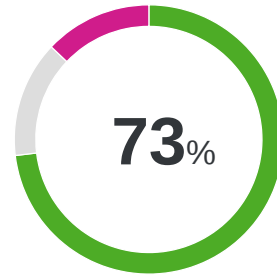
Inclusion and Fair Treatment

The Civil Service benchmark score for the Inclusion and Fair Treatment theme in 2022 is 81%, 1 percentage point lower compared to 82% in 2021.

The graph on the right shows the Inclusion and Fair Treatment score for your organisation, while the one below presents the scores for each of the theme questions (B25-B28).

Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink.

Inclusion & Fair Treatment Theme Score



vs 2021

▼ 1

Inclusion & Fair Treatment Question Scores 2022 vs 2021

Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022	Action Planning
B26. I am treated with respect by the people I work with	<div style="display: flex; justify-content: space-between;">80%11%9%</div>	0	-8 ▼	-9 ▼	Improve
B25. I am treated fairly at work	<div style="display: flex; justify-content: space-between;">77%10%13%</div>	-1	-9 ▼	-8 ▼	Improve
B28. I think that my organisation respects individual differences (for example cultures, working styles, backgrounds, ideas, etc.)	<div style="display: flex; justify-content: space-between;">73%16%11%</div>	0	-8 ▼	-7 ▼	Improve
B27. I feel valued for the work I do	<div style="display: flex; justify-content: space-between;">62%19%19%</div>	-1	-11 ▼	-9 ▼	Improve

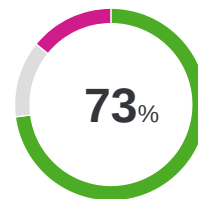
Resources & Workload

The Civil Service benchmark score for the Resources & Workload theme in 2022 is 74%, 1 percentage point lower compared to 2021.

The graph on the right shows the Resources & Workload score for your organisation, while the one below presents the scores for each of the theme questions (B29-B34).

Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink.







Resources & Workload Theme Score



vs 2021

0

Resources & Workload Question Scores 2022 vs 2021

Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022	Action Planning
B31. I have the skills I need to do my job effectively		+1	0	0	Improve
B30. I have clear work objectives		+1	+4 ^	+3 ^	Improve
B32. I have the tools I need to do my job effectively		-1	-2	-3 v	Improve
B34. I achieve a good balance between my work life and my private life		-1	-7 v	-4 v	Improve
B29. I get the information I need to do my job well		-1	-4 v	-6 v	Improve
B33. I have an acceptable workload		+1	-3 v	0	Improve

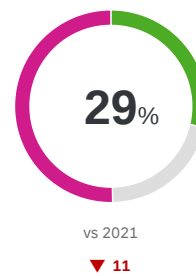
Pay & Benefits

The Civil Service benchmark score for the Pay & Benefits theme in 2022 is 28%, 11 percentage points lower compared to 39% in 2021.

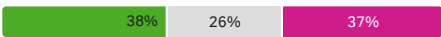


The graph on the right shows the Pay & Benefits score for your organisation, while the one below presents the scores for each of the theme questions (B35-B37).

Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink.

Pay & Benefits Theme Score



Pay & Benefits Question Scores 2022 vs 2021

Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022	Action Planning
B36. I am satisfied with the total benefits package		-12 v	-10 v	+4 ^	Improve
B35. I feel that my pay adequately reflects my performance		-12 v	-17 v	-3 v	Improve
B37. Compared to people doing a similar job in other organisations I feel my pay is reasonable		-9 v	-13 v	+2	Improve

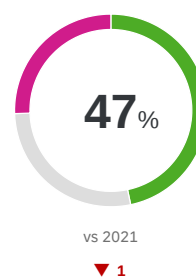
Leadership & Managing Change

The Civil Service benchmark score for the Leadership & Managing Change theme in 2022 is 54%, 4 percentage points lower compared to 58% in 2021.

The graph on the right shows the Leadership & Managing Change score for your organisation, while the one below presents the scores for each of the theme questions (B38-B46).

Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink.

Leadership & Managing Change Score



Leadership & Managing Change Question Scores 2022 vs 2021

Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022	Action Planning
B38. Senior managers in my organisation are sufficiently visible	57% 15% 28%	0	-8 ↓	-15 ↓	Improve
B44. My organisation keeps me informed about matters that affect me	55% 24% 21%	-3	-8 ↓	-11 ↓	Improve
B39. I believe the actions of senior managers are consistent with my organisation's values	55% 28% 17%	-1	-8 ↓	-12 ↓	Improve
B41. Overall, I have confidence in the decisions made by my organisation's senior managers	49% 29% 22%	-1	-6 ↓	-9 ↓	Improve
B40. I believe that my organisation's senior leaders have a clear vision for the future of my organisation	48% 35% 17%	-3	-4 ↓	-7 ↓	Improve
B46. I think it is safe to challenge the way things are done in my organisation	45% 27% 28%	+1	-6 ↓	-8 ↓	Improve
B43. When changes are made in my organisation they are usually for the better	38% 39% 23%	-1	0	+2	Improve
B42. I feel that change is managed well in my organisation	36% 26% 37%	-2	0	-2	Improve
B45. I have the opportunity to contribute my views before decisions are made that affect me	36% 26% 37%	+1	-6 ↓	-6 ↓	Improve



2022 Discrimination, Bullying and Harassment Scores

This page includes the findings for your organisation and at Civil Service Level for the following topics: discrimination; types of discrimination experienced; bullying and harassment at work; grounds and nature of bullying and harassment; reporting of the incident and outcomes.

A comparison between 2022 and 2021 scores is also included.

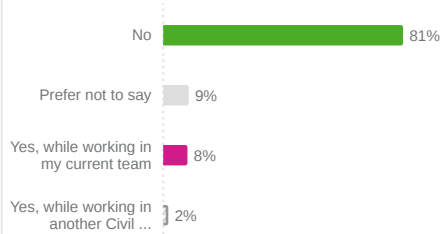
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2022 Discrimination

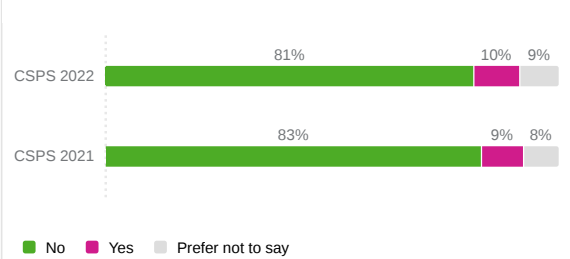
In 2022, 7% of Civil Servants indicated that they have been discriminated against at work in the past 12 months. This remained unchanged compared to 2021.

The graphs in this section show the figures for the organisation or team you have selected.

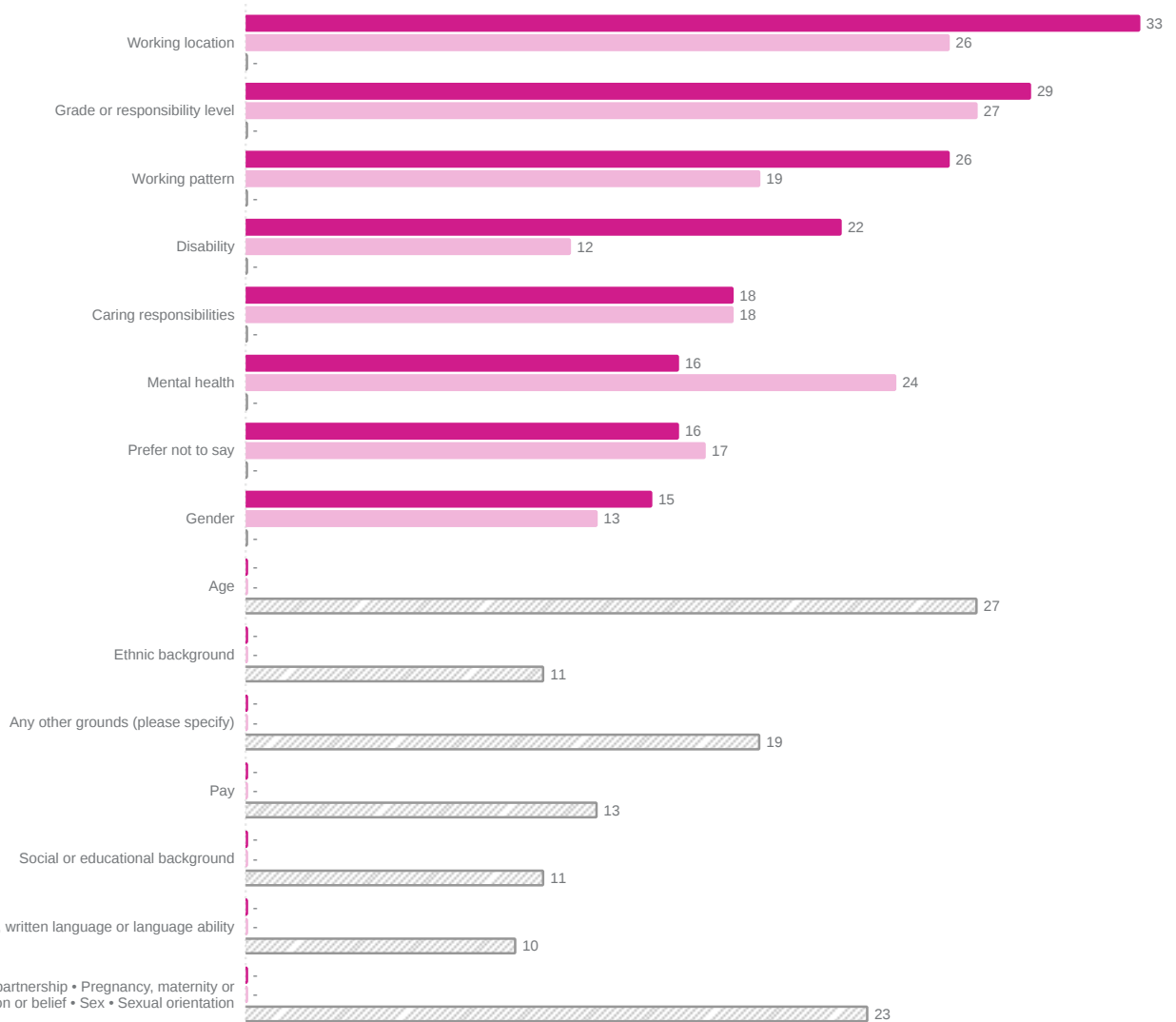
E01. Discriminated against at work 2022



E01. Discriminated against at work (grouped) 2022 vs 2021



E02. Count of types of discrimination experienced (multiple choice allowed) 2022 vs 2021. Answer options with fewer than 10 responses will be suppressed to protect the anonymity of small groups of individuals.



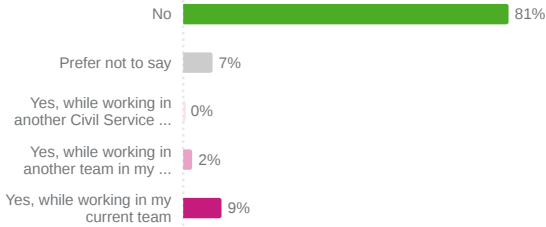
■ CSPS 2022 ■ CSPS 2021 ▨ Grouped for Anonymity

Bullying & Harassment

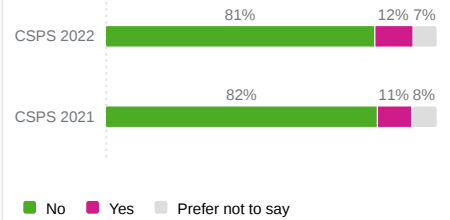
In 2022, 7% of Civil Servants indicated that they have been bullied and/or harassed at work in the past 12 months. This remained unchanged compared to 2021.

The graphs in this section show the figures for the organisation or team you have selected.

E03. Bullying and or harassed at work in 2022



E03. Bullied and or harassed at work 2022 vs 2021

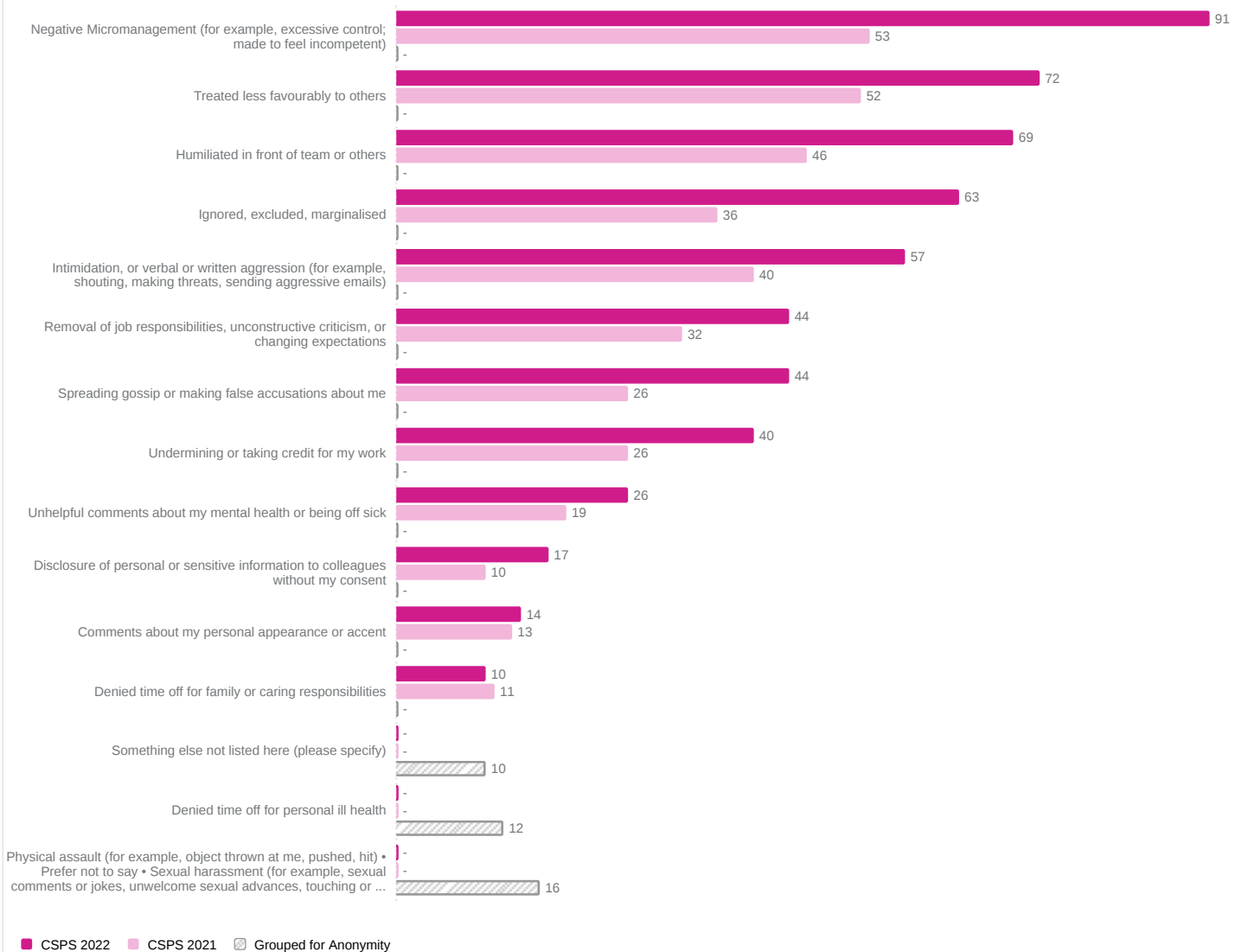


Grounds and nature of bullying and harassment

Of those who said they had experienced bullying and/or harassment at work in the past 12 months, these are the ground(s) on which they felt it was based (Question E03A). Answer options with fewer than 10 responses will be suppressed to protect the anonymity of small groups of individuals.

Caution should be applied when comparing the two years, considering the change in the headcounts and that this question allowed multiple choices.

E03A. Count of nature of bullying and/or harassment experienced (multiple choice allowed) 2022 vs 2021

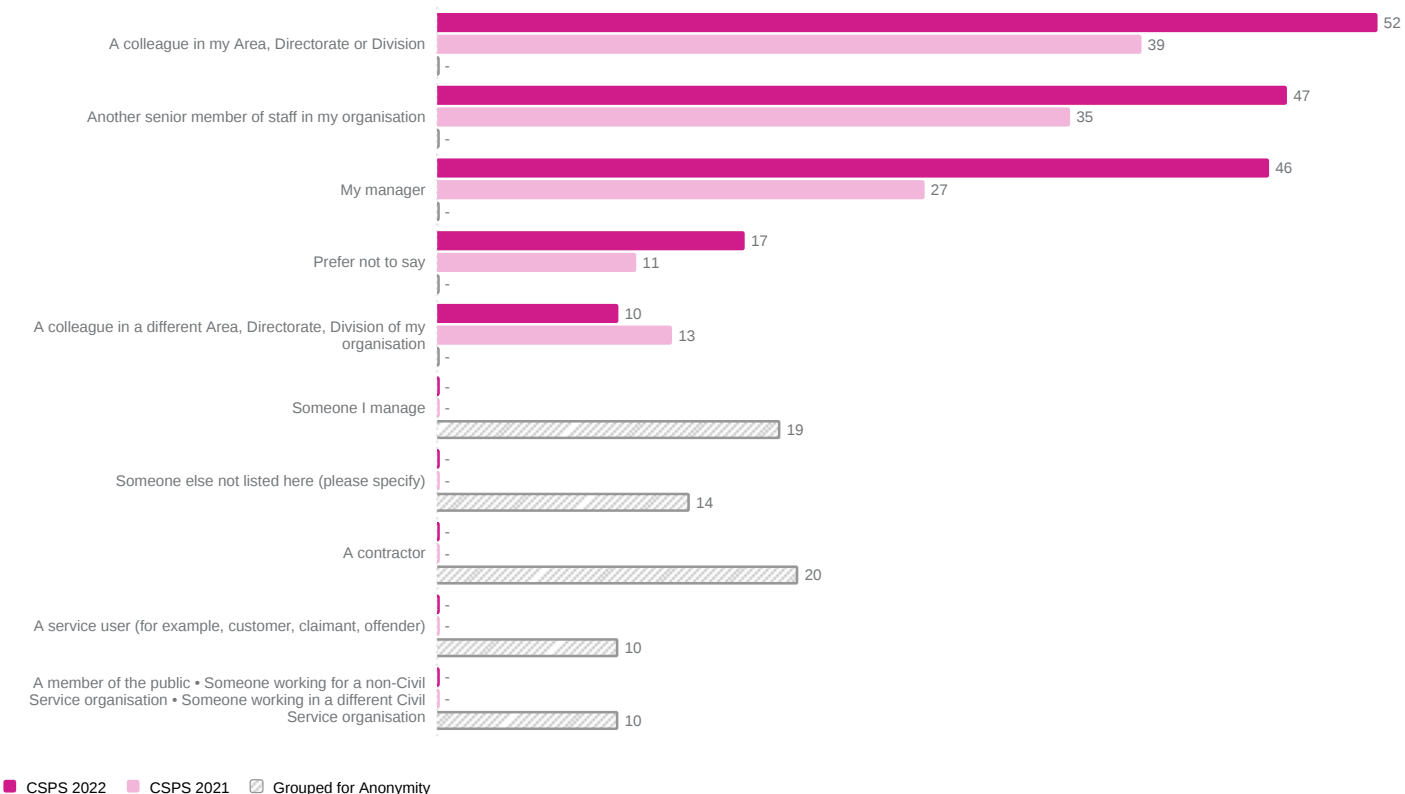


Perpetrator of bullying and harassment

Of those who said they had experienced bullying and/or harassment at work in the past 12 months, the graph below shows who bullied and or harassed them (Question E04). Answer options with fewer than 10 responses will be suppressed to protect the anonymity of small groups of individuals.

Caution should be applied when comparing the two years, considering the change in the headcounts and that this question allowed multiple choices.

E04. Count of who perpetrated the bullying and/or harassment (multiple choice allowed) 2022 vs 2021



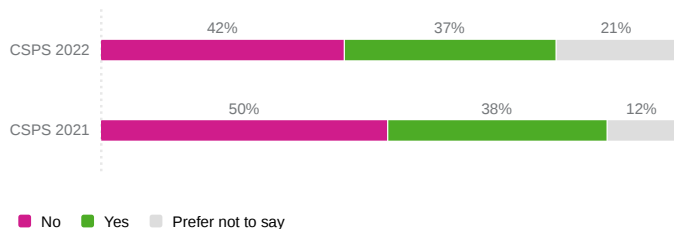
Whether and how the incident was reported

In 2022, 39% of Civil Servants indicated that they have reported their experience of bullying and harassment (compared to 38% in 2021) while 47% did not (compared to 48% in 2020).

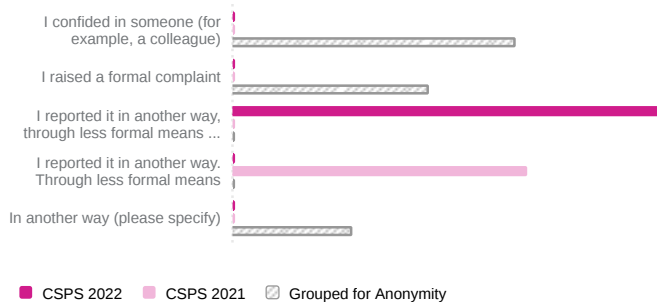
The graph on the right shows the findings of reporting for your organisation or team for question E05, while those below present information on how people reported their experience (q. E05A); whether they felt punished for reporting it (q. E06_D) and why did they not report the incident (q. E05B).

Please note that for questions E05A and E05B multiple choice were allowed.

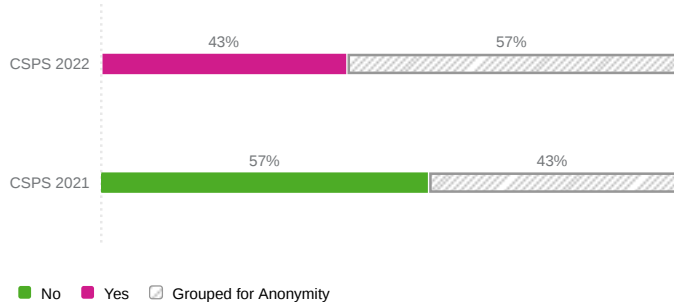
E05. Reported experience of bullying and or harassment in 2022 vs 2021



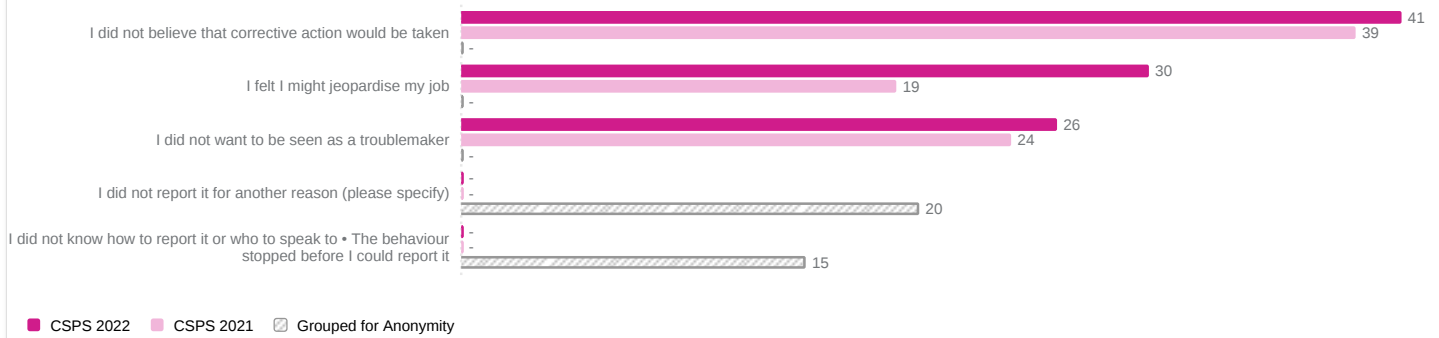
E05A. How the incident was reported, if reported (count - multiple choice allowed) 2022 vs 2021



E06_D. Did you feel you were punished for reporting the incident? 2022 vs 2021



E05B. Why the incident was not reported for those who experienced bullying and or harassment (count - multiple choice allowed) 2022 vs 2021

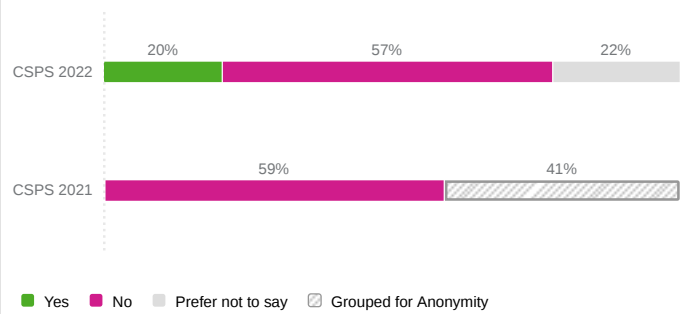


How respondents would describe their situation now

In 2022, of those who said they had experienced bullying and/or harassment in the past 12 months, the proportion of Civil Servants who said they felt appropriate action was taken to address it is 29% (unchanged compared to 2021). 57% indicated that they feel that no action was taken (unchanged compared to 2021); and 13% preferred not to say (unchanged compared to 2021).

The graph on the right shows the proportion of responses to E06_A for the organisation or team you are selecting.

E06_A. Appropriate action was taken to address the behaviour 2022 vs 2021

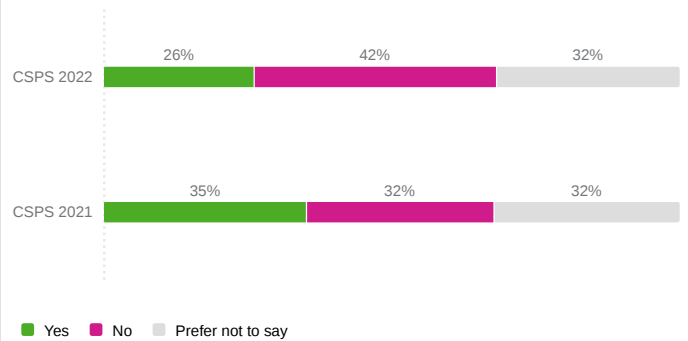


In 2022, of those who said they had experienced bullying and or harassment in the past 12 months preceding the 2022 People Survey, the proportion of Civil Servants who said the behaviour has stopped at the point of completing the survey is 40%. 32% indicated the behaviour is continuing; and 28% preferred not to say.

In 2021, at Civil Service level: 40% indicated that the behaviour has stopped; 30% indicated that it has not; 27% preferred not to say.

The graph on the right shows the proportion of responses to E06_B for the organisation or team you are selecting.

E06_B. The bullying and or harassment has stopped 2022 vs 2021

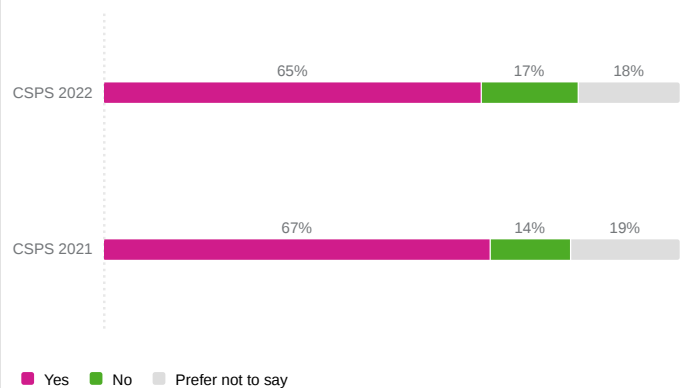


In 2022, of those who said they had experienced bullying and or harassment in the past 12 months preceding the 2021 People Survey, the proportion of Civil Servants who said the culture in their area allowed this behaviour to continue is 59%. 22% indicated that the culture in their area did not allow the behaviour to continue; and 18% preferred not to say.

In 2021, at Civil Service level: 57% indicated that the culture in their area allowed this behaviour to continue; 21% indicated that the culture in their area did not allow the behaviour to continue; and 19% preferred not to say.

The graph on the right shows the proportion of responses to E06_C for the organisation or team you are selecting.

E06_C. The culture in my area allows this behaviour to continue 2022 vs 2021





2022 Personal Wellbeing

These four questions are used by the Office for National Statistics (ONS) to monitor wellbeing across the UK, as part of their Measuring National Wellbeing Programme. One of the main benefits of collecting information in this way, is that it is based on people's views of their own individual wellbeing and takes account of what matters to people by allowing them to decide what is important when they respond to questions.

Personal wellbeing response scale

The four questions on personal wellbeing use a response scale that ranges from 0 to 10, as shown below. You'll see that the scale is reversed for question W04, where the percent 'favourable' in green is the proportion of respondents who said they have experienced low or very low levels of anxiety.

Response scale for questions W01, W02 and W03

High (7-8) or Very High (9-10) in green
 Medium (5-6) in grey
 Low (0-4) in pink

Response scale for questions W04

Very Low (0-2) or Low (2-3) in green
 Medium (4-5) in grey
 High (6-10) in pink

The percent favourable represents the proportion of respondents who reported high or very high satisfaction or happiness levels, and the proportion who reported low or very low anxiety levels.

In 2022 at Civil Service Level:

- W01. 64% of respondents are satisfied with their life nowadays (unchanged compared to 2021)
- W02. 69% think that the things they do in their life are worthwhile (1 percentage point less compared to 2021)
- W03. 61% indicated that they felt happy yesterday (unchanged compared to 2021)
- W04. 35% felt anxious yesterday (unchanged compared to 2021).

The graphs on the right show the findings for these questions for the organisation or team you have selected.

Personal Wellbeing Results 2022 vs 2021

Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022	Action Planning
W02. Overall, to what extent do you feel that things you do in your life are worthwhile?		-1	0	+3 ^	Improve
W01. Overall, how satisfied are you with your life nowadays?		0	0	+4 ^	Improve
W03. Overall, how happy did you feel yesterday?		+1	+1	+4 ^	Improve
W04. Overall, how anxious did you feel yesterday?		-2	+1	+2	Improve

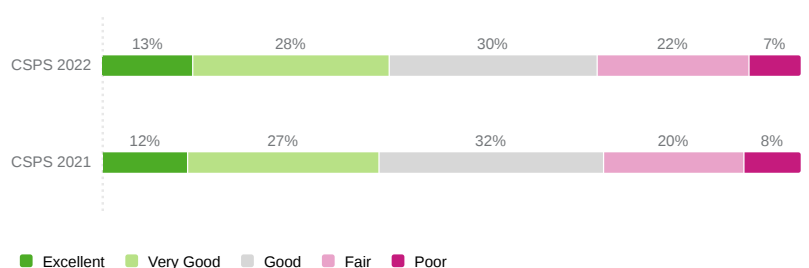
2022 Mental Health & Physical Health

To help organisations and teams understand what they can do better to support those with mental and physical health problems to remain in and thrive through work, we asked two questions specifically on these topics (based on the World Health Organization's Health and Work Performance Questionnaire). Due to the Coronavirus pandemic many of us changed the frequency we work at an office or traditional workplace. This reduced our contact with others and meant working from home without office equipment so we have included an ONS recommended question on experiences of loneliness, and a question on musculoskeletal disorders.

J04B. In 2022 71% of civil servants who responded to the survey, self-reported their overall mental health to be excellent, very good or good. This was 1 percentage point lower compared to 2021.

The graph on the right shows the findings for the organisation or team you have selected.

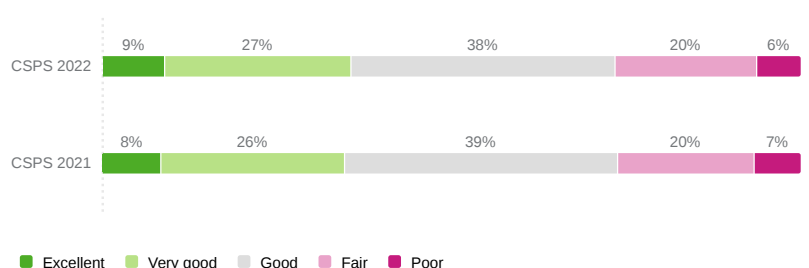
J04B. Self-reported overall mental health 2022 vs 2021



W05. In 2022 73% of civil servants who responded to the survey self-reported their overall physical health to be excellent, very good or good. This score remained unchanged compared to 2021.

The graph on the right shows the findings for the organisation or team you have selected.

W05. Self-reported overall physical health now 2022 vs 2021

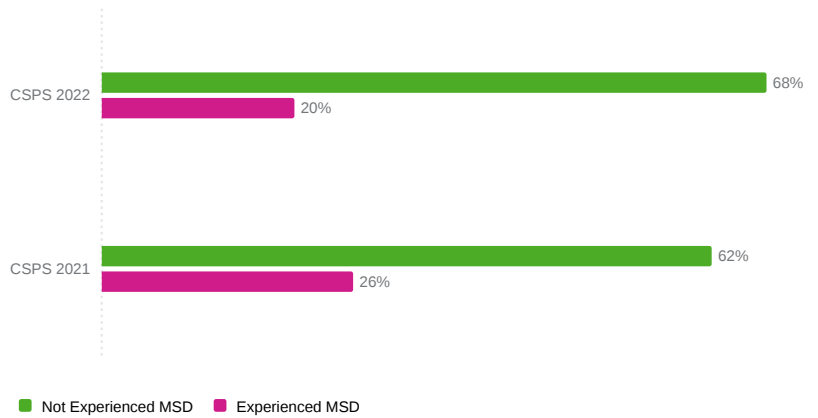


W06. In 2022 25% of civil servants self-reported that in the last year they have experienced musculoskeletal problems (MSD) compared to 34% in 2021; while 64% of them have not experienced musculoskeletal problems (MSD), compared to 57% in 2021.

The graph on the right shows the findings for the organisation or team you have selected.

Please note that those who agreed or strongly agreed with the statement 'In the last 12 months I have experienced musculoskeletal problems' have been coded as "experienced MSD". Those who disagreed or strongly disagreed have been coded as "not experienced MSD". Those who answered 'neither agree nor disagree' are not shown.

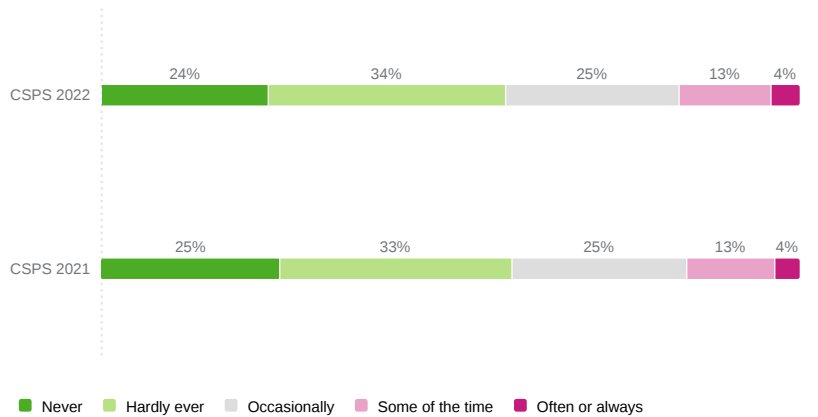
W06. Musculoskeletal problems (MSD) in the last 12 months 2022 vs 2021



W07. In 2022 civil servants self-reported that in the last year: 19% never felt lonely (compared to 20% in 2021); 33% hardly ever felt lonely (compared to 33% in 2021); 26% occasionally felt lonely (unchanged compared to 2021); 16% some of the time felt lonely (compared to 17% in 2021); 5% often or always felt lonely (unchanged compared to 2021).

The graph on the right shows the findings for the organisation or team you have selected.

W07. How often do you feel lonely? 2022 vs 2021



2022 Factors influencing wellbeing

In the Civil Service People Survey we explore three main factors that can influence people's wellbeing: a stressful working environment; a flourishing working environment, and team support.

Stressful work environments

We use something called the Proxy Stress Index to measure conditions that can contribute to stressful environments. It is based on the following Health and Safety Executive stress management standards and People Survey insights:

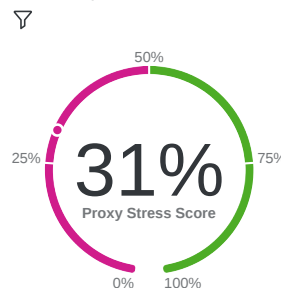
- **Demands** - 'I have an acceptable workload' (B33)
- **Control over work** - 'I have a choice in deciding how I do my work' (B05)
- **Support** - 'My manager motivates me to be more effective in my job' (B08) & 'I am treated with respect by the people I work with' (B26)
- **Relationships** - 'The people in my team can be relied upon to help when things get difficult in my job' (B18) & 'During the past 12 months have you experienced bullying or harassment at work?' (E03)
- **Role in organisation** - 'I have clear work objectives' (B30)
- **Change** - 'I have the opportunity to contribute my views before decisions are made that affect me' (B45)

A score of 100% tells you that respondents gave the most negative response possible to all eight questions, suggesting they are operating in a highly stressful environment. A score of 0% tells you the opposite.

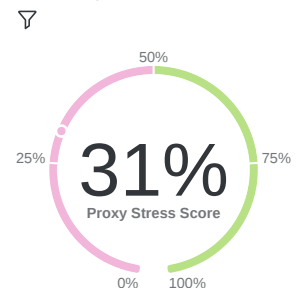
The 2022 Proxy Stress Index for all Civil Servants is 27%. This increased by 1 percentage point compared to the 2021 index.

The graphs on the right show the Proxy Stress Indexes for 2022 and 2021 for the organisation or team you have selected.

Your Proxy Stress Index in 2022



Your Proxy Stress Index in 2021



Flourishing work environments

We use the PERMA Index to measure the extent to which employees are flourishing 'at work'. It is based on the work of psychologist Martin Seligman and looks at the following five dimensions of wellbeing and happiness, and People Survey insights:

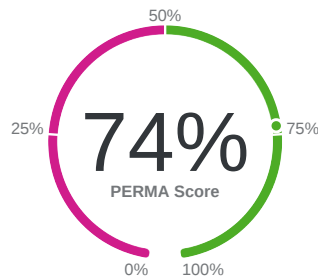
- **Positive emotion** - 'Overall, how satisfied are you with your life nowadays?' (W01)
- **Meaning** - 'Overall, to what extent do you feel the things you do in your life are worthwhile?' (W02)
- **Engagement** - 'I am interested in my work' (B01)
- **Relationships** - 'The people in my team can be relied upon to help when things get difficult in my job' (B18)
- **Accomplishment** - 'My work gives me a sense of personal accomplishment' (B03)

A score of 100% tells you that respondents gave the most positive response possible to all five questions, whereas a score of 0% tells you the opposite.

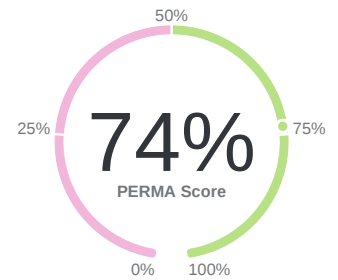
The 2022 PERMA Index for all Civil Servants is 74%, unchanged compared to 2021.

The graphs on the right show the PERMA Indexes for 2022 and 2021 for the organisation or team you have selected.

2022 Your PERMA Index ↕



2021 Your Perma Index ↕



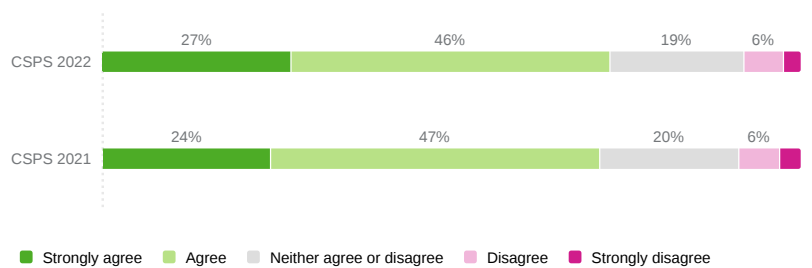
Team support

As an additional measure of flourishing workplace environments, we also asked respondents whether they feel their colleagues genuinely care about their wellbeing.

At Civil Service level, 77% of respondents indicated in 2022 that the people in their team genuinely care about their wellbeing; this remained unchanged compared to 2021.

The graphs on the right show the results for 2022 and 2021 for the organisation or team you have selected.

W08. The people in my team genuinely care about my wellbeing 2022 vs 2021





2022 Disability and Carers

This page includes information on the support respondents receive if they have a disability or are carers.

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Support for disability

J04F. In 2022 70% of Civil Service colleagues with disabilities, conditions or illnesses agreed that their manager supports them to ensure they have the workplace adjustments they need to reduce the barriers they face due to their condition(s) or illness(es). This is one percentage point higher than in 2021.

J04F Full Question Text: "My manager supports me to ensure I have the workplace adjustments I need to reduce the barriers I face due to my condition(s) or illness(es)"

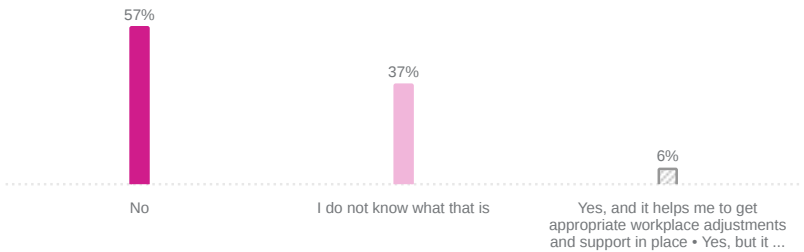
J04G. Of those colleagues that indicated to have a long-term condition:
 9% said that they do have a workplace adjustment passport that helps them to get appropriate adjustment and support;
 2% said they do have a workplace adjustment passport but that doesn't help them to get the adjustment and support needed;
 67% said that they do not have a workplace adjustment passport;
 19% said that they do not know what a workplace adjustment passport is.

The graph on the right presents the scores for the organisation or team you have selected.

Manager support for colleagues with disabilities, conditions or illnesses 2022 vs 2021

Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022	Action Planning
J04F. My manager supports me to ensure I have the workplace adjustments I need to reduce the barriers I...		+1	-8 ↓	-10 ↓	Improve

J04G. 2022 Having a workplace adjustment passport



Support for caring responsibilities

In 2022, colleagues who indicated they give support or help to anyone because they have a long-term condition or illnesses indicated:

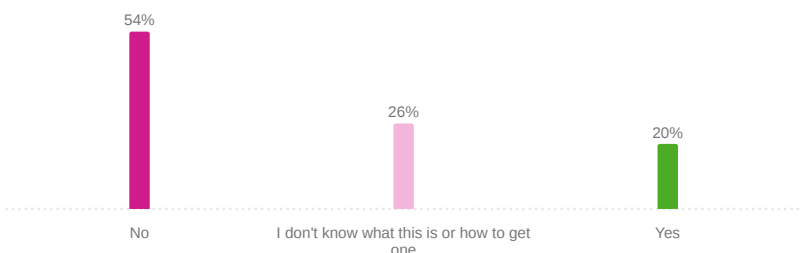
J05A. 54% that they know where to access information and support in their organisation (compared to 57% in 2021);
 J05B. 76% that they feel supported by their manager to balance their work and caring responsibilities (unchanged compared to 2021);
 J05C. 6% that they do have a carer's passport (compared to 4% in 2021).

The graph on the rights shows the figures for J05A , J05B and J05C for the organisation or team you have selected.
 Please note that green is for those who agree with the statement, pink for those who disagree and grey for those that neither agree or disagree.

Manager support for carers 2022 vs 2021

Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022	Action Planning
J05A. As a carer, I know where to access information and support in my organisation		+3	+26	+31	Improve
J05B. I feel supported by my manager to balance my work and caring responsibilities		+1	-7	-8	Improve

J05C. 2022 Having a carer's passport





2022 Covid-19 and Hybrid Working

This page includes information on staff having 'long Covid' and on hybrid working.

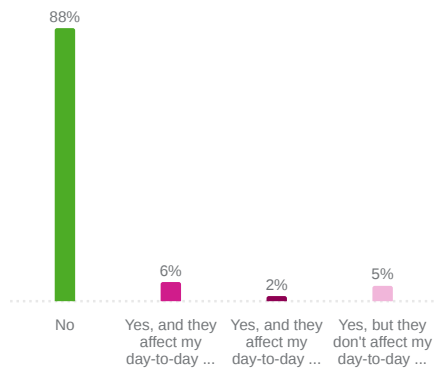
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CV3. In 2022 we asked respondents whether they would describe themselves as having 'long Covid', that is, they were experiencing symptoms more than 4 weeks after they first had COVID-19, that were not explained by something else.

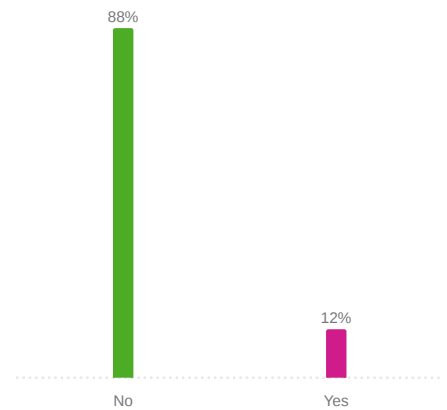
The figures below refer to civil servants who self-reported having 'long Covid' as per the definition above.

89% No experience of long Covid;
 5% Yes, with day-to-day activities not affected;
 5% Yes, with day-to-day activities affected a little;
 1% Yes, with day-to-day activities affected a lot.

CV3. 2022 Long Covid



CV3. 2022 Long Covid (grouped)

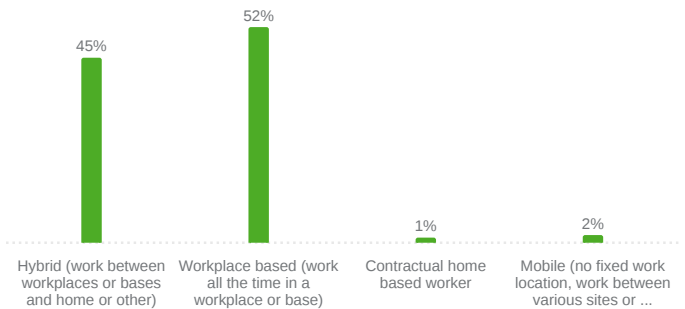


Hybrid Working

H10. In 2022, across the entire Civil Service it emerged that:
 6% of respondents were workplace based;
 2% of respondents were contractual home based worker;
 89% of respondents worked hybrid;
 1% of respondents worked mobile.

The graphs on the right show the figures for the organisation or team you have selected.

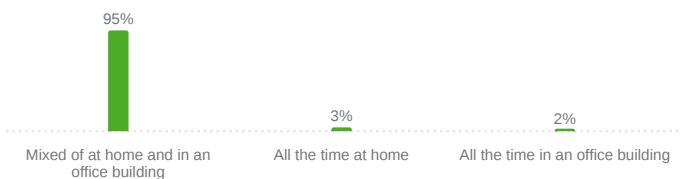
H10. 2022 Working arrangements



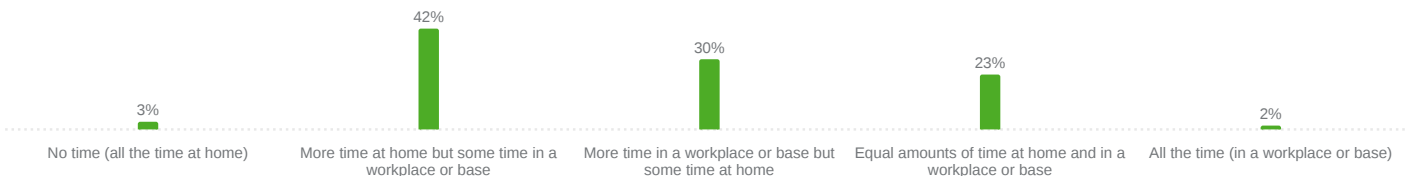
H02A. Of those civil servants who in 2022 indicated 'hybrid approach' to question H10 it emerged that:

2% of respondents worked all the time at home;
 64% of respondents worked more time at home and some of the time in a workplace;
 18% of respondents worked equal amounts of time at home and in a workplace;
 10% of respondents worked more time in a workplace and some of the time at home;
 <1% of respondents worked all the time in a workplace.

H02A. 2022 Hybrid Working (grouped)




H02A. 2022 Hybrid Working



Civil Servants who answered that they have mainly been working from home indicated:

H02B. 89% said that when they are working from home their colleagues are good at keeping in touch formally and informally (compared to 78% in 2021).

This question was not shown to respondents who said they have mainly been working in an office location.
The graphs on the right show the figures for the organisation or team you have selected.

Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022	Action Planning
H02B. When working from home, my colleagues are good at keeping in touch formally and informally	 90%	+15 ^	0	+1	Improve



2022 Civil Service changes

This page includes the findings for four topics: Civil Service Reform and Modernisation, Civil Service organisational culture and leadership, the Civil Service Code, and productivity.

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Civil Service Reform and Modernisation

In 2022, at Civil Service level:

Civil Service Vision

B59. 60% indicated to be aware of the Civil Service vision for 'A Modern Civil Service', compared to 57% in 2021.

Civil Service Reform

B59A. 41% indicated they understand how they can help to achieve the vision for a 'A Modern Civil Service'. This is 1 percentage point higher than 2021.

B59B. 80% affirmed that the technology provided by their organisation enables them to easily connect and collaborate with the colleagues they need to for them to do their job effectively. This is 1 percentage point lower than 2021.

B59E. 79% indicated to have a choice in deciding where to do their work (usual workplace/base; another workplace; home) to best deliver their individual, team and organisation objectives, compared to 82% in 2021.

B59F. 95% affirmed their manager trusts them to do their job effectively, even if they are not working from the same location as them, unchanged compared to 2021.

The graphs on the right present the findings for the organisation or team you have selected.

Civil Service Vision 2022 vs 2021

Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022	Action Planning
B59. I am aware of the Civil Service vision for 'A Modern Civil Service'		+2	-6 ↓	-12 ↓	Improve

Civil Service Reform 2022 vs 2021

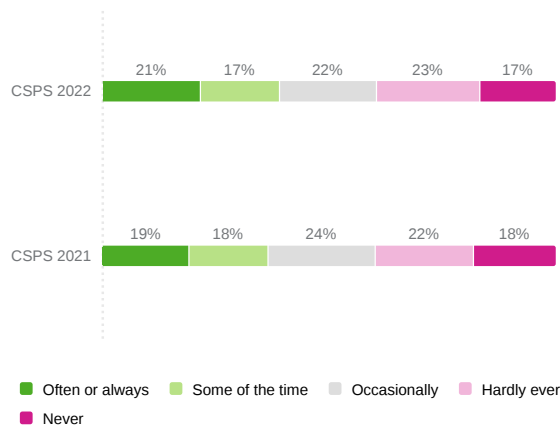
Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022	Action Planning
B59F. My manager trusts me to do my job effectively, even if I am not working from the same location as...		-3	-13 ↓	-16 ↓	Improve
B59B. The technology provided by my organisation enables me to easily connect and collabo...		-4 ↓	-13 ↓	-15 ↓	Improve
B59E. I have a choice in deciding where I do my work (usual workplace or base, another workplace, home)		-3	-35 ↓	-35 ↓	Improve
B59A. I understand how I can help achieve the vision for 'A Modern Civil Service'		+3	0	-1	Improve

B59C. In 2022 at Civil Service level, 36% of respondents indicate that they often/always or some of the time collaborate with colleagues in other government departments and agencies to achieve common goals. This is an increase of 1 percentage point compared to 2021.

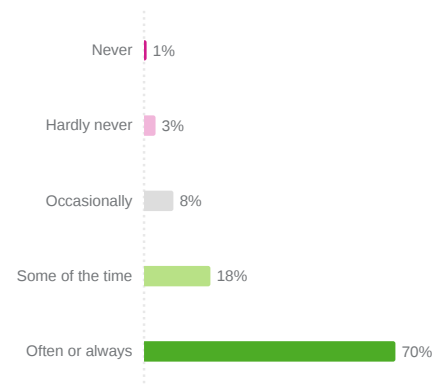
B59D. In 2022 87% of civil servants completing the survey always/often or sometimes consider how their work impacts upon the public in the course of carrying out their duties. This is 1 percentage point higher compared to 2021.

The graphs on the right show the findings for B59C and B59D for the organisation or team you have selected.

B59C. How often do you collaborate with civil servants in other Government departments and agencies to achieve common goals? 2022 vs 2021



B59D. I consider how my work impacts upon the public in the course of carrying out my duties



Organisational Culture & Leadership

In 2022, at Civil Service level:

B54. 91% of respondents indicated that they are trusted to carry out their job effectively (compared to 92% in 2021);

B55. 75% believed they would be supported if they try a new idea, even if it may not work (unchanged compared to 2021);



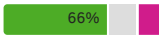
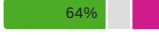

B56. 74% agreed that in their organisation people are encouraged to speak up when they identify a serious policy or delivery risk (compared to 75% in 2021);

B57. 71% felt able to challenge inappropriate behaviour in the workplace (compared to 70% in 2021);

B58. 78% agreed that their organisation is committed to creating a diverse and inclusive workplace (compared to 80% in 2021).

The graph on the right shows the findings for the organisation or team you have selected.

Organisational Culture Results 2022 vs 2021

Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022	Action Planning
B54. I am trusted to carry out my job effectively		-2	-3	-3	Improve
B58. My organisation is committed to creating a diverse and inclusive workplace		0	-9	-8	Improve
B56. In my organisation, people are encouraged to speak up when they identify a serious policy or delivery risk		+1	-6	-8	Improve
B57. I feel able to challenge inappropriate behaviour in the workplace		0	-7	-7	Improve
B55. I believe I would be supported if I try a new idea, even if it may not work		-4	-10	-12	Improve

The Civil Service Code


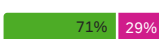
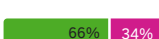
D01A. In 2022, 89% of civil servants indicated that they understand the Civil Service Code and what it means for their conduct (unchanged compared to 2021).

D02. 68% of civil servants indicated to be aware of how to raise a concern under the Civil Service Code (unchanged compared to 2021).

D03. 75% of civil servants indicated to be confident that if they raised a concern under the Civil Service Code in their organisation it would be investigated properly; this is 1 percentage point lower compared to 2021.

The graph on the right shows the results for the organisation or team you have selected. Please note that green shows the proportion of those who answered "Agree" or "Strongly Agree" for D01A and "Yes" for D02 and D03.

Civil Service Code 2022 vs 2021

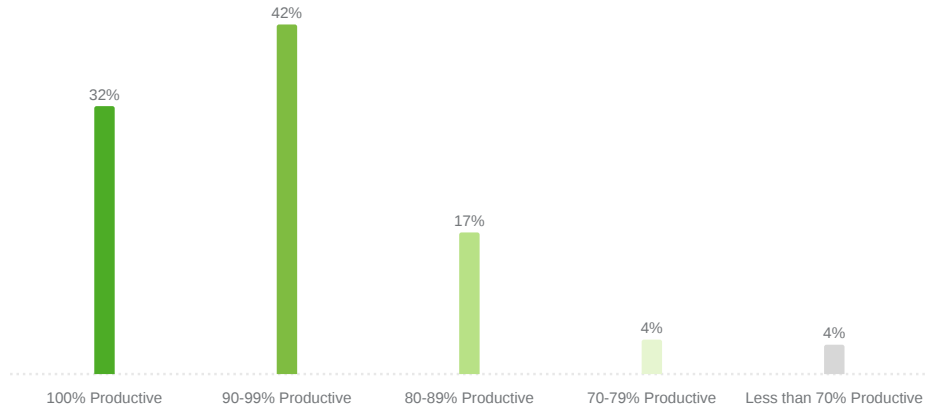
Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022	Action Planning
D01A. I understand the Civil Service Code and what it means for my conduct		-2	-6 ↓	-6 ↓	Improve
D03. Are you confident that if you raised a concern under the Civil Service Code in ...		-2	-5 ↓	-4 ↓	Improve
D02. Are you aware of how to raise a concern under the Civil Service Code?		-3	-3	-2	Improve

Productivity and Efficiency

B59G. At Civil Service level it emerged that over the last month 69% of civil servants indicated to have been between 100% and 90% productive. This is 1 percentage point lower compared to 2021.

The graph on the right shows the findings for the organisation or team you have selected.

B59G. Over the last month, roughly how productive have you been? ↴



B59H. In 2022 a new question was introduced to assess whether civil servants think that efficiency is pursued as a priority in their organisation. At Civil Service level it emerged that 57% agreed or strongly agreed that efficiency is a priority in their organisation.

A comparison is not possible with 2021.

The graph on the right shows the findings for the organisation or team you have selected.

Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022	Action Planning
B59H. Efficiency is pursued as a priority in my organisation	56% 25%	-	+1	-1	Improve

2022 Taking Action

This page includes the findings in relation to belief that action has and/or will be taken as a result of completing the Civil Service People Survey, a focus on the top drivers of staff engagement, and a summary of respondents' intentions to stay or leave the organisation in the future.

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Did you know?...

Research suggests that teams are more likely to be engaged if time has been taken to study and understand their results, to build staff-led action plans.

It can also have an impact on how likely they are to participate in future insight gathering - people are less likely to contribute if their views are perceived to have been ignored in the past.

In 2022:

B52. 51% of respondents believe that senior managers in their organisation will take action on the results from the survey (compared to 54% in 2021);
B53. 35% of respondents indicated that where they work, they think effective action has been taken on the results of the last survey (compared to 38% in 2021).

The graph on the right shows the results for the organisation or team you have selected.

Belief that action has and/or will be taken 2022 vs 2021

Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022	Action Planning
B52. My senior managers will act on this year's survey results		-3	-5	-7	Improve
B53. Where I work, I think effective action has been taken on the results of the last survey		+1	+1	-3	Improve

Focus Areas

While the Engagement Index tells you how engaged your employees are, it does not tell you how to improve or maintain engagement. This is where key driver analysis comes in, as this pinpoints the factors that have the strongest association with your engagement levels.

The table to the right displays the five question results that have the strongest association with the engagement index (identified through correlation analysis) for the team or group of staff you are looking at, and ranks these in order of importance.

The order of importance is determined by something called an 'r' value, or Pearson Correlation Coefficient. If you hover over the blue dot in your key drivers table, you will see the r-value. The r-value can sit anywhere between -1 and 1. A positive r-value suggests that your engagement levels appear to increase as the % favourable score for a question increases; a negative r-value suggests the opposite. The larger the blue dot, the more that question is associated with your employee engagement score.

In the table, you'll also be able to see if these are areas that have improved or worsened over the past 12 months, where trend data is available.

In 2022, at Civil Service level, the correlation is as follows:

- B27. $r(343,855)=0.62$, $p<.001$
- B41. $r(343,807)=0.63$, $p<.001$
- B43. $r(344,126)=0.62$, $p<.001$
- B52. $r(344,312)=0.62$, $p<.001$
- LQC4. $r(238,597)=0.73$, $p<.001$

Top drivers of engagement 2022 vs 2021

Impact	Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022	Action Planning
	LQC4. I feel positive about the future of my organisation		-5	-1	+5	
	B41. Overall, I have confidence in the decisions made by my organisation's senior managers		-1	-6	-9	Improve
	LQC3. I feel that change is managed well in my Area, Directorate or Division		+1	-2	-3	
	B40. I believe that my organisation's senior leaders have a clear vision for the future of my organisation		-3	-4	-7	Improve
	B43. When changes are made in my organisation they are usually for the better		-1	0	+2	Improve

[View items \(28\) with too few responses](#)

Future Intentions

C01. In relation to employees' plans to remain within or leave their organisation in the future, in 2022 at Civil Service level:

- 7% indicated that they want to leave their organisation as soon as possible (1 percentage point more compared to 2021);
- 15% that they want to leave their organisation within the next 12 months (1 percentage point more compared to 2021);
- 34% that they want to stay working for their organisation for at least the next year (1 percentage point more compared to 2021);
- 42% that they want to stay working for their organisation for at least the next three years (5 percentage points less compared to 2021).

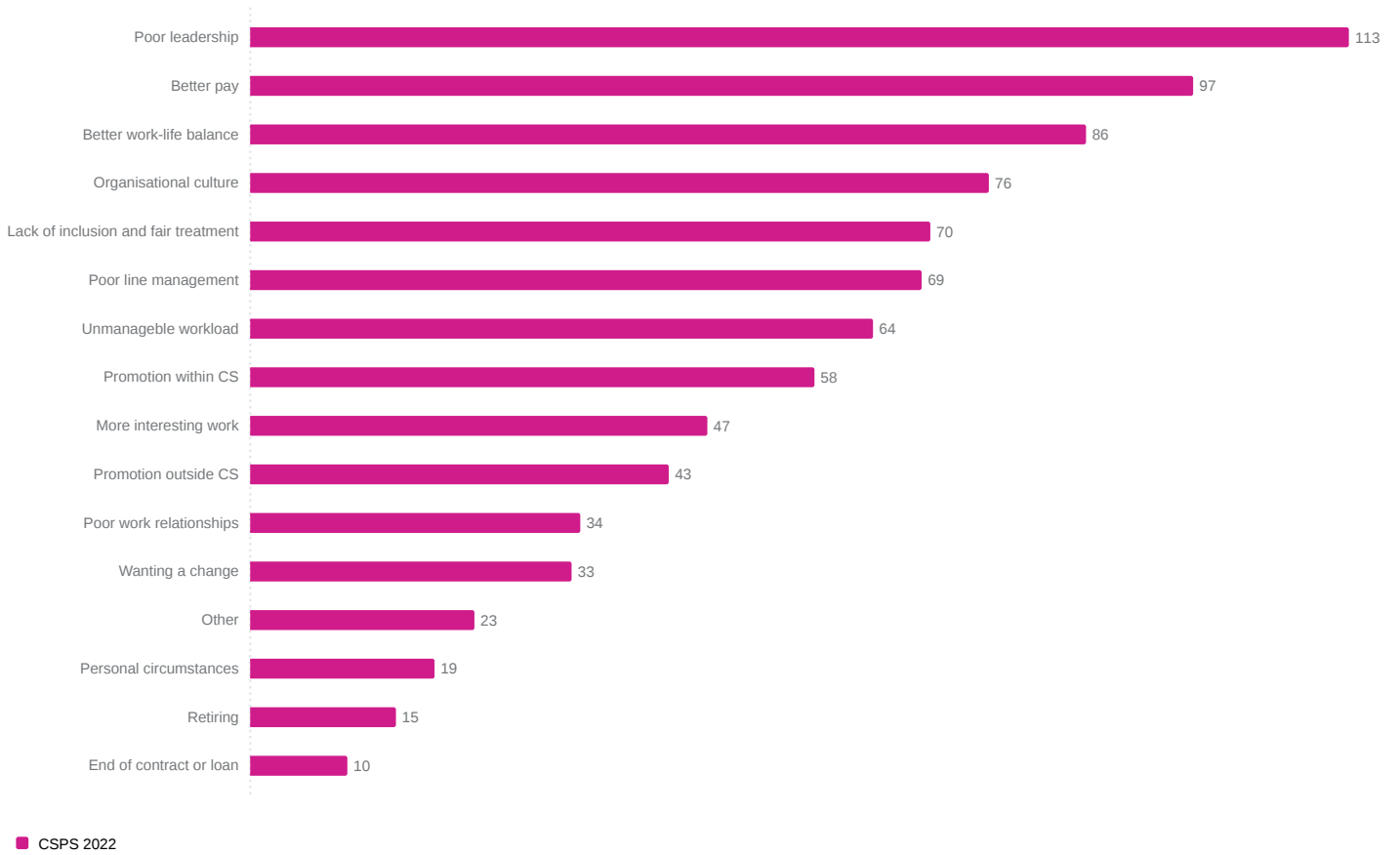
The graph on the right shows the comparison between 2022 and 2021 for C01 for the organisation or team you have selected.

The graph below shows the responses to C02, indicating the reasons why people would like to leave their organisations (please note that this question

Future Intentions 2022 vs 2021



C02. 2022 Count of reasons for intention to leave the organisation





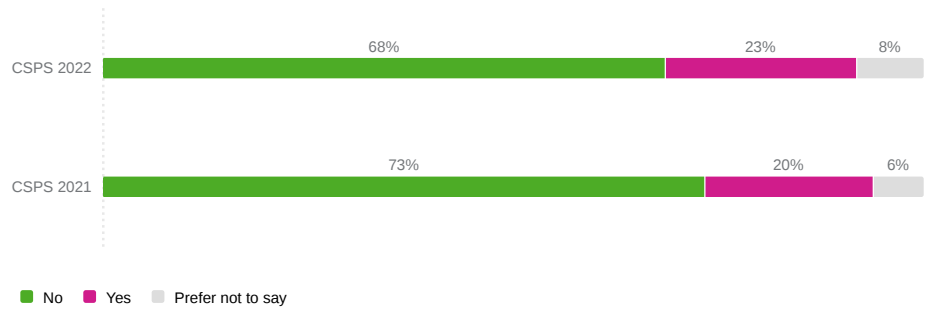
2022 Local questions: Safe to Challenge

OFFICIAL SENSITIVE

Local questions focuses on specific topics that your organisation wanted to explore in more detail.

The graphs on the right show the scores for the organisation or team you have selected.

LQB1. In the last 12 months, I have seen someone else being bullied or treated unfairly in my organisation 2022 vs 2021



Local question results: Safe to Challenge

Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022
LQB5. If I see or experience any form of wrongdoing in my organisation, I know how to raise it...		-2	+3 ^	0
LQB2. I make a point of tackling bullying, harassment and other inappropriate behaviours when I see it...		+1	-1	-6 v
LQB3. I feel comfortable speaking to those more senior than me about their actions and impact		0	-4 v	-8 v
LQB4. I feel confident that if I challenged someone more senior than me in my Area, Directorate or Division...		-1	-7 v	-7 v



2022 Local questions: Health and Safety

OFFICIAL SENSITIVE

Local questions focuses on specific topics that your organisation wanted to explore in more detail.

The graph on the right shows the scores for the organisation or team you have selected.

Local question results: Health and Safety

Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022
LQE3A. If I had a concern about health and safety, I would report this to someone in ...	91%	+3 ^	0	-1
LQE4. I have the resources needed to carry out my role to expected health and safety standards	79%	0	0	+1
LQE3B. If I raised a concern about health and safety, I am confident action would be taken	75% 15%	+2	0	+2
LQE1. Health and safety is a priority within my organisation	70% 20%	-3	0	-4 v
LQE2. In my organisation the need to deliver work is balanced against the need to work sa...	68% 22%	+1	0	-3 v



2022 Local questions: Change Management

OFFICIAL SENSITIVE

Local questions focuses on specific topics that your organisation wanted to explore in more detail.

The graph on the right shows the scores for the organisation or team you have selected.

Local question results: Change Management

Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022
LQC4. I feel positive about the future of my organisation		-5 ↓	-1	+5 ↑
LQC2. I understand what support is available to me as I am affected by organisational change		-1	-2	-8 ↓
LQC3. I feel that change is managed well in my Area, Directorate or Division		+1	-2	-3 ↓
LQC1. I get to find out the reasons behind key changes that happen in my organisation		+2	-4 ↓	-6 ↓