Registers of Scotland

RoS Board

12th December 2022

CSPS and WIIW data review

Purpose

1.   The purpose of this paper is to update the RoS Board on the Civil Service People Survey (CSPS) and We Invest in Wellbeing (WIIW) results. This data gives us insight on the experience of colleagues working at RoS, helping us to measure progress against our people and change initiatives and identify areas of improvement that we should focus on going forward. This paper outlines next steps for data analysis, interpretation, and action planning. The CSPS results and WIIW report are included as appendices for Board to review however, at the time of writing this paper the results aren't available so can't include analysis of the data at this point.

Recommendation

2.   The Board are invited to review this paper and to provide feedback on the available results pertinent to considerations around organisational performance and RoS delivery priorities which can be incorporated into people-oriented action plans.

Background

3.   Improving employee engagement is a Key Performance Indicator (KPI) in our corporate plan. As such we have run engagement activities throughout the year to track engagement and gain feedback including, We Invest in People (WIIP), Investors in Young People (IIYP) and the annual CSPS. This year we also carried out our 2nd year review of the WIIW assessment which gathers further insight into colleagues' wellbeing. Analysis of the data and findings will be used to inform business-focussed initiatives that drive performance and provide assurance that the work we are doing is continuing to improve engagement and wellbeing at RoS.

4.   We have been recognised as an Investor in People (IIP) since 2000, achieving Gold accreditation in 2021. In 2022 we introduced new accreditations through the IIP framework including WIIW (launched in November 2022 and achieved Gold accreditation) and IIYP (launched in April 2023 and achieved Silver accreditation).

5.   We have participated in the CSPS since it began in 2009. The most recent survey concluded last month with a response rate of 77%, which exceeds the 71% KPI set in the Corporate Plan but is lower than the 81% response rate achieved in 2022. It should be noted that the 2022 survey was open for 5 days longer than in 2023. A breakdown of response rates for each Directorate can be seen below:

Directorate	Headcount	Responded	Response rate
Corporate Services	159	149	94%
Business Development	213	194	91%
Registration & Policy and Finance	784	541	69%

6.   Data shows the response rate for Registration decreased by 8% from 2022 to 2023. In contrast, the rates for non-Registration Directorates either saw no change or

a slight increase in response rate this year. For awareness, the 2022 and 2023 Registration response rates were calculated based on the same teams i.e. the calculation didn't include Policy & Legal and Finance.

CSPS Overview

7.   A RoS-wide action plan was created based on the CSPS 2022 results and other data sets (wellbeing survey, We Invest in People report and We Invest in Wellbeing report). A summary of the CSPS 2022 results can be found in **appendix 1**.   Action plan activities focussed on three specific themes identified, which were: "People-centred leadership and management", "Culture in a hybrid environment" and "Performance".   These themes were identified after analysing different data sets to understand what areas needed specific action to support delivery of the corporate plan. A summary of the activities that we have undertaken in support of the action plan can be found at **appendix 2.**

8.   The CSPS 2023 results will be analysed by the Colleague Experience team to review where progress has been made and where there are opportunities for continued or additional focus. The analysis will also seek to identify any emerging risks that may adversely impact on performance and organisational wellbeing.

9.   The CSPS 2023 ran between 19 September and 23 October. The results were released to RoS (Survey Managers and Senior Leaders only) on 5th December. The results can be found in **appendix 3.**

10.   Earlier this year a review of the CSPS was undertaken by the Public Administration and Constitutional Affairs Committee.   The report has now been published, see **appendix 4** for a summary of the report's recommendations.   The Cabinet Office team are reviewing the recommendations and will confirm any changes to approach so there are no actions for us to take now. We will inform EMT of any updates from Cabinet Office.

WIIW overview

11.   The WIIW assessment was held from the 14-16 November with 15 colleagues interviewed as part of this staged assessment along with 4 PCS representatives and the 5 members of EMT. This is the second year of our 3-year accreditation cycle.

12.   The assessor provided some initial insights verbally following the review and more detailed feedback is outlined in an executive summary of the report which was issued on 1 December (**appendix 5**).   The assessor noted managers are more pro-actively supporting their teams through more regular conversations around wellbeing and setting wellbeing objectives. The wellbeing offering was highlighted as holistic and valued, with all the colleagues interviewed aware of the wellbeing support available to them. Areas for development focussed on developing a greater sense of belonging through increasing social connection. The assessor found that some people only spoke to their manager and had little engagement with anyone else in RoS. Increasing social interactions within the office and looking at how to create a community for those who do go into the office, but do not work together, was called out as an opportunity to support wellbeing.

13.   PCS are always invited to meet with our Investors in People assessor and will be given full access to the WIIW staged assessment feedback and the CSPS results (including comments) with the aim of supporting effective partnership working and collaboration.

Next Steps

14.   Analysis of the CSPS results will commence on receipt of the results. The data will be reviewed in conjunction with other data sets including the WIIP and IIYP report from earlier on in the year and the WIIW report. Trends and themes will be identified through the analysis of the data collected in 2023 and by examining changes from previous years.

15.   The analysis and insight will also help identify risks and opportunities associated with our people strategy and delivery of our strategic objectives and stretch goal. Our action plan will be reviewed and updated to ensure that people initiatives are designed and implemented to drive organisation health and capability to achieve the aims of the corporate plan.

16.   We will meet with EMT and PCS in January 2024 to discuss the analysis and insight gained from the data and recommend themes to focus on in 2024. The themes will be communicated to colleagues in the People webinar currently scheduled for early February 2024.

17.   A specific substantive agenda item on people will be a core part of the March 2024 board agenda. By March we will have much greater clarity on what we believe the proposed people plan for FY 24/25 under Strategic Objective 4 needs to focus on, drawing on the CSPS results, IIP assessment etc. This will therefore be the most appropriate point in time to seek Board input to ensure we are taking the right action in relation to our people to maximise their ability to contribute effectively to the delivery of year 3 of our corporate plan.

Conclusion

18.   The Board are invited to review this paper and to provide feedback on the available results pertinent to considerations around the future of RoS which can be incorporated into specific actions to support effective corporate plan delivery.

Colleague Experience Manager
People Directorate
27 November 2023

Appendix 1: CSPS 2022 high level results

The 2022 results are noted below by theme. There are questions that align to each theme giving specific insight on topics. The score indicates the overall percentage of people who responded positively to the theme questions.

The 2022 engagement index decreased slightly by 1% from 66% to 65%. This mirrors the Civil service results which confirmed an engagement index of 65%, also down from 66%.

One theme saw an overall increase in score: Learning & Development. This increased by 2% and the data shows that colleagues felt that there were more opportunities to develop their career in RoS and also access the right learning and development that helped improve their performance.

The other themes stayed relatively stable apart from the Pay and Benefits Theme which decreased by 16% with all three questions under this theme relating to pay & benefits satisfaction decreasing. The Leadership and Managing Change theme also saw a 6% decrease with the lowest scoring questions all relating to managing change.

Under the Manager theme, all the questions relating to performance increased with the highest being 4% in colleagues receiving regular feedback on their performance.

Theme	2022 results	Difference from 2021 survey
Engagement Index	65%	-1
My Work	76%	-1
Organisational Objectives and Purpose	87%	0
My Manager	79%	0
My Team	83%	-1
Learning and Development	53%	+2
Inclusion and Fair Treatment	84%	-1
Resources and Workload	82%	0
Pay and Benefits	43%	-16
Leadership and Managing Change	50%	-6

Appendix 2: RoS wide themes and actions that have been undertaken

RoS theme for 23-24	Action	Progress
People-centred leadership and management	Design & deliver leadership & management development support for new and existing leaders & managers together with performance management activities	Manager Development Catalogue created. Eleven Management Essentials workshops delivered with sessions open to new and established managers as a refresh. Manager Induction workshops with focussed learning for new managers have taken place monthly. Manager Learning Portal for new and aspiring managers launched in October. Leadership development support made available included coaching, participation in the ACOSVO leadership exchange programme, Strategic Thinking & Delivery Leadership workshops and access to the Franklin Covey Leadership Development Portal. The Employee Relations team are developing Toolkits for managers to help them drive performance, with the maximising attendance toolkit launched in March.
	Launch updated bi-monthly people manager sessions focussed on bringing the people managers' charter to life through practice and sharing experience with peers	New bi-monthly manager community sessions launched in July with focus on feedback, coaching and TWOW. People Manager Hub launched in October replacing content of the previous people manager charter making it clearer and more accessible. The People Manager Responsibilities have been reviewed and updated with launch expected in December.
	Review approach for C-Band community peer to peer support, challenge and coaching	Leadership community check-ins run weekly with bi-monthly C-Band forum ongoing. New Leadership Development Teams channel set up to support updates and dialogue. C2 Leadership team days have launched with the first C1 Leadership team day taking place in September.
Culture in a hybrid environment	Incorporate feedback from colleagues into the hybrid working policy. Roll the policy out in a way that gives colleagues the opportunity to ask questions	Hybrid working policy has been published and adopted, along with hybrid working principles and supporting guidance for colleagues. We continue to seek feedback from colleagues, for example through the recent survey (closed 30 November) and planned follow-up workshops. We have reconfigured our office spaces to better support hybrid working, including collaborative spaces and quiet zones. The IT Tech Bar has been implemented successfully and the Concierge Service has been launched as a way of creating bespoke spaces to suit the needs of teams or groups wishing to work together on-site.

		Build opportunity for both future vision discussion and social connection opportunities into the Big Picture Live to help build on sense of belonging	Big Picture Live included immersive 'future vision' sessions and scheduled time for 'conversation café' opportunities to enable colleagues to meet in person and build connection. Feedback showed 80% felt better informed about the Corporate Plan after attending, and 97% found it useful to meet in person. Regular colleague communication on future vision and our stretch goal continues in the form of RoSNet updates, podcasts and webinars.
		Evaluate Teams Ways of Working (TWOW) pilot and assess ways to improve it to make it a more effective tool to support teams in a hybrid environment	Following a review of the TWOW pilot, roll out across RoS commenced in November. This incorporates changes made in response to feedback from the pilot e.g. a more user-friendly TWOW agreement form and clearer guidance
		Review induction/onboarding to ensure new colleagues get a strong sense of our culture and how they can use the office space to its full potential	Onboarding now includes an on-site induction day, bringing together new starters in groups and giving them the opportunity to tour our premises and see our collaborative working spaces as well as to meet their managers and some important stakeholders (e.g EMT, IT, Estates)
		Encourage colleagues to review diary meetings ensuring they have a clear purpose and intended outcome, as well as reducing the number of meetings where relevant	Our Meeting etiquette guide was refreshed and republished in August, with new sections added covering responding to requests and attendance at training sessions. Opportunity to embed this message going forward to ensure it continues to be reinforced.
		Support colleagues to better understand the available communication tools and channels to help provide clarity on what to use and when	As part of the SharePoint roll-out the Information Governance team provide information and guidance about the different file sharing and communication options. The IT Enablement team are contacting teams across RoS to discuss their use of MS Teams and see how technology could best support their needs e.g., use of shared channels and apps
		As part of the SharePoint migration, help colleague and teams agree how and where to best share documents. Develop guidance on the different tools that can be used for communication	As SharePoint is rolled out, each team is guided through the process and receives support from a dedicated member of the Information Governance team to ensure understanding and familiarity with the tool

| Performance | Embed the new performance management approach. Prioritise making sure the guidance on objective setting & check-ins is clear & accessible. Focus on supporting managers to understand their role in achieving a high-performing culture | The RoSnet Performance Management microsite brings together guidance, support and resources which are kept under continual review and refreshed as required. Process improvements continue to be made where opportunities exist e.g., in November we added functionality enabling colleagues to send Outlook calendar invites directly from PAL when creating check-ins.

We plan to survey colleagues three times each year to check on practices in each area and ensure managers are undertaking their responsibilities as regards objective setting and one-to-one meetings. This approach was tested over the summer with a couple of departments prior to a wider launch across RoS. |
| | Complete a review of recognition approaches in RoS. Look at both the benefits offering and the ways to celebrate success at an individual and team level | We have begun to explore recognition tools such as PAL Badges (currently running as a pilot, to be reviewed in January). A review of our benefit offering is scheduled for 2024 and will include market research as well as seeking the views of RoS colleagues. |

People Survey 2023
Have your say

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 then at the end your percent negative (in orange).

Responses: ▽

898

Your Employee Engagement Index - 2023 vs 2022

Your 2023 Employment Engagement Index. ▽

65%

Your 2022 Employment Engagement Index. ▽

65%

Core Themes

My Work Theme Score

77 %

77% | 13% | 10%

vs 2022

▲ 1

Organisational Objectives and Purpose Theme Score

88 %

88% | 9%

vs 2022

▲ 1

My Manager Theme Score

81 %

81% | 14%

vs 2022

▲ 2

My Team Theme Score

84 %

84% | 12%

vs 2022

▲ 1

Learning and Development Theme Score

53 %

53% | 29% | 18%
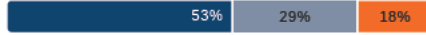
vs 2022

0

Inclusion and Fair Treatment Theme Score

85 %

85% | 11%

vs 2022

▲ 1

Resources and Workload Theme Score

83 %

83% | 11%

vs 2022

▲ 1

Pay and Benefits Theme Score

49 %

49% | 24% | 28%

vs 2022

▲ 6

Leadership and Managing Change Theme Score

51 %

51% | 29% | 20%
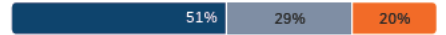
vs 2022

▲ 1

Discrimination, Bullying and Harassment - 2023 vs 2022

2023 Discriminated against grouped ▽

Prefer not to say 5%
Yes 3%
No 92%
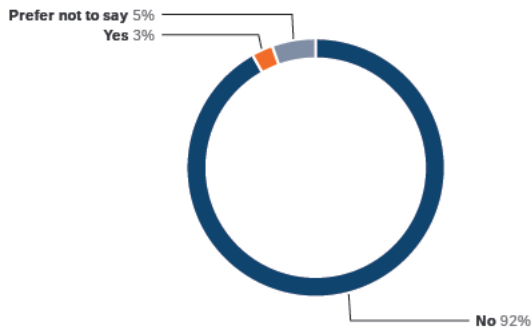
■ No   ■ Yes   ■ Prefer not to say

2022 Discriminated against grouped ▽

Prefer not to say 6%
Yes 2%
No 91%
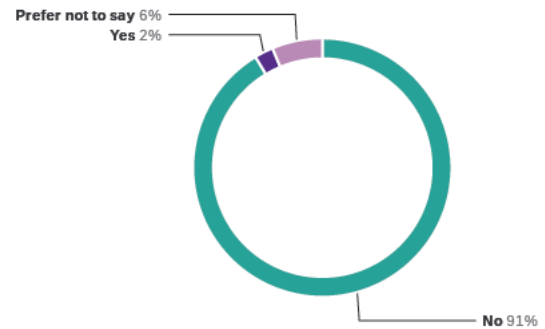
■ No   ■ Yes   ■ Prefer not to say

2023 Bullied and or Harassed grouped ▽

Yes 3%
Prefer not to say 4%

No 93%

■ No   ■ Prefer not to say   ■ Yes

2022 Bullied and or Harassed grouped ▽

Yes 4%
Prefer not to say 4%

No 92%

■ No   ■ Prefer not to say   ■ Yes
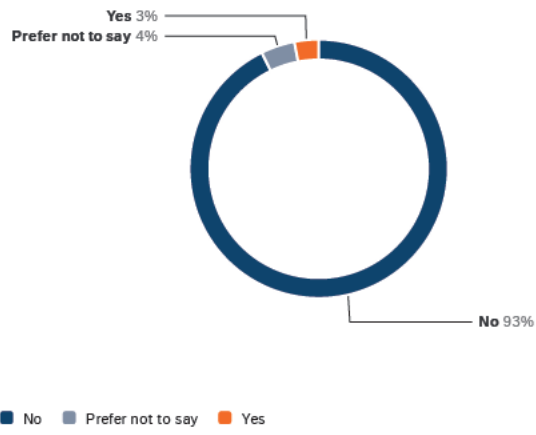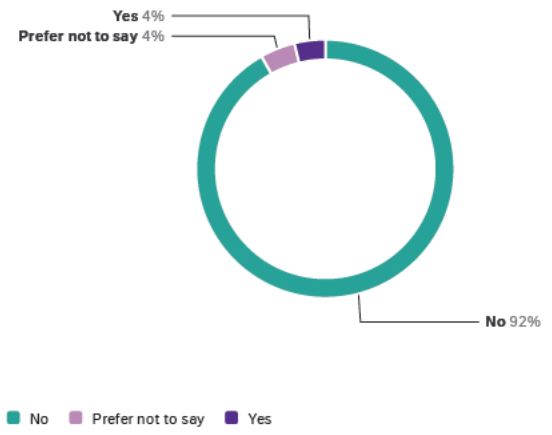
2023 Employee Engagement & Core Theme Scores

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).

People Survey 2023
Have your say

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 ▽

65%
Your EEI in 2023

50%
25%
75%
0%
100%

Your 2022 Employment Engagement Score ▽

65%
Your EEI in 2022

50%
25%
75%
0%
100%
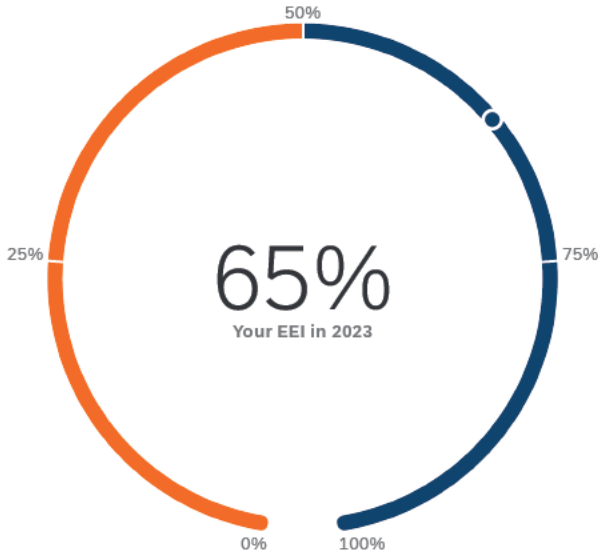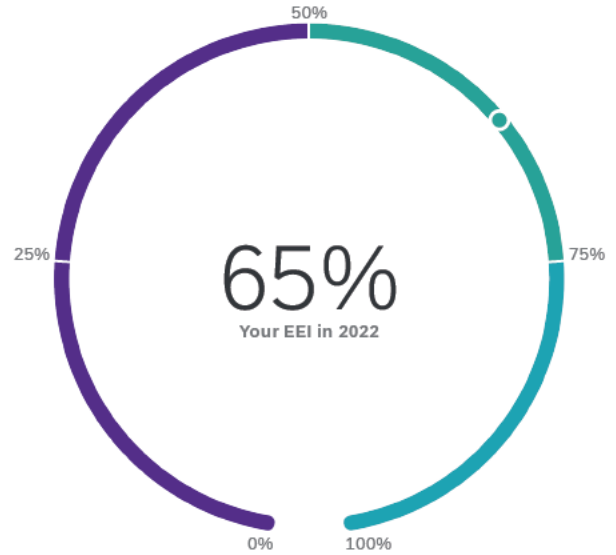
Employment Engagement Question Scores 2023 vs 2022 ▽

Name	Distribution			Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate Report)
B48. I would recommend my organisation as a great place to work	71%	23%	6%	+10 ^	0	+5 ^
B47. I am proud when I tell others I am part of my organisation	58%	35%	7%	-7 ⌄	0	-7 ⌄
B50. My organisation inspires me to do the best in my job	53%	35%	12%	-1	+1	-1
B51. My organisation motivates me to help it achieve its objectives	52%	35%	13%	0	+2	+2
B49. I feel a strong personal attachment to my organisation	49%	35%	17%	-1	+2	-1

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	77% 13% 10%	-2	+1	-1
B01. I am interested in my work	89% 8%	-1	+1	-2 ⌄
B02. I am sufficiently challenged by my work	83% 10% 7%	0	0	0
B03. My work gives me a sense of personal accomplishment	77% 15% 8%	-1	+2	0
B04. I feel involved in the decisions that affect my work	56% 21% 23%	-5 ⌄	+1	-1
B05. I have a choice in deciding how I do my work	79% 13% 8%	-2 ⌄	0	+1

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	88% 9%	+4	+1	+5
B06. I have a clear understanding of my organisation's objectives	86% 10%	+3	+2	+4
B07. I understand how my work contributes to my organisation's objectives	90% 7%	+5	+1	+6

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	81% 14%	+2	+2	+3
B08. My manager motivates me to be more effective in my job	77% 16% 7%	+1	+2	+1
B09. My manager is considerate of my life outside work	92% 6%	+2	+2	+4
B10. My manager is open to my ideas	86% 12%	-1	+2	+2
B11. My manager helps me to understand how I contribute to my organisation's objectives	77% 18%	+5	+1	+7
B12. Overall, I have confidence in the decisions made by my manager	81% 14%	0	+2	+1
B13. My manager recognises when I have done my job well	86% 10%	+3	+2	+1
B14. I receive regular feedback on my performance	80% 12% 8%	+7	+4	+6
B15. The feedback I receive helps me to improve my performance	70% 24% 6%	+1	+2	+1
B16. I think that my performance is evaluated fairly	76% 18%	+3	0	+1

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).
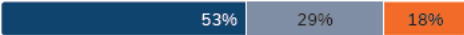
My Team Question Scores 2023 vs 2022 ▽

Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate Report)
▼ My Team	84% 12%	0	+1	+2
B18. The people in my team can be relied upon to help when things get difficult in my job	91% 7%	+4	0	+3
B19. The people in my team work together to find ways to improve the service we provide	86% 11%	+1	+2	+2
B20. The people in my team are encouraged to come up with new and better ways of doing things	75% 18% 7%	-3	0	0

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	53% 29% 18%	-3	0	-3
B21. I am able to access the right learning and development opportunities when I need to	59% 26% 14%	-8	-2	-4
B22. Learning and development activities I have completed in the past 12 months have helped to improve my performance	52% 34% 14%	0	0	0
B23. There are opportunities for me to develop my career in my organisation	52% 25% 23%	-1	-1	-7
B24. Learning and development activities I have completed while working for my organisation are helping me to develop my career	48% 32% 20%	-3	+2	-2

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	85% 11%	+4	+1	+4
B25. I am treated fairly at work	89% 8%	+5	0	+4
B26. I am treated with respect by the people I work with	92%	+4	0	+5
B27. I feel valued for the work I do	72% 19% 9%	0	+1	+1
B28. I think that my organisation respects individual differences (for example, cultures., working styles, backgrounds, ideas, etc)	86% 10%	+5	+2	+6

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 ▽

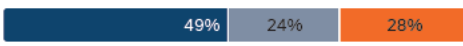| Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate Report)
▾ Resources and workload	83% | 11%	+8 ^	+1	+9 ^
B29. I get the information I need to do my job well	78% | 16% | 6%	+7 ^	0	+10 ^
B30. I have clear work objectives	82% | 12%	+5 ^	0	+6 ^
B31. I have the skills I need to do my job effectively	89% | 7%	0	0	0
B32. I have the tools I need to do my job effectively	84% | 11%	+10 ^	0	+12 ^
B33. I have an acceptable workload	79% | 13% | 8%	+15 ^	+5 ^	+14 ^
B34. I achieve a good balance between my work life and my private life	87% | 9%	+13 ^	+4 ^	+11 ^
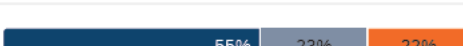
Pay and Benefits

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	49% | 24% | 28%	+16 ^	+6 ^	-1
B35. I feel that my pay adequately reflects my performance	46% | 22% | 33%	+14 ^	+5 ^	-4 ˅
B36. I am satisfied with the total benefits package	55% | 23% | 22%	+16 ^	+5 ^	-1
B37. Compared to people doing a similar job in other organisations I feel my pay is reasonable	45% | 26% | 29%	+19 ^	+6 ^	+1

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	82% | 13%	+12	+13
B37B. Over the last 12 months money worries have affected my ability to do my job	68% | 23% | 9%	+12	+4

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	51%	29%	20%	-1	+1	+3
B38. Senior managers in my organisation are sufficiently visible	58%	23%	19%	-13 ⌄	+3	-6 ⌄
B39. I believe the actions of senior managers are consistent with my organisation's values	59%	31%	11%	-6 ⌄	+2	-1
B40. I believe that my organisation's senior leaders have a clear vision for the future of my organisation	57%	27%	16%	+3	+6 ^	+9 ^
B41. Overall, I have confidence in the decisions made by my organisation's senior managers	52%	30%	18%	-4 ⌄	+4	+1
B42. I feel that change is managed well in my organisation	36%	32%	32%	+2	-5 ⌄	+6 ^
B43. When changes are made in my organisation they are usually for the better	37%	39%	24%	+3 ^	0	+3 ^
B44. My organisation keeps me informed about matters that affect me	69%	19%	12%	+5 ^	0	+9 ^
B45. I have the opportunity to contribute my views before decisions are made that affect me	40%	32%	28%	0	0	+2
B46. I think it is safe to challenge the way things are done in my organisation	50%	31%	19%	-1	0	+1

2023 Discrimination, Bullying and Harassment Scores

OFFICIAL SENSITIVE

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 ▽

Category	%
No	92%
Prefer not to say	5%
Yes, while working in another team in ${e://Field/OrganisationName} • ...	3%
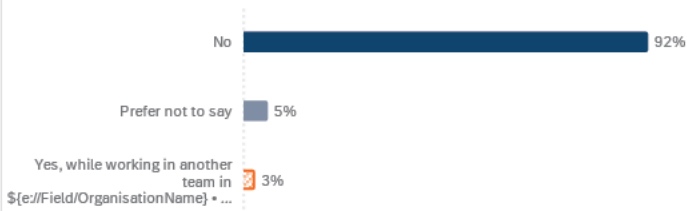
E01. Discriminated against at work (grouped)

	No	Yes	Prefer not to say
CSPS 2023	92%		5%
CSPS 2022	91%		6%

■ No　■ Yes　■ Prefer not to say
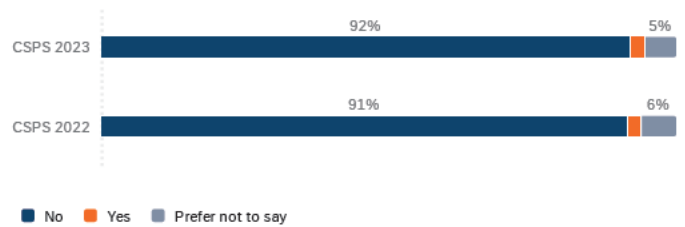
E02. Count of types of discrimination experienced (multiple choice allowed) 2023 vs 2022. Answer options with fewer than 10 responses are suppressed

Age • Any other grounds (please specify) • Caring responsibilities • Disability • Ethnic background • Gender • Gender reassignment or perceived gender • Marital status or civil partnership • Mental ...	18 (CSPS 2023) / 18 (CSPS 2022) / -
Grade or responsibility level	- / - / 16 (Grouped for Anonymity)
Working pattern	- / - / 12 (Grouped for Anonymity)

■ CSPS 2023   ■ CSPS 2022   ▨ Grouped for Anonymity
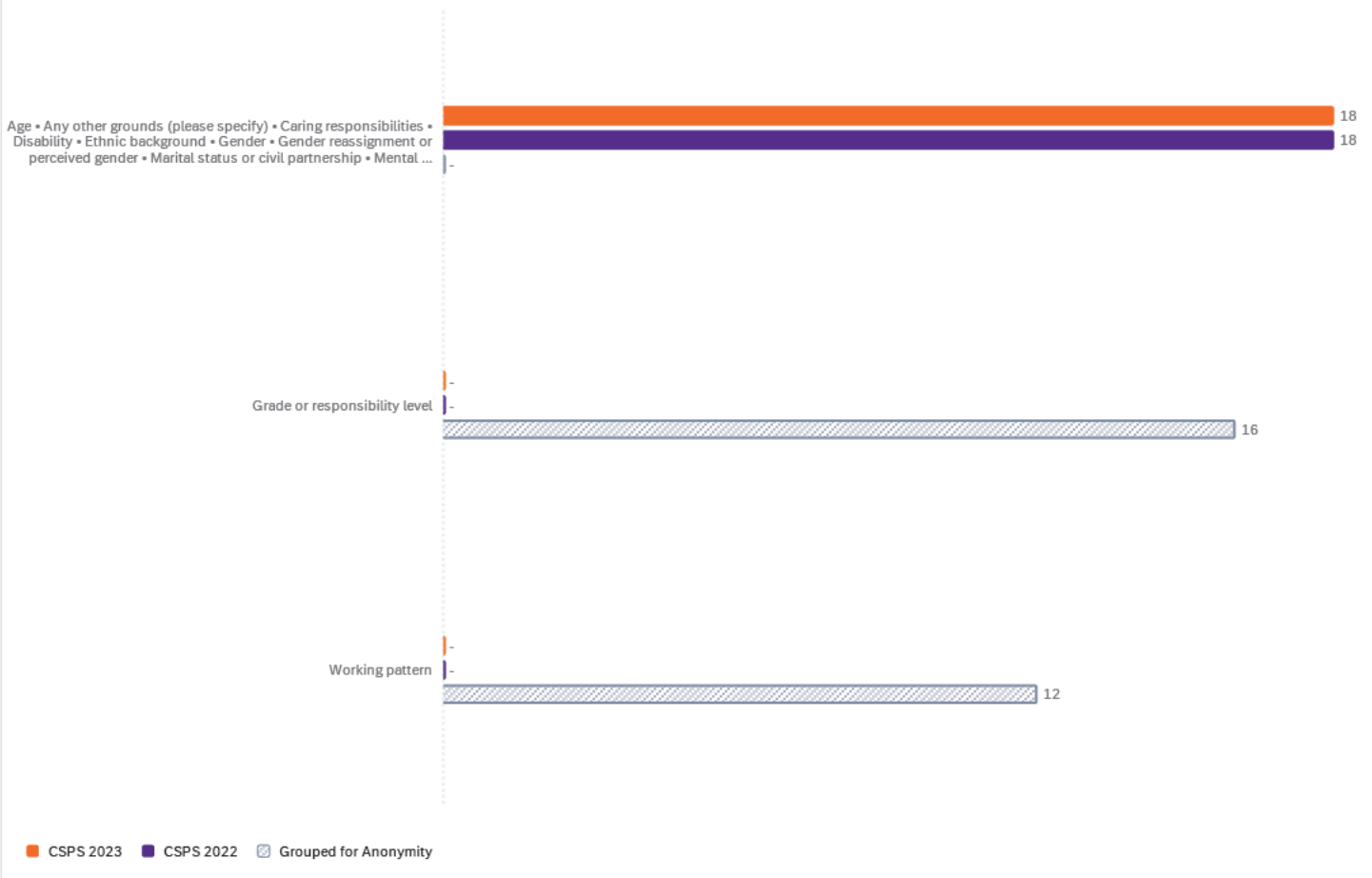
Bullying & Harassment

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 ▽

No	93%
Yes, while working in another team in my organisation	1%
Yes, while working in my current team	2%
Prefer not to say	4%
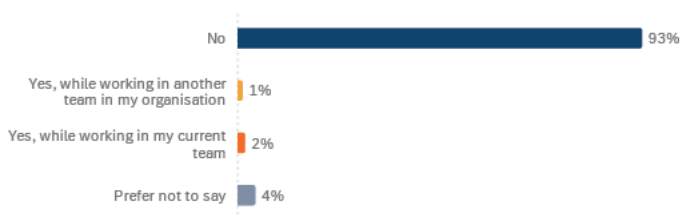
E03. Bullied and or harassed at work 2023 vs 2022
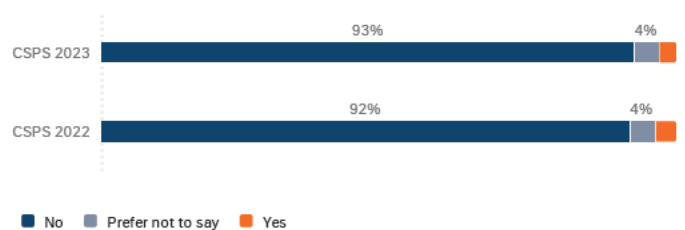
	No	Prefer not to say	Yes
CSPS 2023	93%	4%	
CSPS 2022	92%	4%	

■ No   ■ Prefer not to say   ■ Yes

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

Category	CSPS 2023	CSPS 2022
Comments about my personal appearance or accent	-	1
Denied time off for family or caring responsibilities	2	1
Disclosure of personal or sensitive information to colleagues without my consent	1	4
Humiliated in front of team or others	6	13
Ignored, excluded, marginalised	9	11
Intimidation, or verbal or written aggression (for example, shouting, making threats, sending aggressive emails)	9	13
Negative micromanagement (for example, excessive control, made to feel incompetent)	11	16
Prefer not to say	1	3
Removal of job responsibilities, unconstructive criticism, or changing expectations	5	6
Sexual harassment (for example, sexual comments or jokes, unwelcome sexual advances, touching or assault)	2	1
Something else not listed here (please specify)	3	-
Spreading gossip or making false accusations about me	6	8
Treated less favourably to others	8	9
Undermining or taking credit for my work	11	3
Unhelpful comments about my mental health or being off sick	2	5

■ CSPS 2023　■ CSPS 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

Category	Value
A colleague in a different Area, Directorate, Division of my organisation	- / - / 13
A colleague in my Area, Directorate or Division	10 / 13 / -
A contractor • A member of the public • A service user (for example, customer, claimant, offender) • Prefer not to say • Someone I manage • Something else not listed here (please ...	- / - / 13
Another senior member of staff in my organisation	- / - / 14
My manager	- / - / 13

■ CSPS 2023   ■ CSPS 2022   ⊠ Grouped for Anonymity

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

	Yes	No
CSPS 2023	52%	48%
CSPS 2022	40%	60%

■ Yes   ■ No   ⊠ Grouped for Anonymity
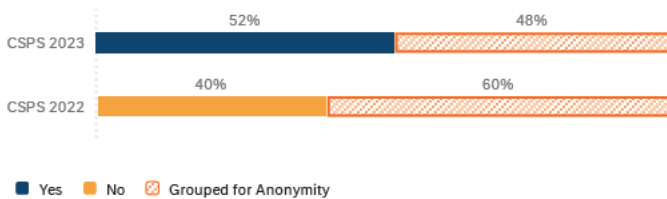
E06_D. Did you feel you were punished for reporting the incident? 2023 vs 2022

	Grouped for Anonymity
CSPS 2023	100%
CSPS 2022	100%

⊠ Grouped for Anonymity
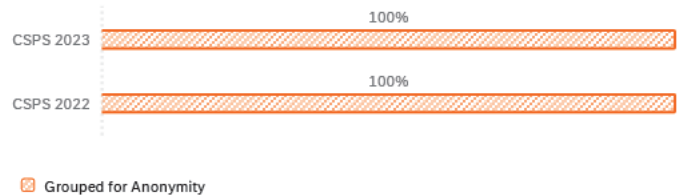
How respondents would describe their situation now

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
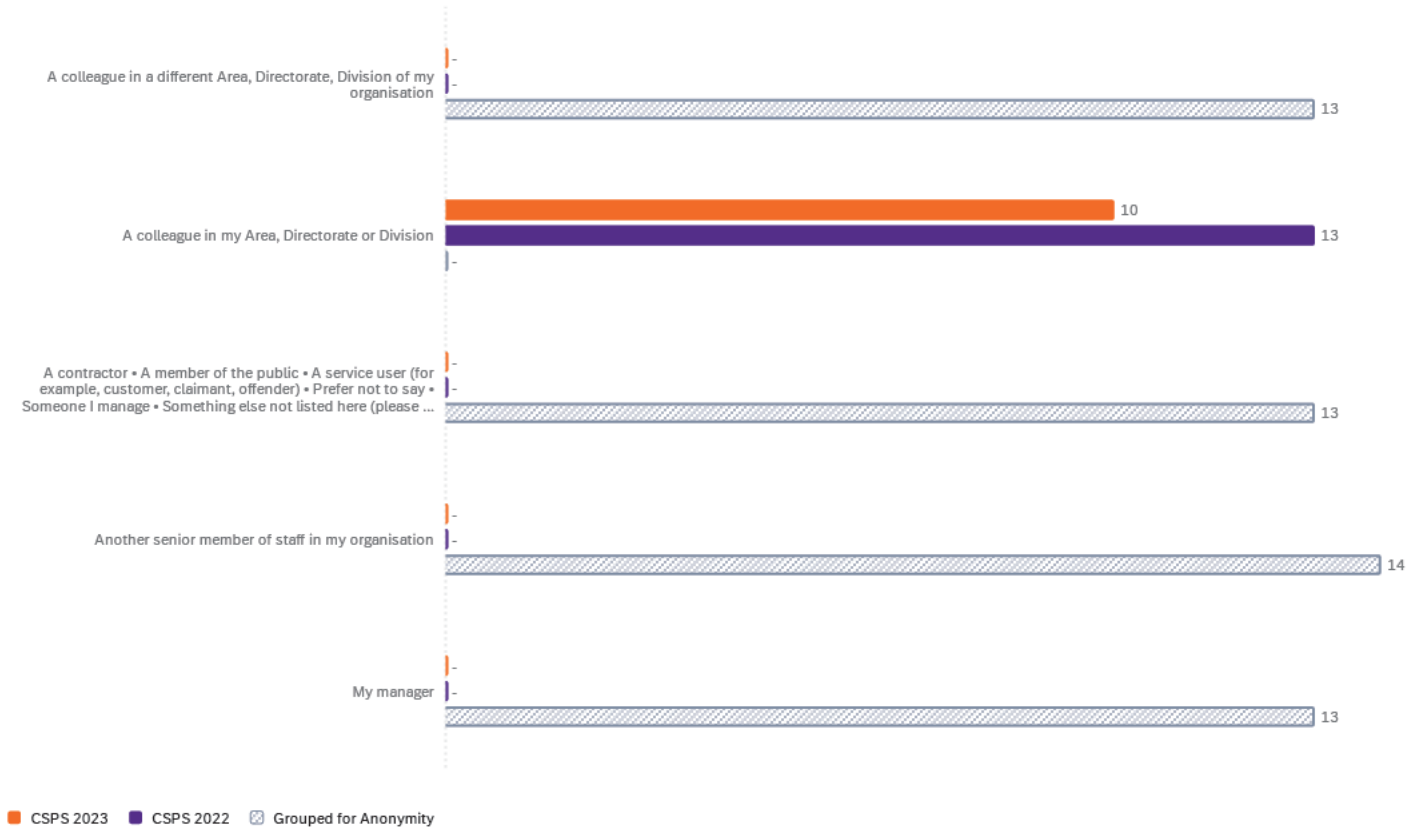
In 2023, of those who said they had experienced bullying and/or harassment in the past 12 months, the proportion of Civil Servants who said they felt appropriate action was taken to address it is 30% (1 percentage point higher compared to 2022).
57% indicated that they feel that no action was taken (1 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

CSPS 2023 — 100%

CSPS 2022 — 100%

◪ Grouped for Anonymity
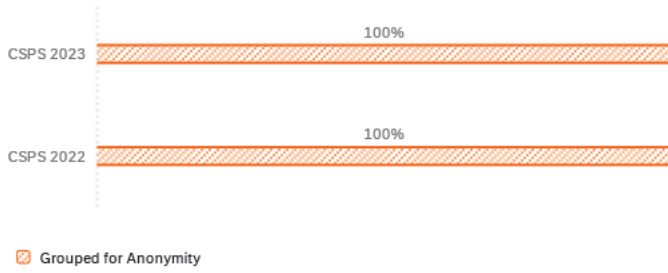
E06_B. The bullying and or harassment has stopped 2023 vs 2022

CSPS 2023 — 59% | 41%

CSPS 2022 — 54% | 46%

◪ Grouped for Anonymity ■ No ■ Yes
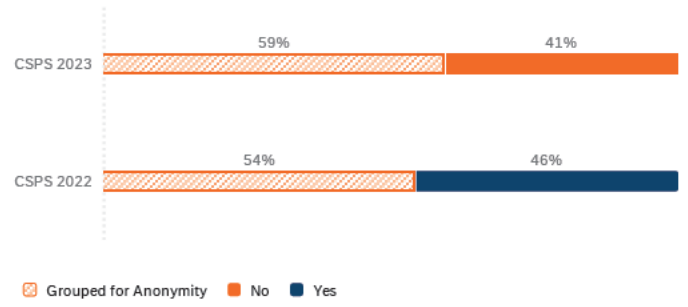
E06_C. The culture in my area allows this behaviour to continue 2023 vs 2022
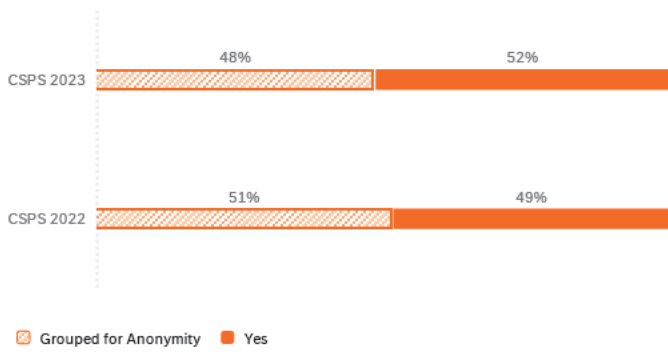
CSPS 2023 — 48% | 52%

CSPS 2022 — 51% | 49%

◪ Grouped for Anonymity ■ Yes

E04. Count of who perpetrated the bullying and/or harassment (multiple choice allowed) 2023 vs 2022

A colleague in a different Area, Directorate, Division of my organisation — 13

A colleague in my Area, Directorate or Division — 10 / 13

A contractor • A member of the public • A service user (for example, customer, claimant, offender) • Prefer not to say • Someone I manage • Something else not listed here (please ... — 13

Another senior member of staff in my organisation — 14

My manager — 13

■ CSPS 2023 ■ CSPS 2022 ◪ Grouped for Anonymity
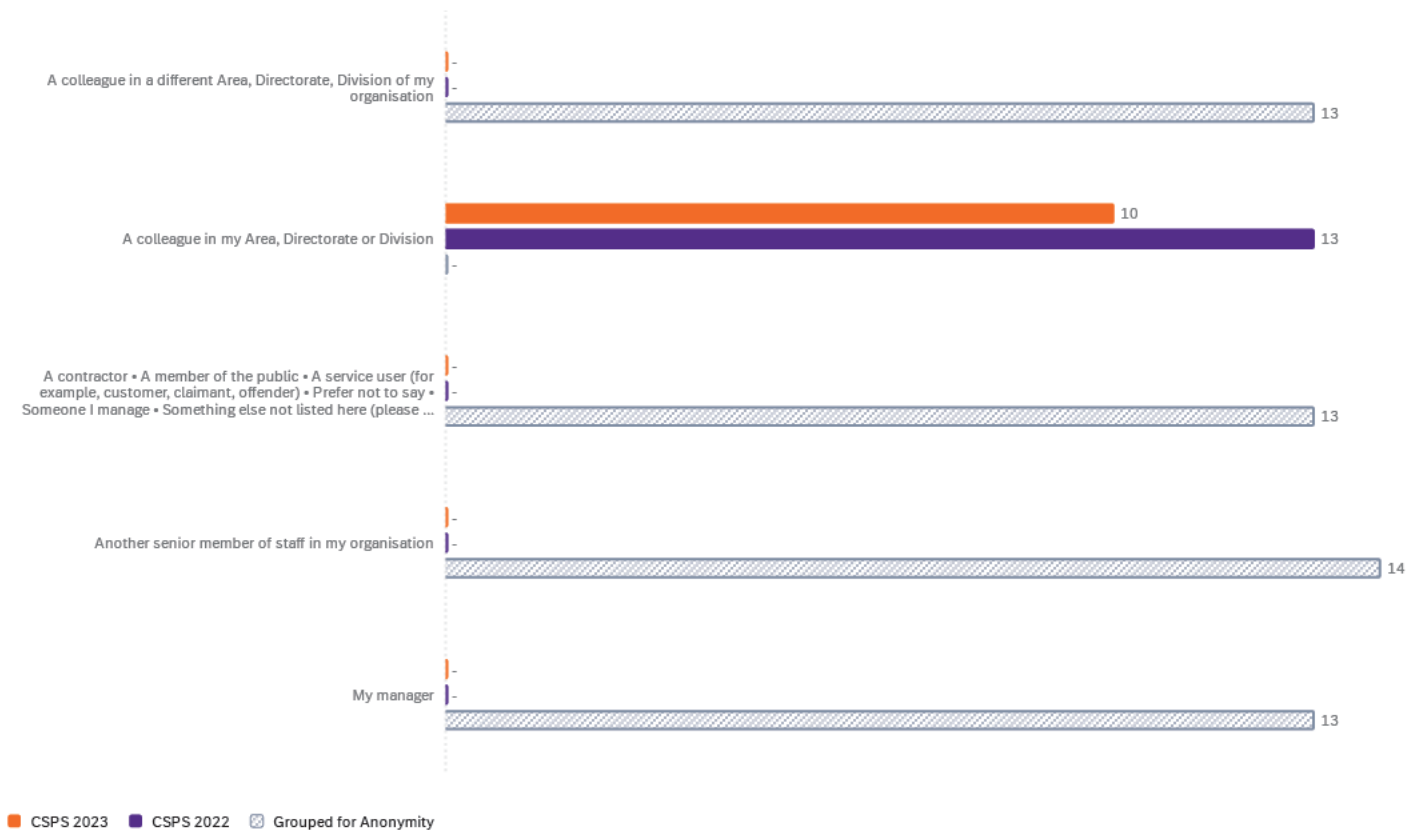
2023 Hybrid Working and Long Covid
OFFICIAL SENSITIVE

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 ▽

- 5% / 6% — Contractual home based worker • Mobile (no fixed work ...
- 88% / 88% — Hybrid (work between workplaces or bases and ...
- 6% / 6% — Workplace based (work all the time in a workplace or base)

■ CSPS 2023 ■ CSPS 2022
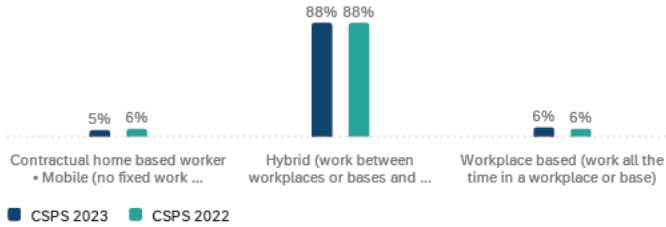
H02A. 2023 Hybrid working (Grouped) ▽

- 27% / 37% — All the time at home
- 1% / 0% — All the time in an office building
- 72% / 63% — Mixed of at home and in an office building

■ CSPS 2023 ■ CSPS 2022

H02A. 2023 Hybrid Working ▽

- 4% / 4% — All the time (in a workplace or base) • Equal amounts of time at home and in a workplace or ...
- 65% / 56% — More time at home but some time in a workplace or base
- 4% / 4% — More time in a workplace or base but some time at home
- 27% / 37% — No time (all the time at home)

■ CSPS 2023 ■ CSPS 2022
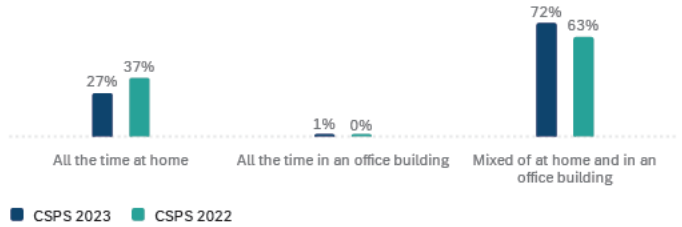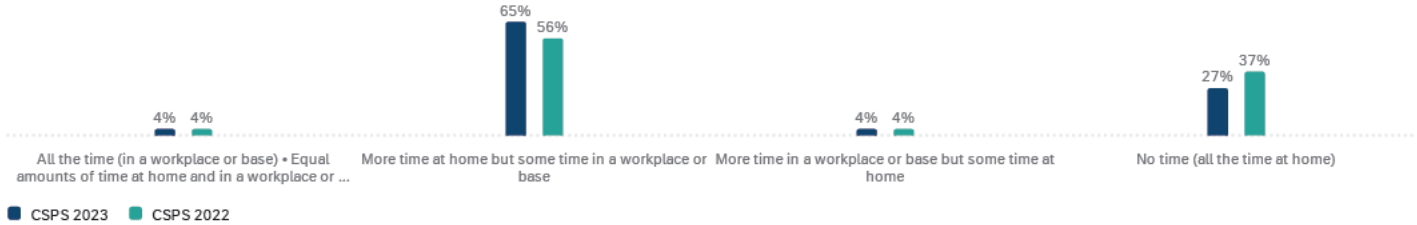

Civil Servants who answered that they have mainly been working from home indicated:
H02B. 92% said that when they are working from home their colleagues are good at keeping in touch formally and informally (compared to 89% in 2022). This question was not presented to respondents who said they have mainly 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	87%	-5	+3	-5

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 ▽

4% — Yes, but they don't affect my day-to-day activities ■ No ⊠ Grouped for Anonymity

CSPS 2023: 4% · 93% · 4%
CSPS 2022: 4% · 91% · 4%

CV3. 2023 Long Covid ▽

■ Yes ■ No

CSPS 2023: 7% · 93%
CSPS 2022: 9% · 91%
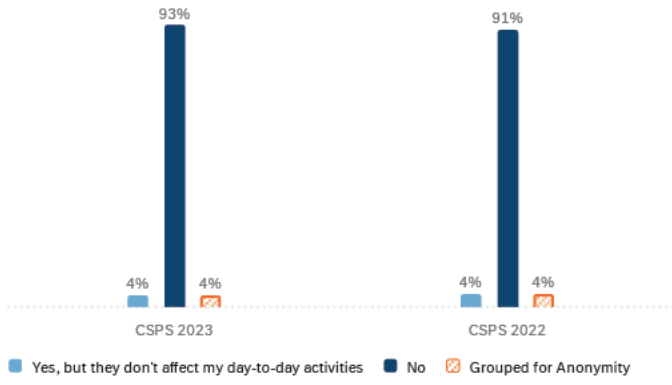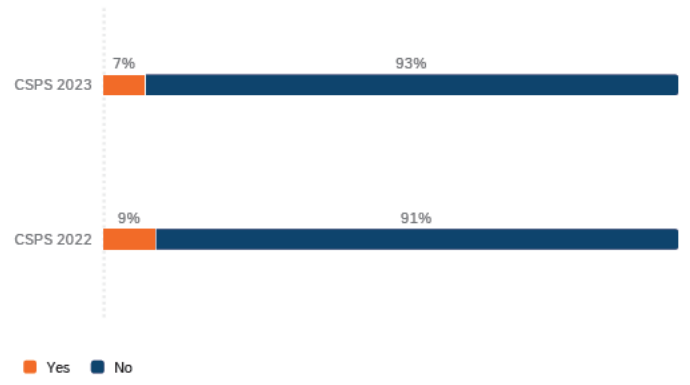
2023 Personal Wellbeing

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).

People Survey 2023
Have your say

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?	74%	18%	8%	+4 ^	+3	+2
W01. Overall, how satisfied are you with your life nowadays?	72%	19%	9%	+5 ^	+5 ^	+3
W03. Overall, how happy did you feel yesterday?	65%	22%	13%	+4 ^	+2	+2
W04. Overall, how anxious did you feel yesterday?	50%	20%	31%	+4 ^	+1	+2

2023 Wellbeing Support 🔽

Name	Distribution	Civil Service Benchmark 2023	SG Scottish Government (Corporate Report)
W09. My organisation provides good support for employee health, wellbeing and resilience	79% 17%	+19 ^	+15 ^
W10. How often do you discuss your personal wellbeing and or work-related stress with your manager?	66% 12% 21%	+7 ^	+2

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 🔽

	Excellent	Very good	Good	Fair	Poor
CSPS 2023	11%	31%	32%	19%	7%
CSPS 2022	10%	31%	34%	18%	7%
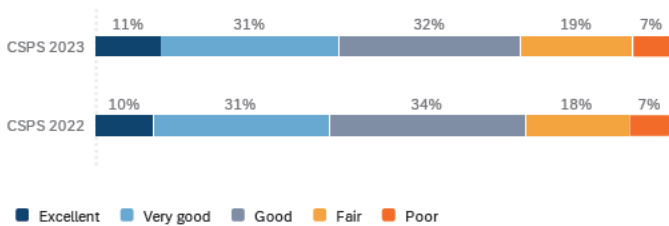
W05. Self-reported overall physical health now 2023 vs 2022 🔽

	Excellent	Very good	Good	Fair	Poor
CSPS 2023	7%	28%	38%	19%	7%
CSPS 2022	7%	26%	40%	20%	6%
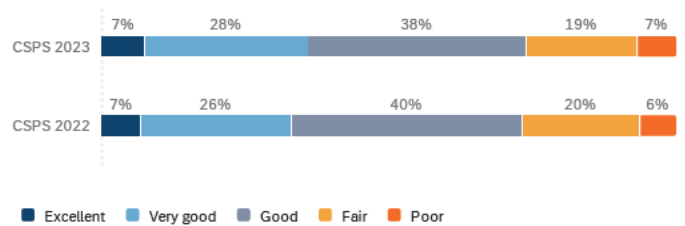
W06. Musculoskeletal problems (MSD) in the last 12 months 2023 vs 2022 🔽

	Not experienced MSD	Experienced MSD
CSPS 2023	65%	22%
CSPS 2022	64%	23%
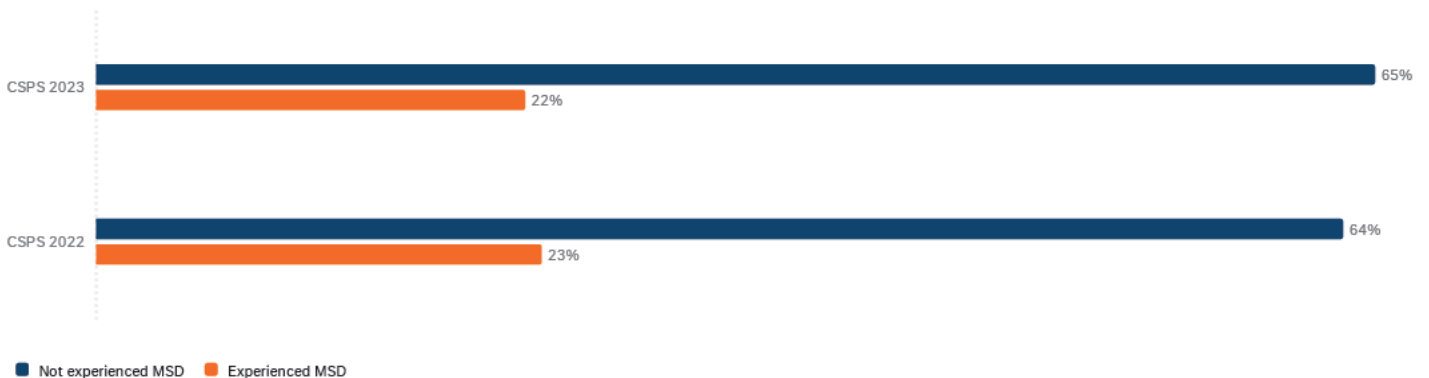
2023 Factors influencing wellbeing

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

23%
PROXY STRESS S...

Your Proxy Stress Index for 2022   932

24%
PROXY STRESS S...

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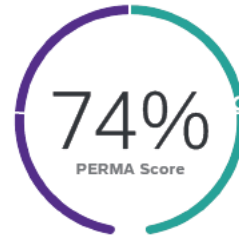
The 2023 PERMA Index for all Civil Servants is 74%, one percentage point higher compared to 2022.

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 ▽

75%
Average (PermaIndex)

Your PERMA Index for 2022 ▽

74%
PERMA Score

People Survey 2023
Have your say

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).
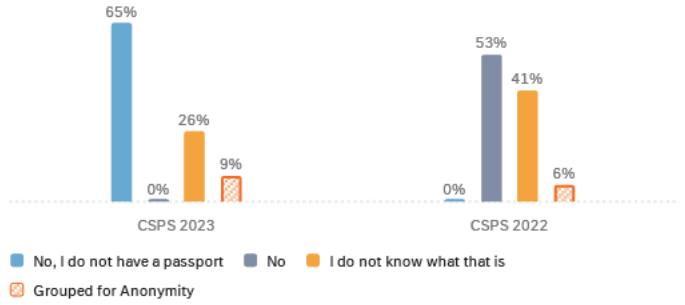
Manager support for colleagues with disabilities, conditions or illnesses ▽

Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scott Governm (Corpora
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)	74%	+3	+3	+3

J04G. 2023 Having a workplace adjustment passport ▽

- No, I do not have a passport
- No
- I do not know what that is
- Grouped for Anonymity

CSPS 2023: 65%, 0%, 26%, 9%
CSPS 2022: 0%, 53%, 41%, 6%

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
J05B. I feel supported by my manager to balance my work and caring responsibilities	79%	+2	+4	+8
J05A. As a carer, I know where to access information and support in my organisation	75%	+19 ^	+14 ^	+8

J05C. Having a carer's passport

CSPS 2023: 8%, 80%, 13%
CSPS 2022: 67%, 33%

- Yes
- No
- I don't know what it is or how to get one
- Grouped for Anonymity
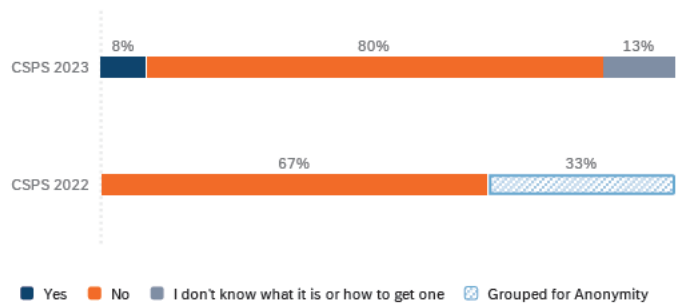
This page includes the findings for four topics: Civil Service Reform and Modernisation, Civil Service organisational culture and leadership, the Civil Service Code, and Productivity and Efficiency.
The scores are presented in the following order: your percent positive theme score first (in blue), then 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 ▽

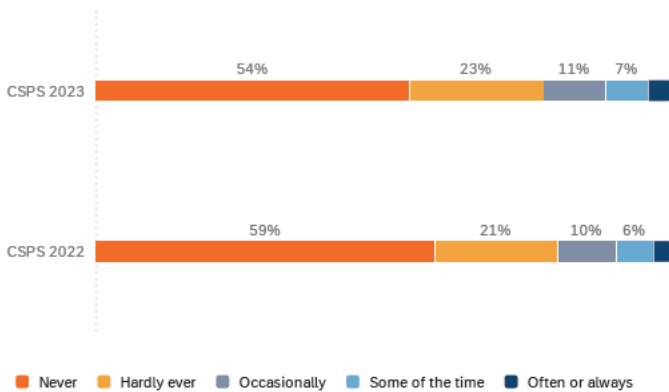| Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate Report)
B59F. My manager trusts me to do my job effectively, even if I am not working from the same location as them	97%	+2 ^	+1	+5 ^
B59E. I have a choice in deciding where I do my work (usual workplace or base, another workplace, home)	96%	+13 ^	+1	+17 ^
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	90% 6%	+10 ^	0	+13 ^
B59. I am aware of the Civil Service vision for 'A Modern Civil Service'	62% 24% 14%	+2	-2	+7 ^
B59A. I understand how I can help achieve the vision for 'A Modern Civil Service'	48% 35% 17%	+6 ^	+2	+7 ^
B59I. Civil Service Reform is improving the way I work in	16% 75% 9%	0		2

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 ▽

CSPS 2023	54%	23%	11%	7%
CSPS 2022	59%	21%	10%	6%

■ Never ■ Hardly ever ■ Occasionally ■ Some of the time ■ Often or always

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

CSPS 2023	5%	11%	23%	59%
CSPS 2022	5%	10%	22%	60%

■ Never ■ Hardly ever ■ Occasionally ■ Some of the time ■ Often or always
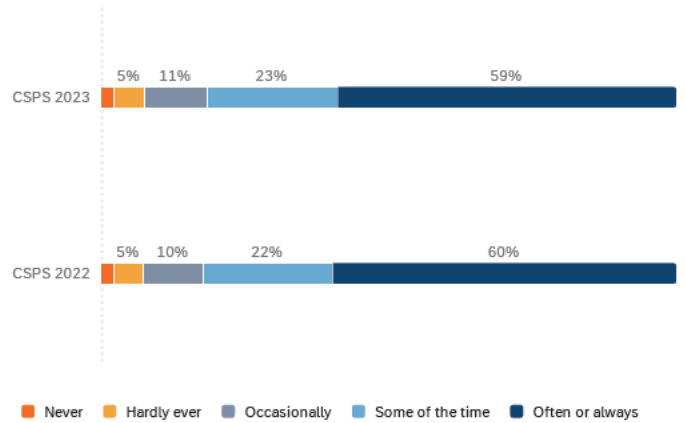
Organisational Culture & Leadership

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	96%	+6 ∧	+2	+5 ∧
B58. My organisation is committed to creating a diverse and inclusive workplace	85% 13%	+7 ∧	+1	+6 ∧
B56. In my organisation, people are encouraged to speak up when they identify a serious policy or delivery risk	72% 19% 8%	-1	0	+2
B57. I feel able to challenge inappropriate behaviour in the workplace	72% 19% 9%	+1	+3	+2
B55. I believe I would be supported if I try a new idea, even if it may not work	70% 21% 9%	-5 ∨	0	-2

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	88% 9%	0	-1	-1
D03. Are you confident that if you raised a concern under the Civil Service Code in your organisation it would be investigated properly?	81% 19%	+5 ∧	+1	+6 ∧
D02. Are you aware of how to raise a concern under the Civil Service Code?	75% 25%	+5 ∧	+5 ∧	+4 ∧

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?
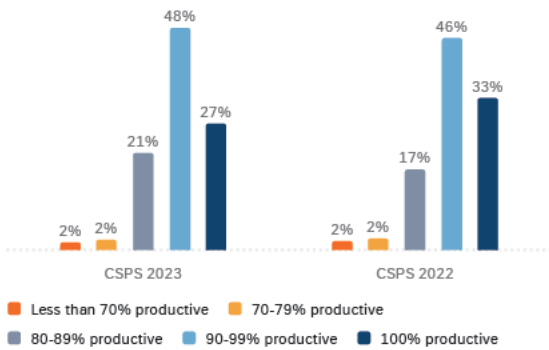
CSPS 2023 / CSPS 2022

- Less than 70% productive
- 70-79% productive
- 80-89% productive
- 90-99% productive
- 100% productive

Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate...
B59H. Efficiency is pursued as a priority in my organisation	73%	+18 ^	+2	+20 ^

2022 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	49%	28%	23%	-2	+3 ^	0
B53. Where I work, I think effective action has been taken on the results of the last survey	41%	40%	20%	+3 ^	+7 ^	+5 ^

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	56%	29%	16%	+1	+6 ^
🔵	B52. I believe that senior managers in my organisation will take action on the results from this survey	49%	28%	23%	0	+3 ^
🔵	B27. I feel valued for the work I do	72%	19%	9%	+1	+1
🔵	B41. Overall, I have confidence in the decisions made by my organisation's senior managers	52%	30%	18%	+4	+1
🔵	B43. When changes are made in my organisation they are usually for the better	37%	39%	24%	0	+3 ^

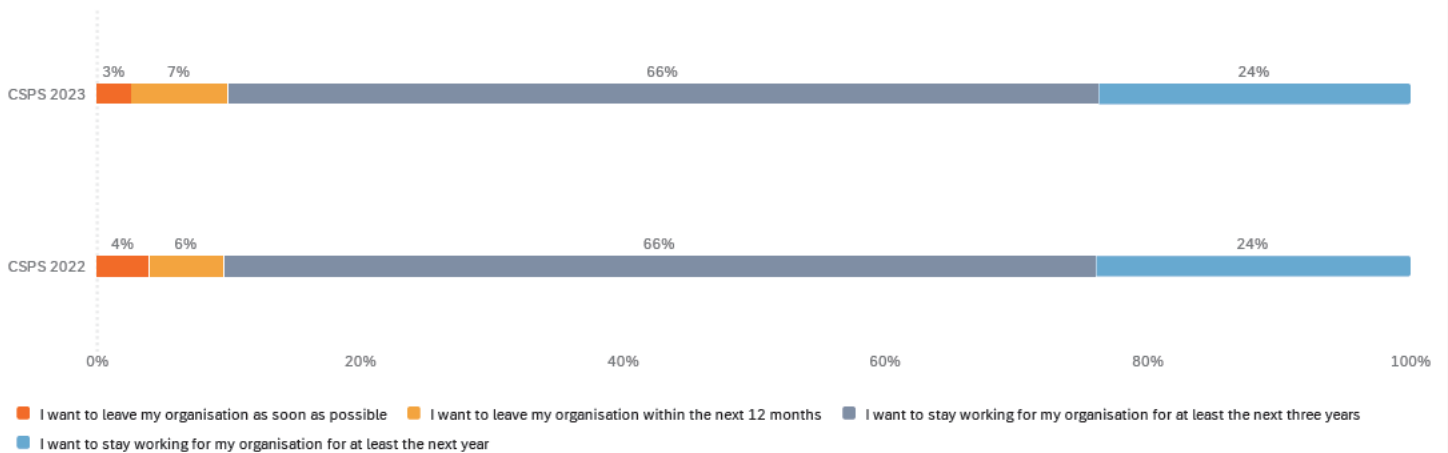View items (30) with too few responses
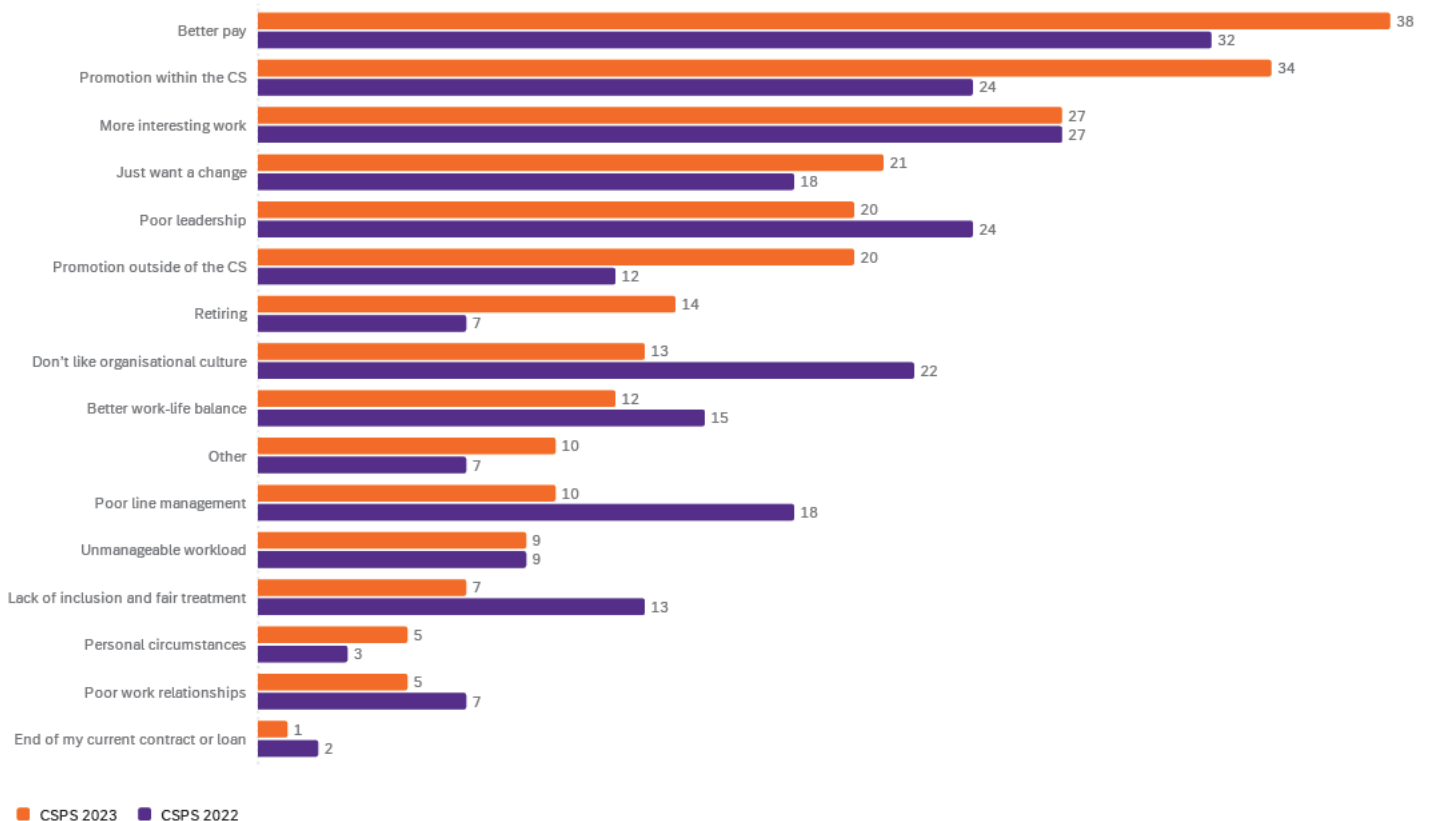
Future Intentions

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

	I want to leave my organisation as soon as possible	I want to leave my organisation within the next 12 months	I want to stay working for my organisation for at least the next three years	I want to stay working for my organisation for at least the next year
CSPS 2023	3%	7%	66%	24%
CSPS 2022	4%	6%	66%	24%

Legend:
- I want to leave my organisation as soon as possible
- I want to leave my organisation within the next 12 months
- I want to stay working for my organisation for at least the next three years
- I want to stay working for my organisation for at least the next year

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

Reason	CSPS 2023	CSPS 2022
Better pay	38	32
Promotion within the CS	34	24
More interesting work	27	27
Just want a change	21	18
Poor leadership	20	24
Promotion outside of the CS	20	12
Retiring	14	7
Don't like organisational culture	13	22
Better work-life balance	12	15
Other	10	7
Poor line management	10	18
Unmanageable workload	9	9
Lack of inclusion and fair treatment	7	13
Personal circumstances	5	3
Poor work relationships	5	7
End of my current contract or loan	1	2

Legend: CSPS 2023 • CSPS 2022

People Survey 2023
Have your say

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)
LQC1. I get to find out the reasons behind key changes that happen in my organisation	56%	27%	17%	+12 ^	+7 ^	+15 ^
LQC2. I understand what support is available to me as I am affected by organisational change	56%	29%	15%	+5 ^	+3	+11 ^
LQC4. I feel positive about the future of my organisation	56%	29%	16%	+9 ^	+1	+6 ^
LQC3. I feel that change is managed well in my Area, Directorate or Division	50%	29%	21%	+9 ^	+1	+11 ^

2023 Local questions: Continuous Learning
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: Continuous Learning ▽

Name	Distribution			Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate Report)
LQJ2. I am learning on a regular basis from working with my colleagues	79%	15%	6%	+1	+1	+3
LQJ1. My current job makes the most of my skills and strengths	65%	19%	16%	0	+2	+1
LQJ3. My manager coaches me regularly to support my continuous learning	56%	28%	16%	-1	+4	+3
LQJ4. Investing time in learning and development activities is given priority in my Area, Directorate or Division	43%	33%	24%	-8 ⌄	+3	0

People Survey 2023
Have your say

2023 Local questions: Collaboration and Team Performance
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: Collaboration and Team Performance 🔽

Name	Distribution			Civil Service Benchmark 2023	SG Scottish Government (Corporate Report)	vs 2022
LQL1. My team works well together to achieve shared objectives	87%	10%		+3 ^	-1	0
LQL3. I believe my team works well with other parts of my organisation	82%	15%		+4 ^	-3 ⌄	+2
LQL2. We regularly review our performance as a team	69%	19%	12%	-2	-6 ⌄	+1
LQL4. I work with people from different teams or professions to improve the services we deliver	69%	19%	12%	-7 ⌄	-16 ⌄	+1

Appendix 4: Summary of the Public Administration and Constitutional Affairs Committee report

Summary of report:

The focus of the inquiry was on the survey design and delivery, the validity of the data and the application of results.

 Inquiry explored 3 areas:

- whether the People survey results can be considered robust and trustworthy
- how results are used to drive change across the Civil Service
- what recent results tell us about the engagement and experiences of officials.

Recommendations

- Due to lack of evidence of the survey data being used across the Civil Service to drive improvements it is recommended that Departments should report publicly on the actions they undertake in response to each years People survey results. This could involve action plans being included in Annual Reports and Accounts each year. Departments should evaluate the success of these plans and report this in the Annual Report and Accounts.
- Recommends that the survey data is classified as official statistics which means that the data should be publicised, externally, promptly and without delay which should mean by the end of the calendar year.
- CSPS should be supplemented with more frequent, timely and targeted 'pulse' surveys as we as linking with other data e.g. absence, recruitment and performance. Cabinet Office to report on plans to improve available data to decision makers on experience and performance of Civil Service by end of 2023.
- Recommended for Cabinet Office to review the value of its headline Employee Engagement Index
- Cabinet Office should enhance the support it provides around future People surveys. This could include Central HR leading on CS wide response to the survey data and track measures taken across organisations/departments and the analytical team should offer support to organisations/departments who seek to understand the results.

INVESTORS IN PE⬤PLE®

12 Months on...

Registers of Scotland
Project Number: SCO-23-00540
Practitioner: ████████████
Report Date: NOV 2023

INVESTORS IN PE○PLE®

We invest in wellbeing

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Last year, we found out…

- The organisation truly believes that supporting wellbeing allows people to perform at their best at work
- The pandemic was seen as an opportunity to learn and place more importance on wellbeing
- This is a consciously supportive working environment
- The organisation is committed to supporting people's wellbeing
- People enjoy having choice about where and when they work, with hybrid working and flexitime
- Physical support for people working at home has been exemplary and demonstrated cooperation and commitment to keeping people healthy and safe
- You have found ways to promote social and team cohesion when people are working remotely
- Leaders and managers are actively promoting a social element when teams meet face to face
- People really value the Colleague Passport
- Increased frequency of check-ins is popular, and wellbeing objectives are seen as a good thing
- The pandemic has increased the visibility and importance of wellbeing
- It is good that new start induction is done face to face in the office
- Elements of a psychologically safe working environment are in place, with sustainable workloads, mutual respect, inclusivity and trust

And we suggested some things to work on…

- Develop a Wellbeing Plan and reference it in the Corporate Plan and People Strategy
- Develop a Hybrid Working Policy
- Further review Management Essentials training, and specifically the content on wellbeing and dealing with sensitive situations, such as bereavement
- Continue to encourage people to have the camera on when in Teams meetings
- Look at physical barriers to occasional office attendance
- Focus on cost of living, including use of Edenred, and ensure that people working at home understand the physical and performance implications of insufficient heating
- Consider 360 review for all people managers
- Continue to refine how data is used, particularly in a longitudinal way

What's changed since then?

The major organisational change since last year is the increased focus on your number one priority, and stretch target, to clear open casework. This has two potential wellbeing implications:

- Some colleagues may feel increased pressure to improve productivity and take on extra workload, in themselves or those who work for them
- Reducing the backlog may bring an increased feeling of wellbeing and corresponding reduction in stress in people at all levels in the organisation. Open case work has a negative impact on wellbeing throughout the organisation

What have you achieved so far?

Conversations with staff demonstrated significant progress over the last 12 months particularly around strategic thinking, communication of wellbeing information, and collection of engagement data:

- The Corporate Plan, People Strategy, and Wellbeing Strategy are being woven together to produce a consistent and coherent approach to wellbeing and workforce planning
- There is high level understanding that the steps needed to eliminate the backlog will need a resilient workforce, supported in all aspects of wellbeing, and this is further driving the management commitment to wellbeing
- The measures being implemented to increase the effectiveness of colleagues' work will also underpin their wellbeing by increasing their sense of success
- The updating of the People Charters into the People Manager Hub will both improve managers' commitment to wellbeing and drive productivity by getting the most out of happy and engaged colleagues
- Colleagues value the ability to control or increase frequency of check-ins with managers, and the emphasis they place on wellbeing discussions
- There is agreement that it is not appropriate to force wellbeing engagement, and therefore effective communication is vitally important
- Senior managers and members of the EMT are role models for wellbeing, demonstrating appropriate wellbeing behaviour as well as leading the conversation on subjects such as menopause
- Leaders understand that the EAP should not be seen as a last resort and are taking steps to encourage colleagues to consider using it earlier
- The Wellbeing Hub makes it easier for people to access wellbeing information, and over time this will push up engagement levels
- There is a considerable amount of wellbeing related data in the organisation, and the Wellbeing Dashboard, which is still being developed, will make access more straightforward, and will increase the understanding and usage of this data to drive outcomes
- The commitment to supporting colleagues to work where and when suits them best continues, and the creation of a Hybrid Working Policy formalises this, albeit with a certain amount of creative ambiguity. There is widespread agreement that formalising this any further might prove counter-productive
- There is continuing understanding that whilst it works for the vast majority, one size of hybrid working does not fit all colleagues, and you are taking steps to triangulate segments of the workforce where there may be issues, in order to understand if focused action might be required
- Being in control of where and when they work, and the associated autonomy, drives colleagues' sense of wellbeing
- Team Ways of Working is successful for Corporate teams, but some Registration teams are using it less effectively, and still not finding reasons to meet in person

What's your focus for the next 12 months?

Whilst there has been significant progress over the last 12 months, I do not get the impression that you want to stand still. From the point of view of the new framework, there are still opportunities to improve in the themes of Owning, Connecting, Aligning, and Sustaining.

- Continue to integrate the various strategies to further cement the coherent approach to wellbeing and change in the organisation
- Look for ways to make the tone of voice in wellbeing communication less corporate, and where appropriate more informal and chatty
- Continue to ensure that colleagues feel supported by managers, and through the People Manager Hub and associated policies and learning, eliminate the element of chance in having a competent and caring manager, able to encourage meaningful discussion about wellbeing
- Promote early use of the EAP before an issue gets out of control, through the use of a podcast pointing out benefits and removing stigma
- Encourage managers to come up with reasons or activities that make meeting in person more worthwhile
- Encourage managers to bring teams together in the office socially form time to time
- Facilitate learning between managers and teams that regularly go to the office and those that remain remote
- Find ways to facilitate peer interaction amongst remotely working teams, to facilitate and encourage familiarity and friendship amongst colleagues
- Survey regular, independent office attenders (who enjoy the office even if their team does not) to see what would be helpful for their emotional and social wellbeing
- Look for further ways to measure the impact and outcomes of your investment in wellbeing
- Be aware of the effect on trending of remote working presenteeism potentially masking sickness absence

Assessment result
Your performance level by theme

Whilst this assessment does not impact your accreditation level, it is useful to look at how you might be performing against the new framework. Your assessment last year accredited you at the higher level of Gold:

		Not Met Needs Improvement	Silver Engaging and activating	Gold Creating positive outcomes	Platinum Embedded and always improving
All areas	Goals				
Physical Wellbeing	Tools				
	Implementation				
	Engagement				
	Data				
Social Wellbeing	Tools				
	Implementation				
	Engagement				
	Data				
Psychological Wellbeing	Tools				
	Implementation				
	Engagement				
	Data				

Translating this to the new framework, and taking account of progress over the last year, this suggests an accreditation level of Gold, illustrated by this red/amber/green table:

Indicators	Themes	Developed In place, communicated, and understood	Established Actively engaged in health and wellbeing activities	Advanced Poistive outcomes are actively driven	High Performing Fully embedded, producing consistent results, and looking to improve
1. Leading a culture of wellbeing	Shaping	green	green	green	green
	Owning	green	green	green	amber
	Living	green	green	green	green
2. Supportng a culture of wellbeing	Connecting	green	green	green	amber
	Aligning	green	green	green	amber
	Engaging	green	green	green	green
3. Improving a culture of wellbeing	Measuring	green	green	green	green
	Enhancing	green	green	green	green
	Sustaining	green	green	green	amber