



2023 Headlines

OFFICIAL SENSITIVE

The 2023 Civil Service People Survey ran from 19 September to 23 October. 356,715 people, from 103 Civil Service organisations, completed the survey; giving us an overall response rate of 65%. In this page you will find your Employee Engagement Index, the nine Core Theme Scores, and the Discrimination, Bullying and Harassment rates.

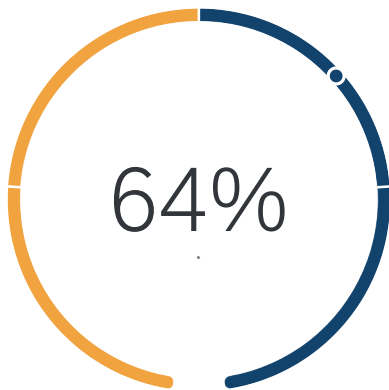
The scores are presented in the following order: your percent positive theme score first (in blue), then your percent neutral (in grey), and your percent negative (in orange).

Responses:

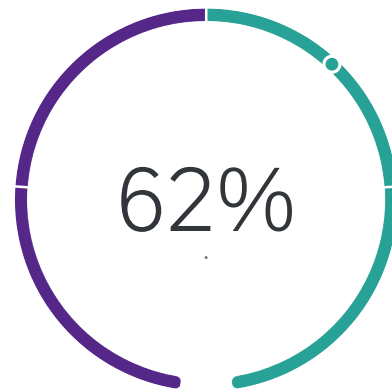
1,354

Your Employee Engagement Index - 2023 vs 2022

Your 2023 Employment Engagement Index.



Your 2022 Employment Engagement Index.



Core Themes

My Work Theme Score

74 %



vs 2022

▲ 1

Organisational Objectives and Purpose Theme Score

87 %



vs 2022

▲ 4

My Manager Theme Score

72 %



vs 2022

▲ 2

My Team Theme Score

78 %



vs 2022

▲ 2

Learning and Development Theme Score

61 %



vs 2022

▲ 4

Inclusion and Fair Treatment Theme Score

75 %



vs 2022

▲ 2

Resources and Workload Theme Score

76 %

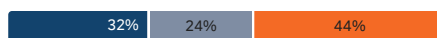


vs 2022

▲ 3

Pay and Benefits Theme Score

32 %



vs 2022

▲ 4

Leadership and Managing Change Theme Score

49 %

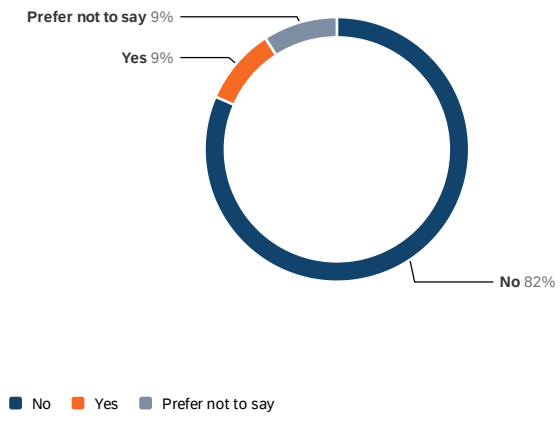


vs 2022

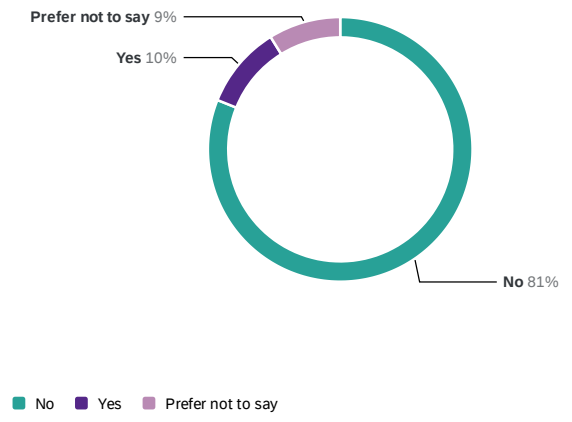
▲ 2

Discrimination, Bullying and Harassment - 2023 vs 2022

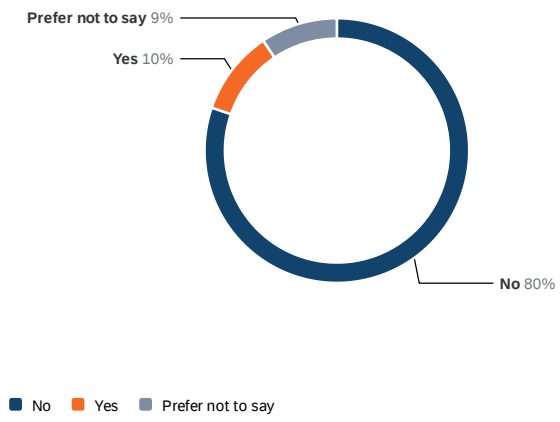
2023 Discriminated against grouped ▾



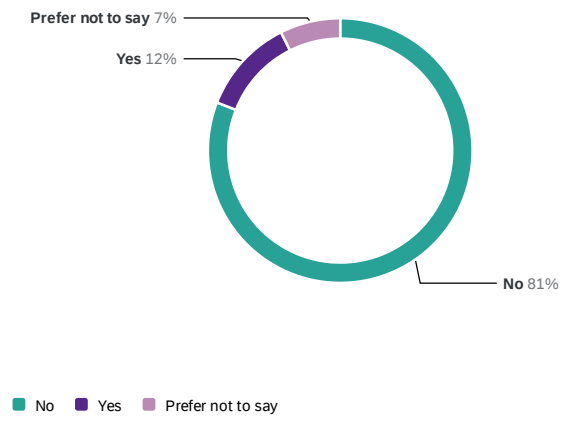
2022 Discriminated against grouped ▾



2023 Bullied and or Harassed grouped ▾



2022 Bullied and or Harassed grouped ▾





2023 Employee Engagement & Core Theme Scores

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This page includes the findings for your organisation and at Civil Service Level for employee engagement and the following core themes: 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 2023 and 2022 scores is also included.

The scores are presented in the following order: your percent positive theme score first (in blue), then your percent neutral (in grey), and at the end your percent negative (in orange).

Employee Engagement

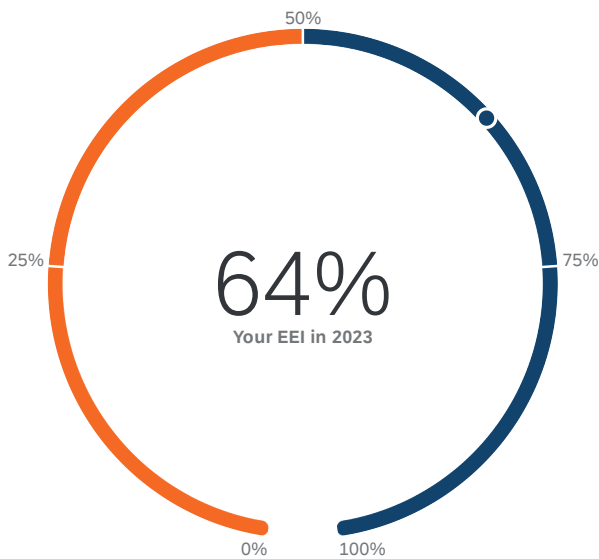
Employee engagement is a workplace approach designed to ensure that employees are committed to their organisation's goals and values, and are motivated to contribute to organisational success. We use five questions (B47 - B51) in the People Survey to measure employee engagement, and combine all responses (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) benchmark in 2023 is 64%. It decreased by 1 percentage point compared to 2022 (65% median score).

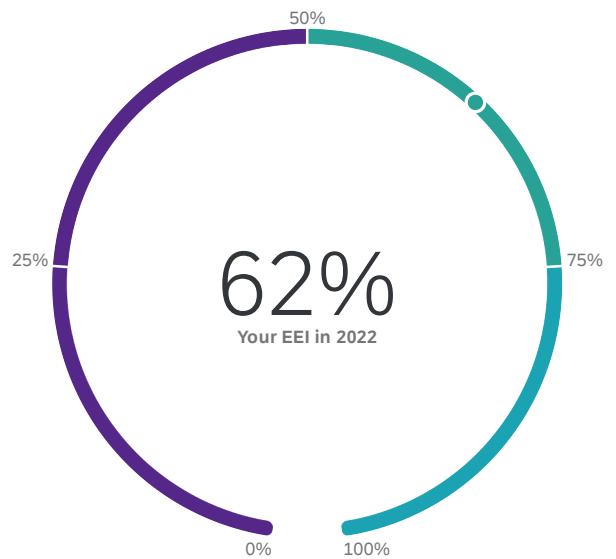
The graphs present your EEI for 2023 and 2022 and the five questions that are used to calculate your EEI.

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 2022 results, your parent, and the Civil Service Benchmark.

Your 2023 Employment Engagement Score [↕](#)



Your 2022 Employment Engagement Score [↕](#)



Employment Engagement Question Scores 2023 vs 2022 [↕](#)

Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate Report)
B47. I am proud when I tell others I am part of my organisation	66% 28% 6%	+1	-1	+1
B48. I would recommend my organisation as a great place to work	60% 27% 12%	-1	+5 ^	-5 v
B50. My organisation inspires me to do the best in my job	53% 34% 13%	-1	+2	-1
B49. I feel a strong personal attachment to my organisation	49% 33% 18%	-1	+1	-1
B51. My organisation motivates me to help it achieve its objectives	49% 37% 15%	-3 v	0	-2

Core Theme Scores

There are nine core theme scores within the Civil Service People Survey. Each theme measures a different dimension of employee experience at work, which are known to have a strong relationship with engagement levels.







In the next section 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. Findings in the graphs in this page are always presented as percentage positive first (in blue), followed by percentage neutral (in grey) and then percentage negative (in orange).

My Work

The Civil Service benchmark score for the My Work theme in 2023 is 78%, it did not vary compared to 2022.

The graph in the next section presents the My Work score for your organisation, and the results for each of the theme questions (B01-B04).

My Work Question Scores 2023 vs 2022 🗒



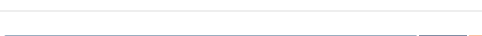
Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate Report)
My Work		-5 ▼	+1	-3 ▼
B01. I am interested in my work		0	-1	-1
B02. I am sufficiently challenged by my work		+1	+3 ▲	+1
B03. My work gives me a sense of personal accomplishment		0	+1	+1
B04. I feel involved in the decisions that affect my work		-9 ▼	+2	-6 ▼
B05. I have a choice in deciding how I do my work		-15 ▼	+1	-11 ▼

Organisational Objectives and Purpose

The Civil Service benchmark score for the Organisational Objectives and Purpose theme in 2023 is 84%, 1 percentage point higher than in 2022.

The graph in the next section presents the Organisational Objectives and Purpose score for your organisation, and the findings for each of the theme questions (B06-B07).

Organisational Objectives and Purpose Question Scores 2023 vs 2022 🗒

Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate Report)
Organisational objectives and purpose		+3 ▲	+4 ▲	+3 ▲
B06. I have a clear understanding of my organisation's objectives		+4 ▲	+4 ▲	+4 ▲
B07. I understand how my work contributes to my organisation's objectives		+2 ▲	+4 ▲	+2 ▲

My Manager

The Civil Service benchmark score for the My Manager theme in 2023 is 78%; it did not vary compared to 2022.

The graph in the next section presents the My Manager score for your organisation, and the results for each of the theme questions (B08-B16).

My Manager Question Scores 2023 vs 2022 📄

Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate Report)
My Manager	72% 17% 11%	-6 ▼	+2	-6 ▼
B08. My manager motivates me to be more effective in my job	70% 17% 13%	-6 ▼	+2	-6 ▼
B09. My manager is considerate of my life outside work	82% 10% 8%	-8 ▼	+4 ▲	-6 ▼
B10. My manager is open to my ideas	74% 16% 9%	-13 ▼	0	-10 ▼
B11. My manager helps me to understand how I contribute to my organisation's objectives	68% 22% 10%	-4 ▼	+6 ▲	-2
B12. Overall, I have confidence in the decisions made by my manager	73% 15% 12%	-8 ▼	+3	-7 ▼
B13. My manager recognises when I have done my job well	76% 14% 10%	-7 ▼	+2	-8 ▼
B14. I receive regular feedback on my performance	69% 15% 16%	-4 ▼	+3	-5 ▼
B15. The feedback I receive helps me to improve my performance	66% 23% 11%	-3 ▼	+2	-3 ▼
B16. I think that my performance is evaluated fairly	68% 22% 10%	-5 ▼	-1	-7 ▼

My Team

The Civil Service benchmark score for the My Team theme in 2023 is 83%; it did not vary compared to 2022. The graph in the next section presents the My Team score for your organisation, and the results for each of the theme questions (B18-B20).

My Team Question Scores 2023 vs 2022 📄

Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate Report)
My Team	78% 13% 10%	-6 ▼	+2	-5 ▼
B18. The people in my team can be relied upon to help when things get difficult in my job	84% 8% 7%	-3 ▼	+3	-3 ▼
B19. The people in my team work together to find ways to improve the service we provide	80% 12% 8%	-5 ▼	+1	-3 ▼
B20. The people in my team are encouraged to come up with new and better ways of doing things	68% 18% 15%	-10 ▼	+2	-7 ▼

Learning and Development

The Civil Service benchmark score for the Learning and Development theme in 2023 is 56%, 1 percentage point higher compared to 2022. The graph in the next section presents the Learning and Development score for your organisation, and the results for each of the theme questions (B21-B24).

Learning and Development Question Scores 2023 vs 2022 📄

Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate Report)
Learning and development	<div style="display: flex; justify-content: space-between;"><div style="width: 61%; background-color: #003366; color: white;">61%</div><div style="width: 26%; background-color: #666666; color: white;">26%</div><div style="width: 13%; background-color: #CC3300; color: white;">13%</div></div>	+5 ^	+4 ^	+5 ^
B21. I am able to access the right learning and development opportunities when I need to	<div style="display: flex; justify-content: space-between;"><div style="width: 70%; background-color: #003366; color: white;">70%</div><div style="width: 18%; background-color: #666666; color: white;">18%</div><div style="width: 11%; background-color: #CC3300; color: white;">11%</div></div>	+3 ^	+6 ^	+7 ^
B22. Learning and development activities I have completed in the past 12 months have helped to improve my performance	<div style="display: flex; justify-content: space-between;"><div style="width: 53%; background-color: #003366; color: white;">53%</div><div style="width: 35%; background-color: #666666; color: white;">35%</div><div style="width: 13%; background-color: #CC3300; color: white;">13%</div></div>	+1	+2	0
B23. There are opportunities for me to develop my career in my organisation	<div style="display: flex; justify-content: space-between;"><div style="width: 67%; background-color: #003366; color: white;">67%</div><div style="width: 19%; background-color: #666666; color: white;">19%</div><div style="width: 14%; background-color: #CC3300; color: white;">14%</div></div>	+14 ^	+3	+8 ^
B24. Learning and development activities I have completed while working for my organisation are helping me to develop my career	<div style="display: flex; justify-content: space-between;"><div style="width: 53%; background-color: #003366; color: white;">53%</div><div style="width: 33%; background-color: #666666; color: white;">33%</div><div style="width: 14%; background-color: #CC3300; color: white;">14%</div></div>	+2	+3	+3 ^

Inclusion and Fair Treatment

The Civil Service benchmark score for the Inclusion and Fair Treatment theme in 2023 is 81%, 1 percentage point lower compared to 2022. The graph in the next section presents the Inclusion and Fair Treatment score for your organisation, and the results for each of the theme questions (B25-B28).

Inclusion and Fair Treatment Question Scores 2023 vs 2022 📄

Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate Report)
Inclusion and fair treatment	<div style="display: flex; justify-content: space-between;"><div style="width: 75%; background-color: #003366; color: white;">75%</div><div style="width: 14%; background-color: #666666; color: white;">14%</div><div style="width: 11%; background-color: #CC3300; color: white;">11%</div></div>	-6 v	+2	-6 v
B25. I am treated fairly at work	<div style="display: flex; justify-content: space-between;"><div style="width: 79%; background-color: #003366; color: white;">79%</div><div style="width: 10%; background-color: #666666; color: white;">10%</div><div style="width: 11%; background-color: #CC3300; color: white;">11%</div></div>	-5 v	+2	-6 v
B26. I am treated with respect by the people I work with	<div style="display: flex; justify-content: space-between;"><div style="width: 83%; background-color: #003366; color: white;">83%</div><div style="width: 10%; background-color: #666666; color: white;">10%</div><div style="width: 7%; background-color: #CC3300; color: white;">7%</div></div>	-5 v	+3 ^	-4 v
B27. I feel valued for the work I do	<div style="display: flex; justify-content: space-between;"><div style="width: 64%; background-color: #003366; color: white;">64%</div><div style="width: 18%; background-color: #666666; color: white;">18%</div><div style="width: 17%; background-color: #CC3300; color: white;">17%</div></div>	-8 v	+2	-7 v
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;"><div style="width: 74%; background-color: #003366; color: white;">74%</div><div style="width: 17%; background-color: #666666; color: white;">17%</div><div style="width: 10%; background-color: #CC3300; color: white;">10%</div></div>	-7 v	+1	-6 v

Resources and Workload

The Civil Service benchmark score for the Resources and Workload theme in 2023 is 75%, 1 percentage point higher compared to 2022. The graph in the next section presents the Resources and Workload score for your organisation, and the results for each of the theme questions (B29-B34).

Resources and Workload Question Scores 2023 vs 2022 📄

Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate Report)
Resources and workload	<div style="display: flex; justify-content: space-between;"><div style="width: 76%; background-color: #003366; color: white;">76%</div><div style="width: 12%; background-color: #666666; color: white;">12%</div><div style="width: 11%; background-color: #CC3300; color: white;">11%</div></div>	+2	+3 ^	+2
B29. I get the information I need to do my job well	<div style="display: flex; justify-content: space-between;"><div style="width: 71%; background-color: #003366; color: white;">71%</div><div style="width: 17%; background-color: #666666; color: white;">17%</div><div style="width: 12%; background-color: #CC3300; color: white;">12%</div></div>	0	+5 ^	+3 ^
B30. I have clear work objectives	<div style="display: flex; justify-content: space-between;"><div style="width: 83%; background-color: #003366; color: white;">83%</div><div style="width: 12%; background-color: #666666; color: white;">12%</div><div style="width: 5%; background-color: #CC3300; color: white;">5%</div></div>	+6 ^	+4 ^	+7 ^
B31. I have the skills I need to do my job effectively	<div style="display: flex; justify-content: space-between;"><div style="width: 90%; background-color: #003366; color: white;">90%</div><div style="width: 7%; background-color: #666666; color: white;">7%</div><div style="width: 3%; background-color: #CC3300; color: white;">3%</div></div>	+1 ^	+2	+1
B32. I have the tools I need to do my job effectively	<div style="display: flex; justify-content: space-between;"><div style="width: 77%; background-color: #003366; color: white;">77%</div><div style="width: 11%; background-color: #666666; color: white;">11%</div><div style="width: 12%; background-color: #CC3300; color: white;">12%</div></div>	+3 ^	+5 ^	+5 ^
B33. I have an acceptable workload	<div style="display: flex; justify-content: space-between;"><div style="width: 64%; background-color: #003366; color: white;">64%</div><div style="width: 14%; background-color: #666666; color: white;">14%</div><div style="width: 22%; background-color: #CC3300; color: white;">22%</div></div>	0	+2	0
B34. I achieve a good balance between my work life and my private life	<div style="display: flex; justify-content: space-between;"><div style="width: 73%; background-color: #003366; color: white;">73%</div><div style="width: 14%; background-color: #666666; color: white;">14%</div><div style="width: 14%; background-color: #CC3300; color: white;">14%</div></div>	-1	+4 ^	-4 v

Pay and Benefits

The Civil Service benchmark score for the Pay and Benefits theme in 2023 is 32%, 5 percentage points higher compared to 2022.

The graph in the next section presents the Pay and Benefits score for your organisation, and the results for each of the theme questions (B35-B37).

B37A and B37B are new questions in 2023, though are not included in the Pay and Benefits Theme Score. You can find their scores in the next sections.

Pay and Benefits Question Scores 2023 vs 2022 🗒

Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate Report)
Pay and benefits		0	+4 ^	-18 v
B35. I feel that my pay adequately reflects my performance		-4 v	+4 ^	-21 v
B36. I am satisfied with the total benefits package		+4 ^	+6 ^	-13 v
B37. Compared to people doing a similar job in other organisations I feel my pay is reasonable		-1	+1	-19 v

Additional Pay and Benefit questions 2023 🗒

Name	Distribution	Civil Service Benchmark 2023	SG Scottish Government (Corporate Report)
B37A. I am fully aware of the benefits available in my organisation, in addition to pay		-1	+1
B37B. Over the last 12 months money worries have affected my ability to do my job		+3 ^	-6 v

Leadership and Managing Change

The Civil Service benchmark score for the Leadership and Managing Change theme in 2023 is 52%, 2 percentage points lower compared to 2022.

The graph in the next section presents the Leadership and Managing Change score for your organisation, and the results for each of the theme questions (B38-B46).

Leadership and Managing Change Question Scores 2023 vs 2022 🔍

Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate Report)
▼ Leadership and managing change	49% 27% 24%	-3 ▼	+2	+1
B38. Senior managers in my organisation are sufficiently visible	65% 13% 22%	-6 ▼	+8 ^	+2
B39. I believe the actions of senior managers are consistent with my organisation's values	59% 25% 16%	-6 ▼	+4 ^	-1
B40. I believe that my organisation's senior leaders have a clear vision for the future of my organisation	53% 33% 14%	-1	+5 ^	+5 ^
B41. Overall, I have confidence in the decisions made by my organisation's senior managers	51% 29% 20%	-5 ▼	+1	0
B42. I feel that change is managed well in my organisation	37% 29% 34%	+3 ^	0	+7 ^
B43. When changes are made in my organisation they are usually for the better	38% 40% 22%	+4 ^	0	+4 ^
B44. My organisation keeps me informed about matters that affect me	58% 23% 19%	-6 ▼	+3	-2
B45. I have the opportunity to contribute my views before decisions are made that affect me	36% 25% 39%	-4 ▼	0	-3
B46. I think it is safe to challenge the way things are done in my organisation	45% 28% 27%	-6 ▼	0	-4 ▼



2023 Discrimination, Bullying and Harassment Scores

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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 2023 and 2022 scores is also included.

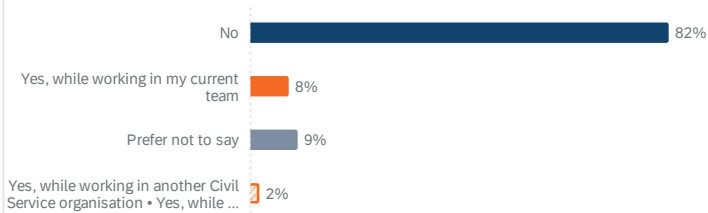
The scores are presented in the following order: your percent positive theme score first (in blue), then your percent neutral (in grey), and at the end your percent negative (in orange).

2023 Discrimination

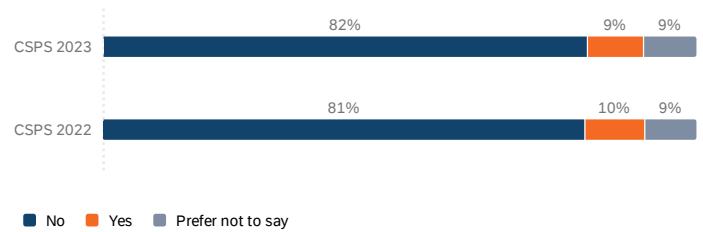
In 2023, 7% of Civil Servants (median score) indicated that they have been discriminated against at work in the past 12 months. This remained unchanged compared to 2022.

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

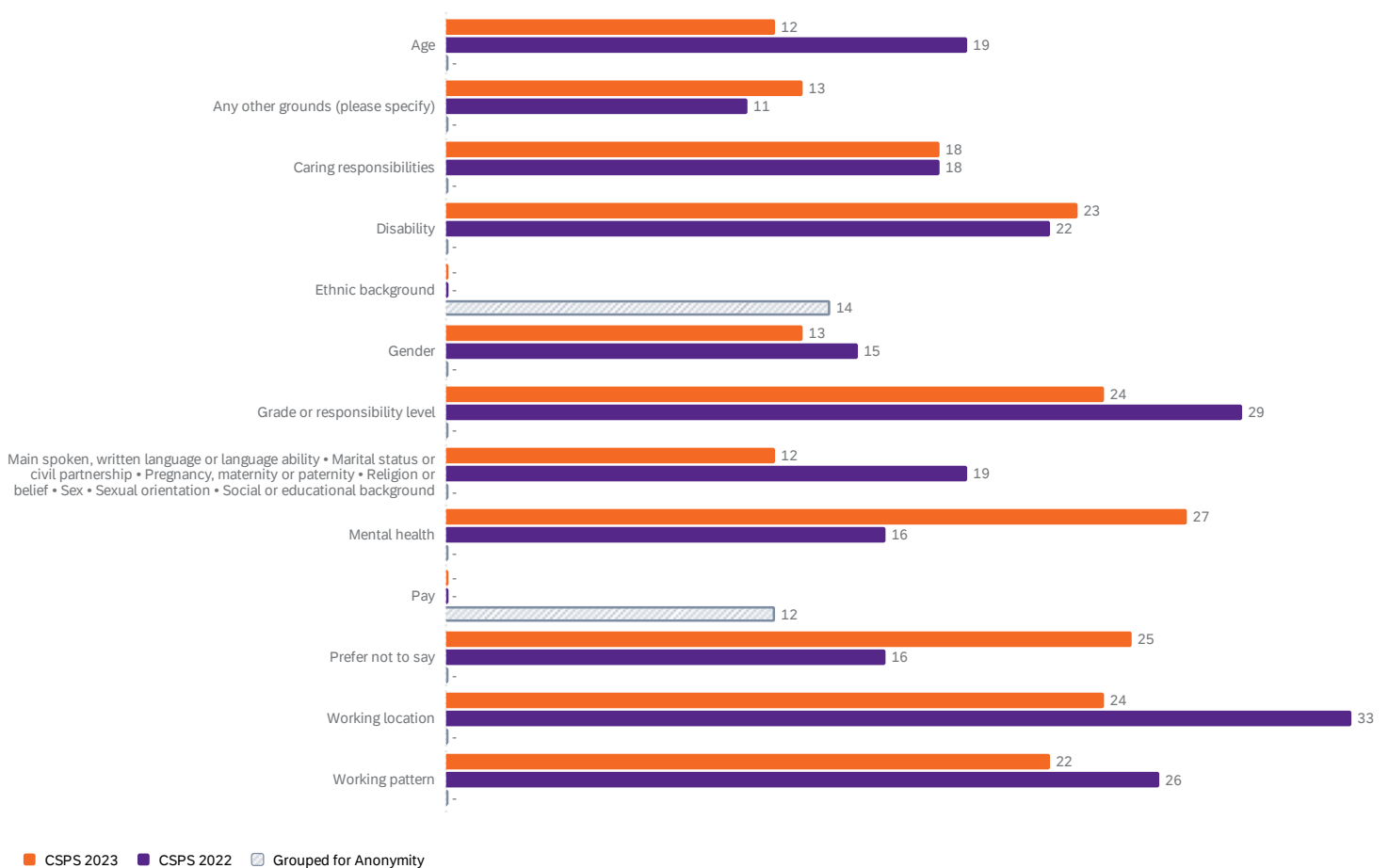
E01 Discriminated against at work 2023



E01. Discriminated against at work (grouped)



E02. Count of types of discrimination experienced (multiple choice allowed) 2023 vs 2022. Answer options with fewer than 10 responses are suppressed

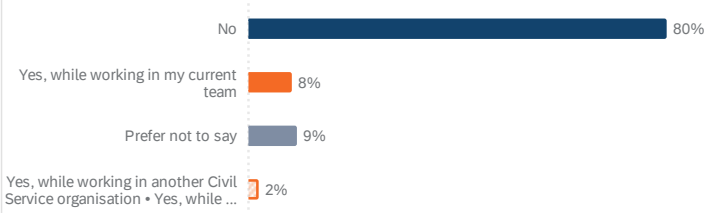


Bullying & Harassment

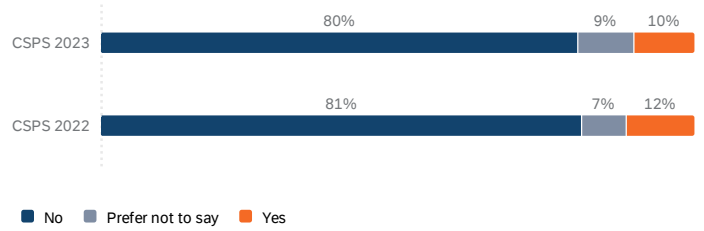
In 2023, 8% of Civil Servants indicated that they have been bullied and/or harassed at work in the past 12 months. This is an increase of 1 percentage point compared to 2022.

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

E03. Bullying and or harassed at work in 2023



E03. Bullied and or harassed at work 2023 vs 2022



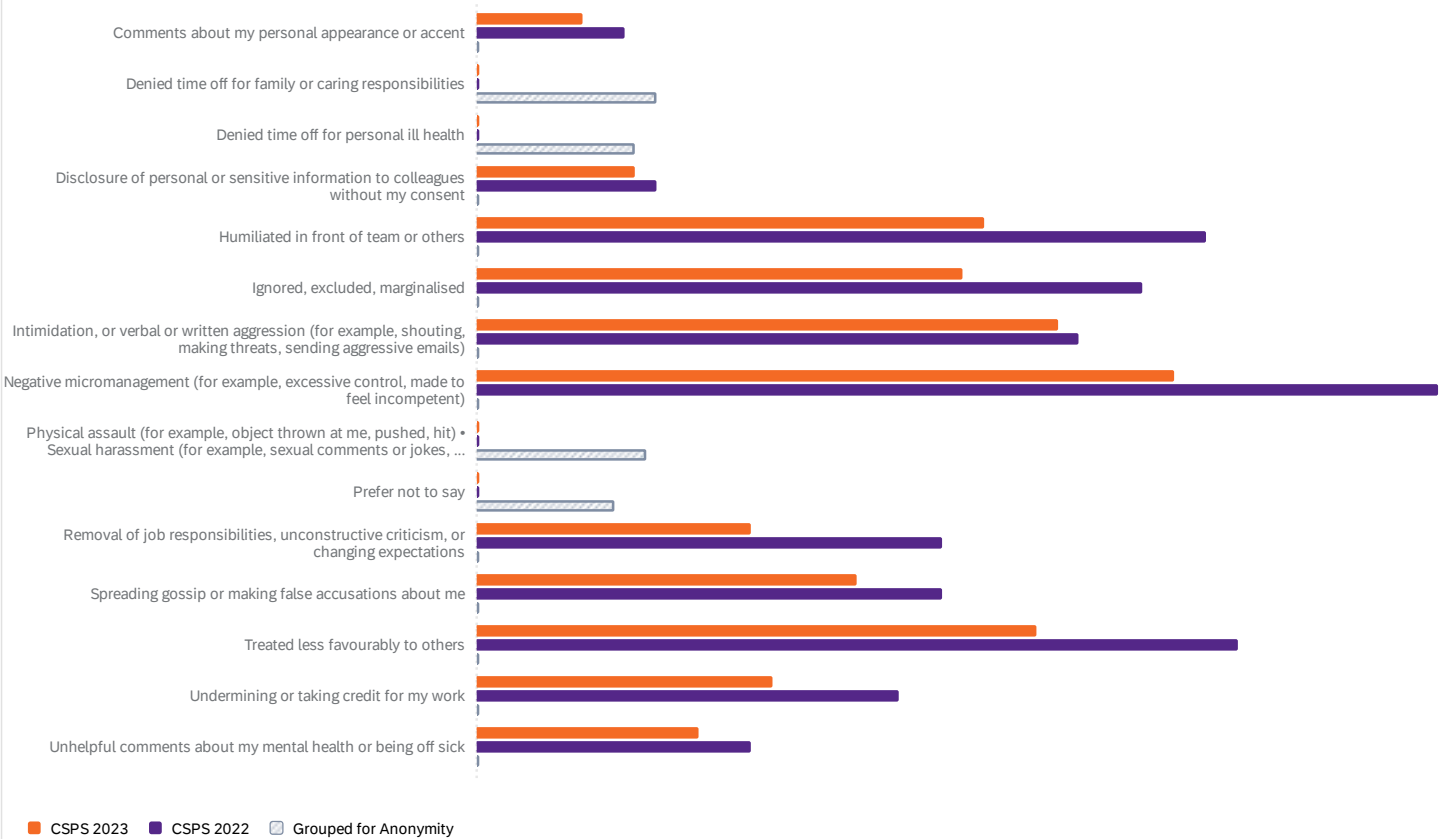
Grounds and nature of bullying and harassment

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) 2023 vs 2022



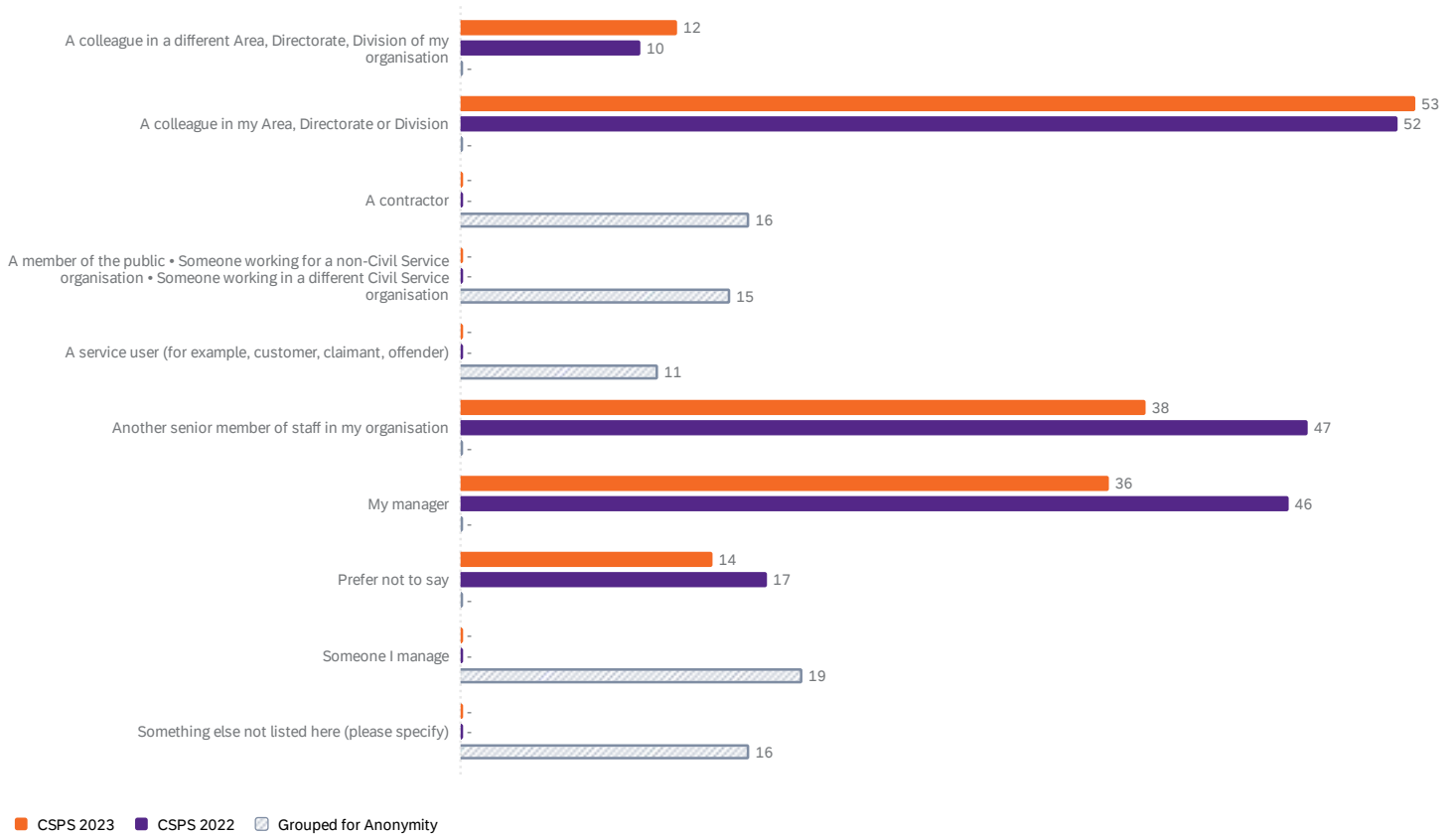
Perpetrator of bullying and harassment

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) 2023 vs 2022

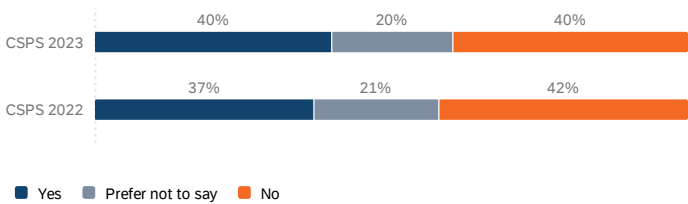


Whether and how the incident was reported

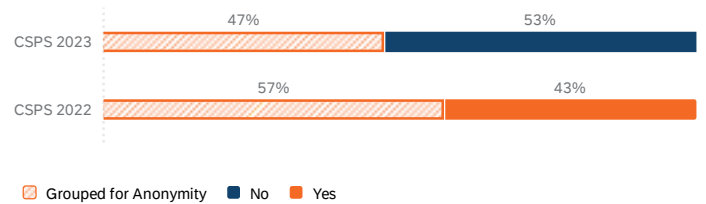
In 2023, 40% of Civil Servants indicated that they have reported their experience of bullying and harassment (compared to 39% in 2022) while 45% did not (compared to 47% in 2022). Of those that reported it, 31% felt punished for doing so (unchanged compared to 2022).

The graphs in the next section present the findings of reporting for your organisation or team for question E05, 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.

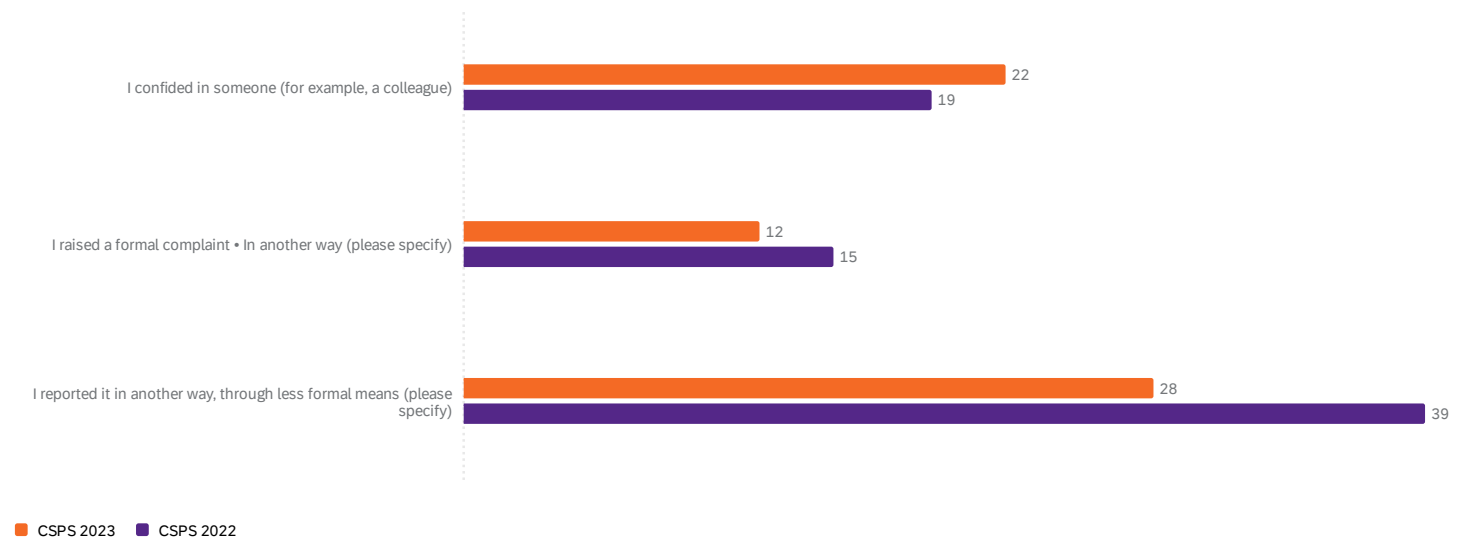
E05. Reported experience of bullying and or harassment in 2023 vs 2022



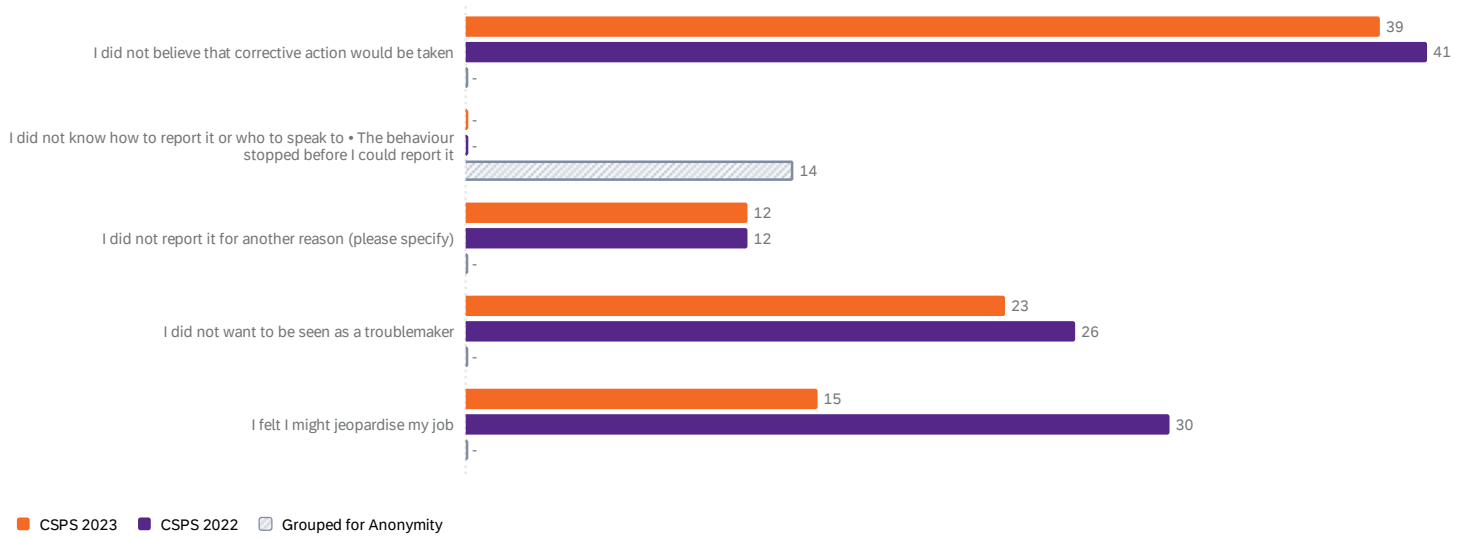
E06_D. Did you feel you were punished for reporting the incident? 2023 vs 2022



E05A. How the incident was reported, if reported (count - multiple choice allowed) 2023 vs 2022



E05B. Why the incident was not reported for those who experienced bullying and or harassment (count - multiple choice allowed) 2023 vs 2022



How respondents would describe their situation now

The graphs in the following sections present the findings for questions E06_A, E06_B and E06_C for the organisation or team you selected.

• E06_A

In 2023, 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 30% (1 percentage point higher compared to 2022).

57% indicated that they feel that no action was taken (1 percentage point lower compared to 2022); and 15% preferred not to say (2 percentage points higher compared to 2022).

• E06_B

In 2023, of those who said they had experienced bullying and or harassment in the past 12 months preceding the 2023 People Survey, the proportion of Civil Servants who said the behaviour has stopped at the point of completing the survey is 41% (compared to 40% in 2022).

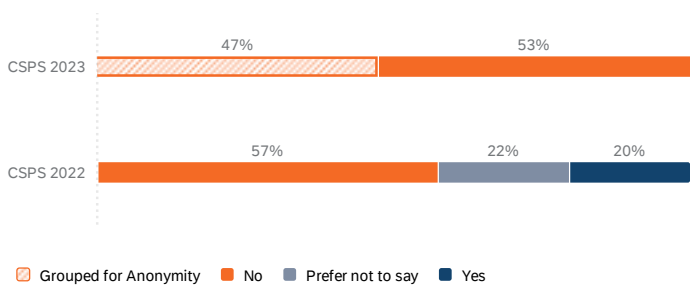
31% indicated the behaviour is continuing (compared to 32% in 2022); and 27% preferred not to say (compared to 28% in 2022).

• E06_C.

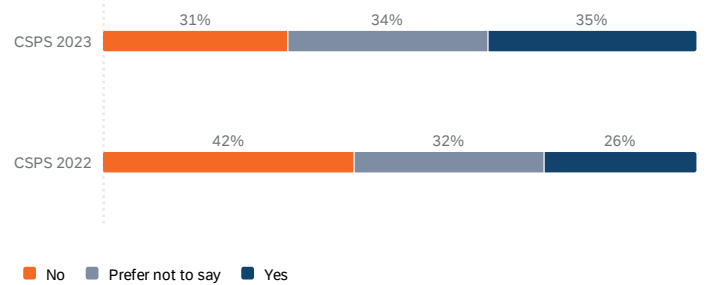
In 2023, of those who said they had experienced bullying and or harassment in the past 12 months preceding the 2022 People Survey, the proportion of Civil Servants who said the culture in their area allowed this behaviour to continue is 60% (compared to 59% in 2022).

22% indicated that the culture in their area did not allow the behaviour to continue (as in 2022); and 18% preferred not to say (as in 2022).

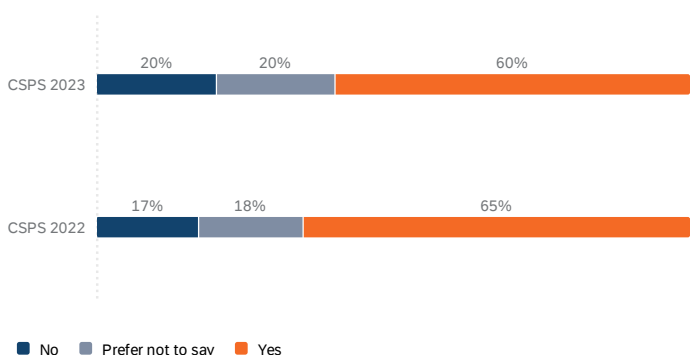
E06_A. Appropriate action was taken to address the behaviour 2023 vs 2022



E06_B. The bullying and or harassment has stopped 2023 vs 2022



E06_C. The culture in my area allows this behaviour to continue 2023 vs 2022





2023 Hybrid Working and Long Covid

OFFICIAL SENSITIVE

This page includes information on hybrid working and staff having 'long Covid'. The scores are presented in the following order: your percent positive theme score first (in blue), then your percent neutral (in grey), and at the end your percent negative (in orange). The comparison between 2023 (in blue) and 2022 (in turquoise) is also presented.

Hybrid Working

• **H10**

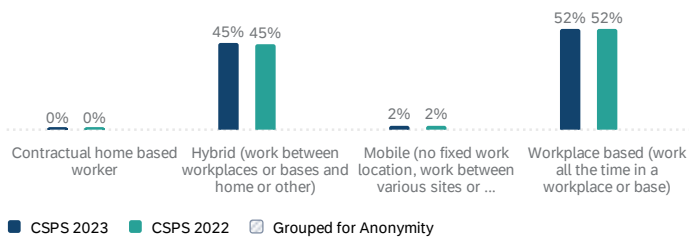
In 2023, across the entire Civil Service it emerged that:
 5% of respondents were workplace based (compared to 6% in 2022);
 2% of respondents were contractual home based worker (the same as in 2022);
 89% of respondents worked hybrid (the same as in 2022);
 1% of respondents worked mobile (the same as in 2022).

• **H02A**

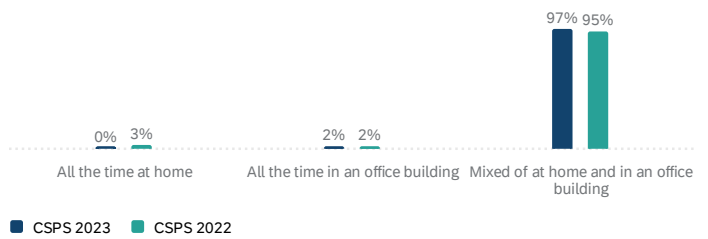
Of those civil servants who in 2023 indicated 'hybrid approach' to question H10 it emerged that:
 2% of respondents worked all the time at home (1 percentage point less than in 2022);
 66% of respondents worked more time at home and some of the time in a workplace (compared to 64% in 2022);
 20% of respondents worked equal amounts of time at home and in a workplace (compared to 18% in 2022);
 11% of respondents worked more time in a workplace and some of the time at home (compared to 10% in 2022);
 <1% of respondents worked all the time in a workplace (the same as in 2022).

The graphs in the next sections present the figures for the organisation or team you have selected.

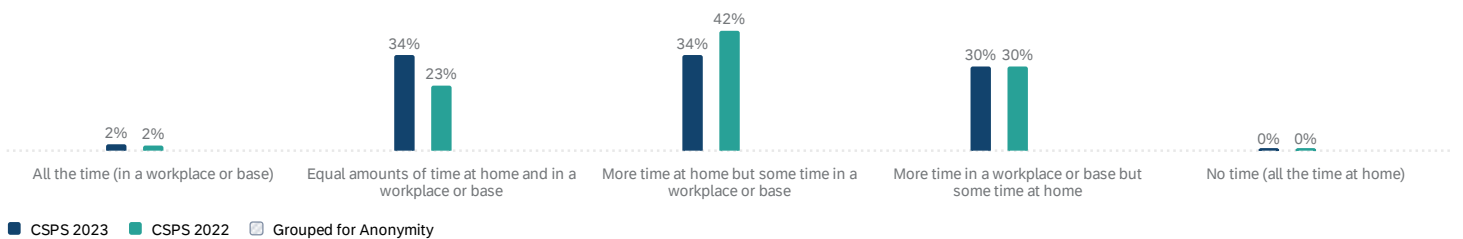
H10. 2023 Working arrangements



H02A. 2023 Hybrid working (Grouped)



H02A. 2023 Hybrid Working



Civil Servants who answered that they have mainly been working from home indicated:
 H02B. 92% said that when they are working from home their colleagues are good at keeping in touch formally and informally (compared to 89% in 2022). This question was not presented to respondents who said they have mainly been working in an office location.

Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate...)
H02B. When working from home, my colleagues are good at keeping in touch formally and informally		-1	+1	0

Long Covid

CV3. In 2023 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.

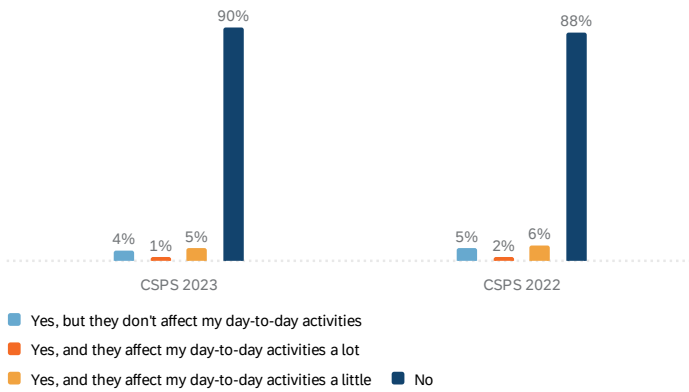
92% No experience of long Covid (compared to 89% in 2022);

4% Yes, with day-to-day activities not affected (compared to 5% in 2022);

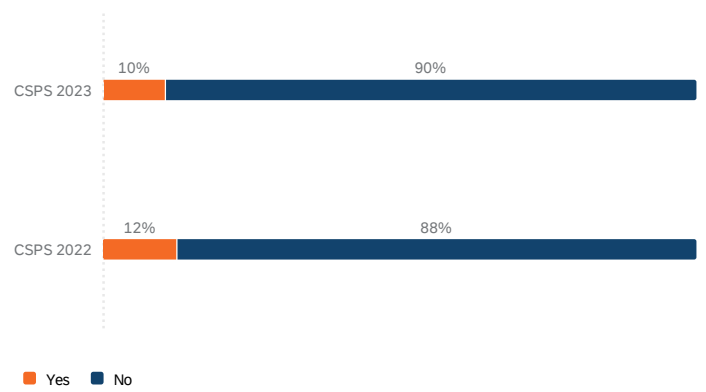
4% Yes, with day-to-day activities affected a little (compared to 5% in 2022);

1% Yes, with day-to-day activities affected a lot (the same as in 2022).

CV3. 2023 Long Covid



CV3. 2023 Long Covid





2023 Personal Wellbeing

OFFICIAL SENSITIVE

The four questions (W01-04) 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.

A comparison between 2023 and 2022 scores is also included.

The scores are presented in the following order: your percent positive theme score first (in blue), then your percent neutral (in grey), and at the end your percent negative (in orange).

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 blue 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 blue
 Medium (5-6) in grey
 Low (0-4) in orange

Response scale for questions W04

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

Response scale for questions W09

Strongly agree, Agree (4-5) in blue
 Neither agree nor disagree in grey (3)
 Disagree, Strongly disagree in orange (1-2)

Response scale for questions W10

Weekly, Monthly (4-5) in blue
 Quarterly in grey (3)
 Annually, never in orange (1-2)

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 2023 at Civil Service Level:

- W01. 67% of respondents are satisfied with their life nowadays (3 percentage points higher compared to 2022);
- W02. 70% think that the things they do in their life are worthwhile (1 percentage point higher compared to 2022);
- W03. 61% indicated that they felt happy yesterday (unchanged compared to 2022);
- W04. 35% felt anxious yesterday (1 percentage point lower compared to 2022);

Wellbeing Support

W09. 60% think that their organisation provides good support for employee health, wellbeing and resilience (this question was introduced in 2023, so a comparison with 2022 is not possible);

W10. 59% indicate that they discuss their personal wellbeing or work-related stress with their manager on a weekly or monthly basis (this question was introduced in 2023, so a comparison with 2022 is not possible).

The graphs in the next sections present the findings for these questions for the organisation or team you have selected.

Personal Wellbeing Results 2023 vs 2022 🔍

Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate Report)
W02. Overall, to what extent do you feel that things you do in your life are worthwhile?	<div style="display: flex; justify-content: space-between;"><div style="width: 73%; background-color: #0056b3; color: white;">73%</div><div style="width: 18%; background-color: #808080; color: white;">18%</div><div style="width: 10%; background-color: #e67e22; color: white;">10%</div></div>	+3 ^	0	+1
W01. Overall, how satisfied are you with your life nowadays?	<div style="display: flex; justify-content: space-between;"><div style="width: 70%; background-color: #0056b3; color: white;">70%</div><div style="width: 20%; background-color: #808080; color: white;">20%</div><div style="width: 10%; background-color: #e67e22; color: white;">10%</div></div>	+3 ^	+2	+1
W03. Overall, how happy did you feel yesterday?	<div style="display: flex; justify-content: space-between;"><div style="width: 64%; background-color: #0056b3; color: white;">64%</div><div style="width: 20%; background-color: #808080; color: white;">20%</div><div style="width: 16%; background-color: #e67e22; color: white;">16%</div></div>	+3 ^	-1	+1
W04. Overall, how anxious did you feel yesterday?	<div style="display: flex; justify-content: space-between;"><div style="width: 49%; background-color: #0056b3; color: white;">49%</div><div style="width: 18%; background-color: #808080; color: white;">18%</div><div style="width: 33%; background-color: #e67e22; color: white;">33%</div></div>	+3 ^	+1	+1

Name	Distribution	Civil Service Benchmark 2023	SG Scottish Government (Corporate Report)
W09. My organisation provides good support for employee health, wellbeing and resilience		0	-4
W10. How often do you discuss your personal wellbeing and or work-related stress with your manager?		-7	-12

2023 Mental Health and 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 meant working from home without office equipment so we have included a question on musculoskeletal disorders.

J04B. In 2023 72% of civil servants who responded to the survey, self-reported their overall mental health to be excellent, very good or good. This score is 1 percentage point higher compared to 2022.

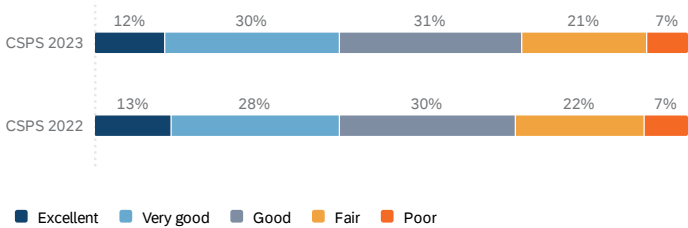
W05. In 2023 72% of civil servants who responded to the survey self-reported their overall physical health to be excellent, very good or good. This score is 1 percentage point lower compared to 2022.

W06. In 2023 25% of civil servants self-reported that in the last year they have experienced musculoskeletal problems (MSD); this is unchanged compared to 2022.

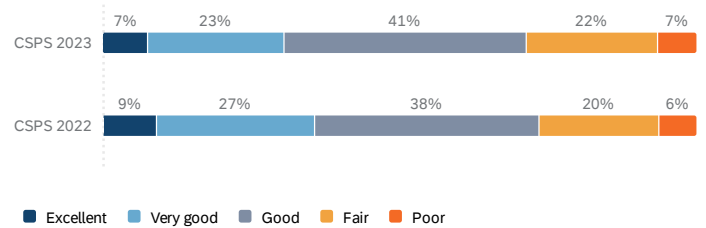
Please note that those who agreed or strongly agreed with the statement 'In the last 12 months I have experienced musculoskeletal problems' have been coded as "experienced MSD". Those who disagreed or strongly disagreed have been coded as "not experienced MSD". Those who answered 'neither agree nor disagree'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

The graphs in the next sections present the findings for the organisation or team you have selected.

J04B. Self-reported overall mental health 2023 vs 2022



W05. Self-reported overall physical health now 2023 vs 2022



W06. Musculoskeletal problems (MSD) in the last 12 months 2023 vs 2022



2023 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) and '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) and '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.

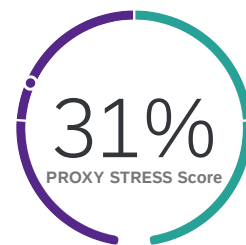
The 2023 Proxy Stress Index for all Civil Servants is 27%. This remained unchanged compared to 2022.

The graphs in the next sections present the Proxy Stress Indexes for 2023 and 2022 for the organisation or team you have selected.

Your Proxy Stress Index for 2023 



Your Proxy Stress Index for 2022 1,252 



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:

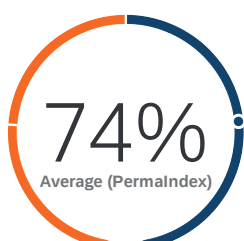
- **Positive emotion** - 'Overall, how satisfied are you with your life nowadays?' (W01)
- **Meaning** - 'Overall, to what extent do you feel the things you do in your life are worthwhile?' (W02)
- **Engagement** - 'I am interested in my work' (B01)
- **Relationships** - 'The people in my team can be 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.

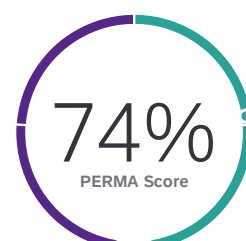
The 2023 PERMA Index for all Civil Servants is 74%, one percentage point higher compared to 2022.

The graphs in the next sections present the PERMA Indexes for 2023 and 2022 for the organisation or team you have selected.

Your PERMA Index for 2023 



Your PERMA Index for 2022 





2023 Disability and Carers OFFICIAL SENSITIVE

This page includes information on the support respondents receive if they have a disability or are carers and the comparison between the 2022 and 2023 data.

The scores are presented in the following order: your percent positive theme score first (in blue), then your percent neutral (in grey), and at the end your percent negative (in orange).

Support for disability

• **J04F**

In 2023 71% 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 2022.

• **J04G**

Of those colleagues that indicated to have a long-term condition:

12% said that they do have a workplace adjustment passport that helps them to get appropriate adjustment and support (compared to 9% in 2022);

4% said they do have a workplace adjustment passport but that doesn't help them to get the adjustment and support needed (compared to 2% in 2022);

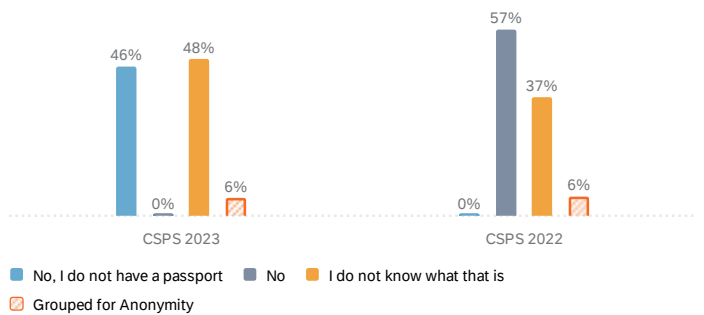
64% said that they do not have a workplace adjustment passport (compared to 67% in 2022);

20% said that they do not know what a workplace adjustment passport is (compared to 19% in 2022).

Manager support for colleagues with disabilities, conditions or illnesses

Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate)
J04F. 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)		-9 ↓	+1	-9 ↓

J04G. 2023 Having a workplace adjustment passport



Support for caring responsibilities

In 2023, colleagues who indicated they give support or help to anyone because they have a long-term condition or illnesses indicated:

J05A. 56% that they know where to access information and support in their organisation (compared to 54% in 2022);

J05B. 77% that they feel supported by their manager to balance their work and caring responsibilities (compared to 76% in 2022);

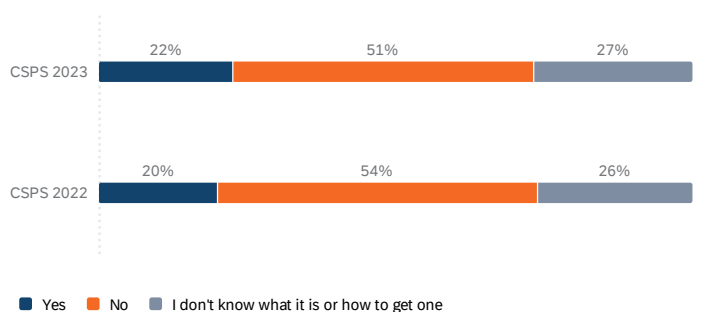
J05C. 9% that they do have a carer's passport (compared to 6% in 2022).

The graphs present the figures for J05A, J05B and J05C for the organisation or team you have selected.

Manager support for carers 2023 vs 2022

Name	Distribution	Civil Service Benchmark 2023	SG Scottish Government (Corporate...)	vs 2022
J05A. As a carer, I know where to access information and support in my organisation		+25 ^	+19 ^	-4
J05B. I feel supported by my manager to balance my work and caring responsibilities		-10 ↓	-8 ↓	-1

J05C. Having a carer's passport





2023 Civil Service changes

OFFICIAL SENSITIVE

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 and Efficiency. The scores are presented in the following order: your percent positive theme score first (in blue), then your percent neutral (in grey), and at the end your percent negative (in orange).

Civil Service Reform and Modernisation

In 2023, at Civil Service level:

Civil Service Vision

B59. 60% indicated to be aware of the Civil Service vision for 'A Modern Civil Service'; this is 1 percentage point higher compared to 2022.

Civil Service Reform

B59A. 42% indicated they understand how they can help to achieve the vision for a 'A Modern Civil Service'. This is 1 percentage point higher than 2022.

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 unchanged compared to 2022.

B59E. 83% 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 79% in 2022.

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 2022.

B59I. 16% confirmed that the Civil Service Reform is improving the way they work in their local area (this question has been introduced in 2023, so a comparison with 2022 is not possible).

The graphs in the next sections present the findings for the organisation or team you have selected.

Civil Service Vision 2023 vs 2022 ∨

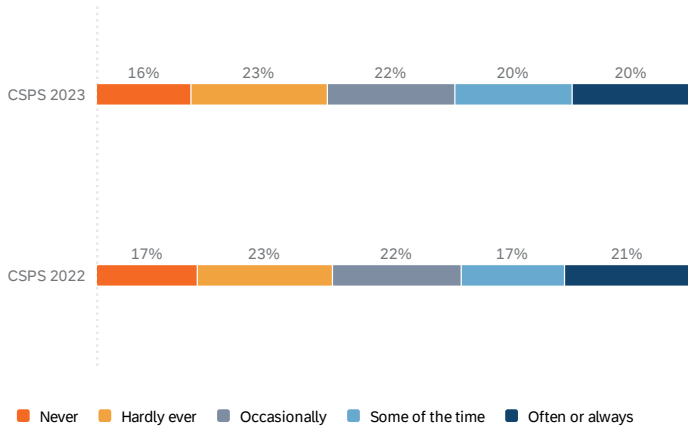
Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate Report)
B59F. My manager trusts me to do my job effectively, even if I am not working from the same location as them	79% 16%	-16 ∨	-1	-14 ∨
B59B. The technology provided by my organisation enables me to easily connect and collaborate with the colleagues that I need to for me to do my job effectively, from any location	70% 13% 17%	-10 ∨	+5 ^	-7 ∨
B59. I am aware of the Civil Service vision for 'A Modern Civil Service'	48% 25% 27%	-12 ∨	0	-7 ∨
B59E. I have a choice in deciding where I do my work (usual workplace or base, another workplace, home)	43% 13% 44%	-40 ∨	-1	-36 ∨
B59A. I understand how I can help achieve the vision for 'A Modern Civil Service'	40% 34% 25%	-2	0	-1
B59I. Civil Service Reform is improving the way I work in my local area	20% 67% 13%	+4 ^	-	+3 ^

B59C. In 2023 at Civil Service level, 37% 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 2 percentage points compared to 2022.

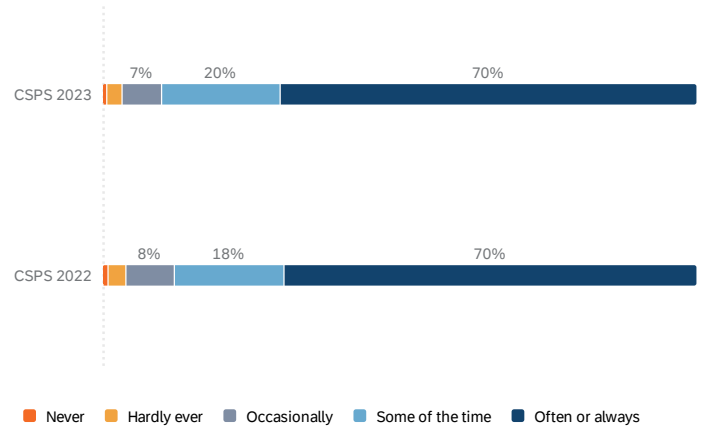
B59D. In 2023 86% of civil servants completing the survey always/often or sometimes consider how their work impacts upon the public in the course of carrying out their duties. This is 1 percentage point lower compared to 2022.

The graphs in the next sections present 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? 2023 vs 2022



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



Organisational Culture & Leadership

In 2023, at Civil Service level:

B54. 90% of respondents indicated that they are trusted to carry out their job effectively (the same as in 2022);

B55. 75% believed they would be supported if they try a new idea, even if it may not work (the same as in 2022);

B56. 73% agreed that in their organisation people are encouraged to speak up when they identify a serious policy or delivery risk (compared to 74% in 2022);

B57. 71% felt able to challenge inappropriate behaviour in the workplace (the same as in 2022);

B58. 78% agreed that their organisation is committed to creating a diverse and inclusive workplace (the same as in 2022).

The graph in the next section presents the findings for the organisation or team you have selected.

Organisational Culture Results 2023 vs 2022

Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate Report)
B54. I am trusted to carry out my job effectively	89% 6% 6%	-1	+1	-2 ▼
B58. My organisation is committed to creating a diverse and inclusive workplace	72% 20% 8%	-6 ▼	+2	-6 ▼
B56. In my organisation, people are encouraged to speak up when they identify a serious policy or delivery risk	68% 19% 14%	-5 ▼	+2	-3 ▼
B57. I feel able to challenge inappropriate behaviour in the workplace	65% 16% 19%	-6 ▼	+1	-5 ▼
B55. I believe I would be supported if I try a new idea, even if it may not work	65% 20% 15%	-10 ▼	+2	-7 ▼

The Civil Service Code

D01A. In 2023, 88% of civil servants indicated that they understand the Civil Service Code and what it means for their conduct (compared to 89% in 2022).

D02. 70% of civil servants indicated to be aware of how to raise a concern under the Civil Service Code (compared to 68% in 2022).

D03. 76% 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 higher compared to 2022).

The graph present the results for the organisation or team you have selected.

Please note that blue shows the proportion of those who answered "Agree" or "Strongly Agree" for D01A and "Yes" for D02 and D03.

Civil Service Code 2023 vs 2022

Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate Report)
D01A. I understand the Civil Service Code and what it means for my conduct		-6 ↓	-1	-7 ↓
D03. Are you confident that if you raised a concern under the Civil Service Code in your organisation it would be investigated properly?		-3 ↓	+2	-2
D02. Are you aware of how to raise a concern under the Civil Service Code?		-1	+3	-1

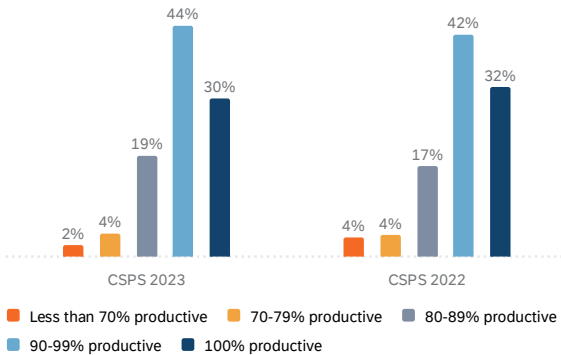
Productivity and Efficiency

B59G. At Civil Service level it emerged that over the last month 66% of civil servants indicated to have been between 100% and 90% productive. This is 2 percentage points lower compared to 2022.

B59H. At Civil Service level it emerged that 55% agreed or strongly agreed that efficiency is a priority in their organisation (compared to 57% in 2022).

The graphs in the next section present the findings for the organisation or team you have selected.

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



Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate...)
B59H. Efficiency is pursued as a priority in my organisation		+4 ^	+3	+6 ^



2023 Taking Action

OFFICIAL SENSITIVE

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.

The scores are presented in the following order: your percent positive theme score first (in blue), then your percent neutral (in grey), and at the end your percent negative (in orange).

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 2023:

B52. 51% of respondents believe that senior managers in their organisation will take action on the results from the survey (unchanged compared to 2022);

B53. 38% of respondents indicated that where they work, they think effective action has been taken on the results of the last survey (this is 3 percentage points higher compared to 2022).

The graph in the next section presents the results for the organisation or team you have selected.

Belief that action has and or will be taken 2023 vs 2022 ⌵

Name	Distribution	Civil Service Benchmark 2023	SG Scottish Government (Corporate Report)	vs 2022
B52. I believe that senior managers in my organisation will take action on the results from this survey		-2	+3 ^	+5 ^
B53. Where I work, I think effective action has been taken on the results of the last survey		-1	+3 ^	+4 ^

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 below 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 2023, at Civil Service level, the correlation is as follows:

B27. $r(351,843)=0.61, p<.001$

B41. $r(351,974)=0.63, p<.001$

B43. $r(352,224)=0.61, p<.001$

LQC4. $r(281,049)=0.73, p<.001$

LQK4. $r(17,097)=0.65, p<.001$

Top drivers of engagement 2023 vs 2022 🔍

Impact	Name	Distribution	vs 2022	SG Scottish Government (Corporate Report)
●	LQC4. I feel positive about the future of my organisation	55% 31% 15%	+3	+5 ^
●	B27. I feel valued for the work I do	64% 18% 17%	+2	-7 v
●	LQC3. I feel that change is managed well in my Area, Directorate or Division	43% 32% 26%	+3	+3
●	B41. Overall, I have confidence in the decisions made by my organisation's senior managers	51% 29% 20%	+1	0
●	B58. My organisation is committed to creating a diverse and inclusive workplace	72% 20% 8%	+2	-6 v

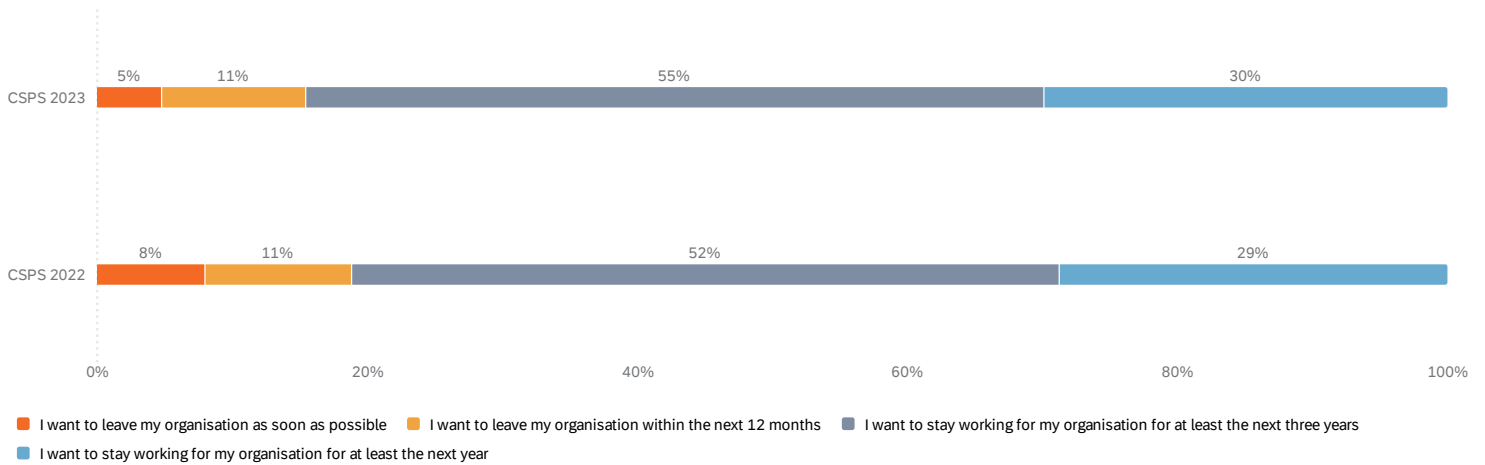
[View items \(30\) with too few responses](#)

Future Intentions

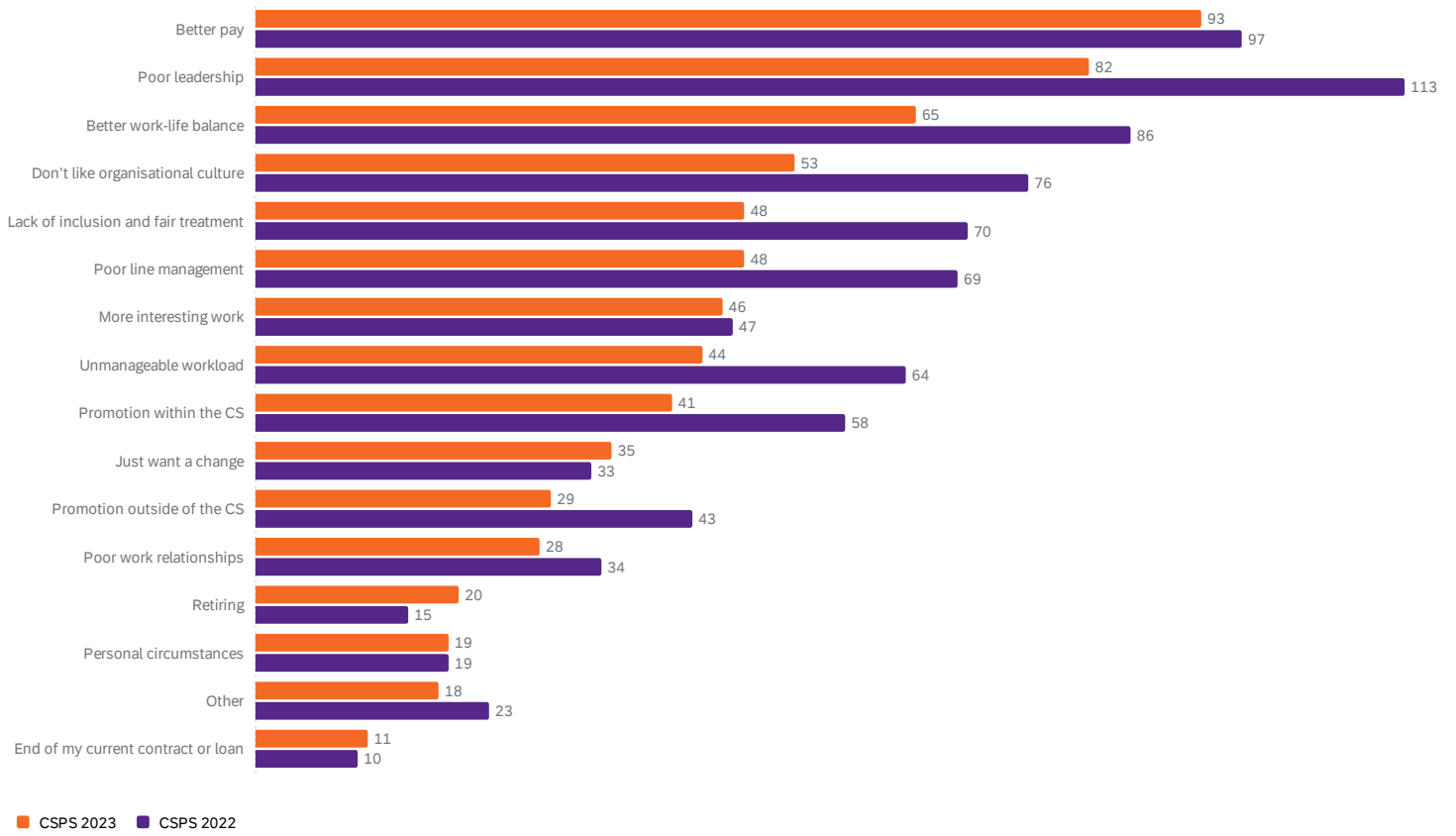
C01. In relation to employees' plans to remain within or leave their organisation in the future, in 2023 at Civil Service level:
 7% indicated that they want to leave their organisation as soon as possible (unchanged compared to 2022);
 15% that they want to leave their organisation within the next 12 months (unchanged compared to 2022);
 36% that they want to stay working for their organisation for at least the next year (1 percentage point higher compared to 2022);
 42% that they want to stay working for their organisation for at least the next three years (unchanged compared to 2022).

The graphs in the next sections present, for the organisation or team you have selected, the comparison between 2023 and 2022 for C01 (intention to leave or stay in the organisation) and C02, which indicates the reasons why people would like to leave their organisations (please note that this question allowed for multiple choices).

Future Intentions 2023 vs 2022



C02. 2023 Count of reasons for intention to leave the organisation 443



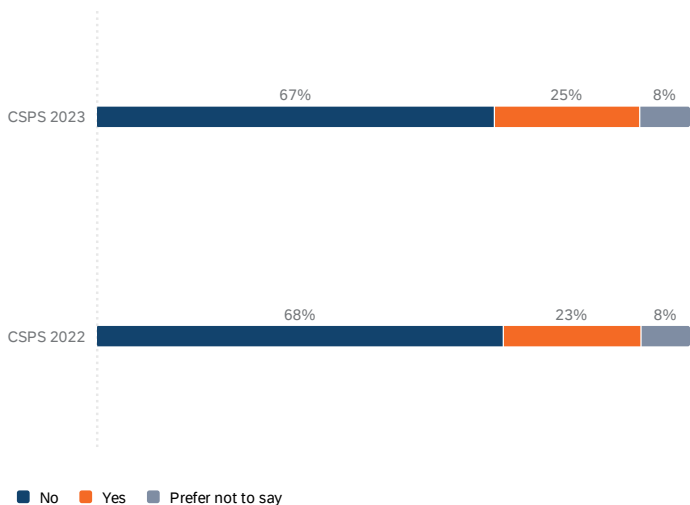


2023 Local questions: Safe to Challenge

OFFICIAL SENSITIVE

Local questions focuses on specific topics that your organisation wanted to explore in more detail. The graph presents the scores for the organisation or team you have selected. The scores are presented in the following order: your percent positive theme score first (in blue), then your percent neutral (in grey), and at the end your percent negative (in orange).

LQB1. In the last 12 months, I have seen someone else being bullied or treated unfairly in my organisation 2023 vs 2022



Local question results: Safe to challenge

Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate)
LQB5. If I see or experience any form of wrongdoing in my organisation, I know how to raise a concern	79%	+1	+2	+4 ^
LQB2. I make a point of tackling bullying, harassment and other inappropriate behaviours when I see it happening around me	67%	-6 v	-1	-3 v
LQB3. I feel comfortable speaking to those more senior than me about their actions and impact	49%	-10 v	-2	-7 v
LQB4. I feel confident that if I challenged someone more				



2023 Local questions: Change Management

OFFICIAL SENSITIVE

Local questions focuses on specific topics that your organisation wanted to explore in more detail. The graph presents the scores for the organisation or team you have selected. The scores are presented in the following order: your percent positive theme score first (in blue), then your percent neutral (in grey), and at the end your percent negative (in orange).

Local question results: Change Management ⌵

Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate Report)
LQC4. I feel positive about the future of my organisation	<div style="display: flex; justify-content: space-between;"><div style="width: 55%; background-color: #004a7c; color: white; text-align: center;">55%</div><div style="width: 31%; background-color: #808080; color: white; text-align: center;">31%</div><div style="width: 15%; background-color: #e67e22; color: white; text-align: center;">15%</div></div>	+8 ^	+3	+5 ^
LQC2. I understand what support is available to me as I am affected by organisational change	<div style="display: flex; justify-content: space-between;"><div style="width: 47%; background-color: #004a7c; color: white; text-align: center;">47%</div><div style="width: 30%; background-color: #808080; color: white; text-align: center;">30%</div><div style="width: 23%; background-color: #e67e22; color: white; text-align: center;">23%</div></div>	-4 ∨	+3	+2
LQC3. I feel that change is managed well in my Area, Directorate or Division	<div style="display: flex; justify-content: space-between;"><div style="width: 43%; background-color: #004a7c; color: white; text-align: center;">43%</div><div style="width: 32%; background-color: #808080; color: white; text-align: center;">32%</div><div style="width: 26%; background-color: #e67e22; color: white; text-align: center;">26%</div></div>	+2	+3	+3
LQC1. I get to find out the reasons behind key changes that happen in my organisation	<div style="display: flex; justify-content: space-between;"><div style="width: 39%; background-color: #004a7c; color: white; text-align: center;">39%</div><div style="width: 31%; background-color: #808080; color: white; text-align: center;">31%</div><div style="width: 30%; background-color: #e67e22; color: white; text-align: center;">30%</div></div>	-5 ∨	+1	-2



2023 Local questions: Performance Management

OFFICIAL SENSITIVE

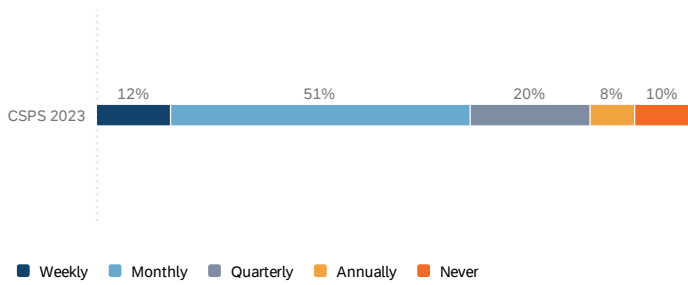
Local questions focuses on specific topics that your organisation wanted to explore in more detail. The graph presents the scores for the organisation or team you have selected.

The scores are presented in the following order: your percent positive theme score first (in blue), then your percent neutral (in grey), and at the end your percent negative (in orange).

Local question results: Performance Management

Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate Report)
LQH1. I feel empowered by my manager to do my job		-11 ↓	-	-4 ↓
LQH2. The one-to-one conversations I have with my manager are helping me to achieve my full potential		-6 ↓	-	-3 ↓

LQH3A. How often do you discuss progress against objectives with manager? 2023 vs 2022



LQH3B. How often do you discuss your development needs and career goals with your manager? 2023 vs 2022

