



2022 Headlines

OFFICIAL SENSITIVE

Responses: ▾

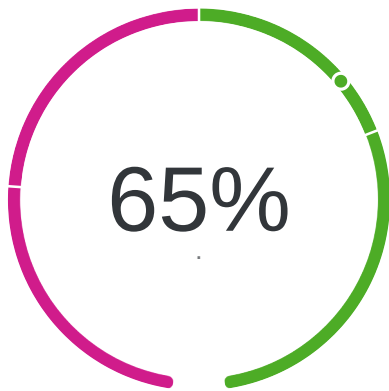
938

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

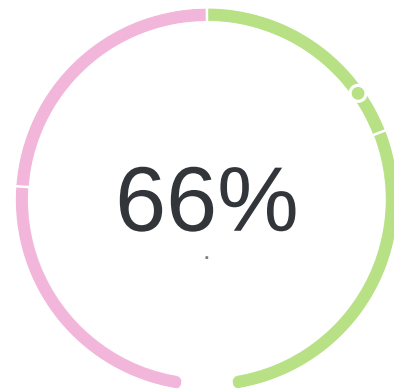
Here you'll find your Employee Engagement Index, the nine Core Theme Scores, and the Discrimination, Bullying and Harassment rates. Your percent positive theme score is shown in green and the centre of the chart. Your percent neutral is in grey, and percent negative in pink.

Your Employee Engagement Index - 2022 vs 2021

Your 2022 Employee Engagement Index. ▾

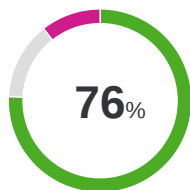


Your 2021 Employee Engagement Index. ▾



Core Themes

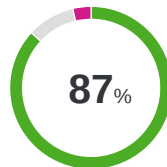
My Work Theme Score



vs 2021

▼ 1

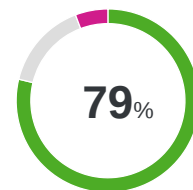
Organisational Objectives & Purpose Theme Score



vs 2021

0

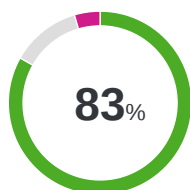
My Manager Theme Score



vs 2021

0

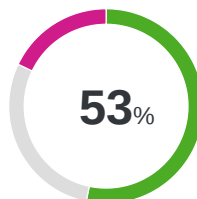
My Team Theme Score



vs 2021

▼ 1

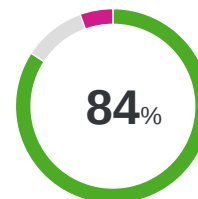
Learning & Development Theme Score



vs 2021

▲ 2

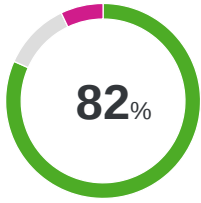
Inclusion & Fair Treatment Theme Score



vs 2021

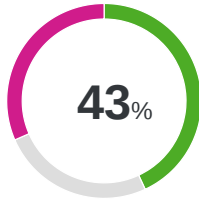
▼ 1

Resources and Workload Theme Score



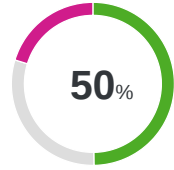
vs 2021
0

Pay & Benefits Theme Score



vs 2021
▼ 16

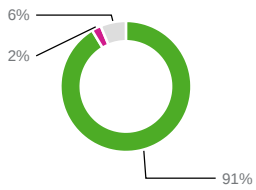
Leadership & Managing Change Theme Score



vs 2021
▼ 6

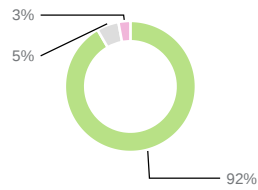
Discrimination, Bullying and Harassment - 2022 vs 2021

2022 Discriminated against grouped



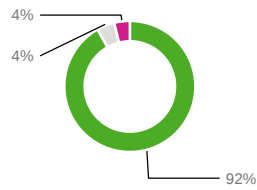
■ No ■ Yes ■ Prefer not to say

2021 Discriminated against grouped



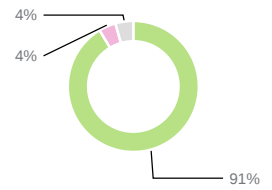
■ No ■ Prefer not to say ■ Yes

2022 Bullied/Harrassed grouped



■ No ■ Prefer not to say ■ Yes

2021 Bullied/Harrassed grouped



■ No ■ Yes ■ Prefer not to say



2022 Employee Engagement & Core Theme Scores

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

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Employee Engagement

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

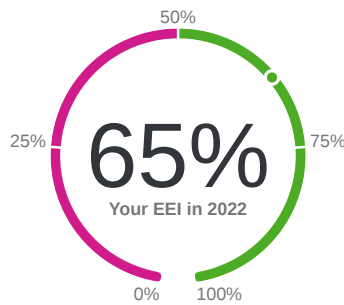
The Civil Service Employee Engagement Index (EEI) in 2022 is 65%. It decreased 1 percentage point compared to 2021 (median scores).

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

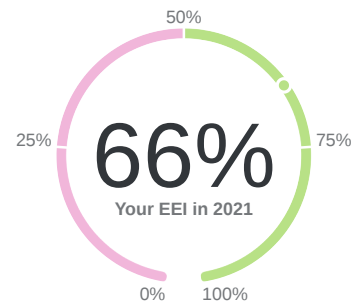
The charts below, instead, displays the five questions that are used to calculate your EEI. For each question, we've looked at the difference between the proportion of your employees who responded favourably (i.e. selected agree or strongly agree), and compared this to your 2021 results, your parent, and the Civil Service Benchmark.

If the difference is statistically significant, giving us confidence that the difference is not due to random chance, then an arrow will appear. If the arrow is pointing downwards, that means your score is significantly lower than the benchmark.

Your 2022 Employee Engagement Index is: ↑



Your 2021 Employee Engagement Index was: ↑



Employee Engagement Question Scores 2022 vs 2021

Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022
B48. I would recommend my organisation as a great place to work	70% (Green), 23% (Grey), 7% (Pink)	-3	+4 ↑	+9 ↑
B47. I am proud when I tell others I am part of my organisation	58% (Green), 36% (Grey), 6% (Pink)	-3	-11 ↓	-9 ↓
B50. My organisation inspires me to do the best in my job	51% (Green), 35% (Grey), 13% (Pink)	-4	-6 ↓	-5 ↓
B49. I feel a strong personal attachment to my organisation	51% (Green), 34% (Grey), 15% (Pink)	0	-2	0
B51. My organisation motivates me to help it achieve its objectives	50% (Green), 35% (Grey), 15% (Pink)	-3	-4 ↓	-2

Core Theme Scores

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

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

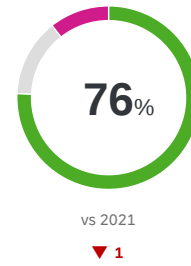
My Work

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

The graph on the right shows the My Work score for your organisation, while the one below presents the scores for each of the theme questions (B01-B05).

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

My Work Theme Score



My Work Question Scores 2022 vs 2021

Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022
B01. I am interested in my work	88% 8%	+1	-4 ▼	-2 ▼
B02. I am sufficiently challenged by my work	82% 10% 7%	-1	-1	-1
B05. I have a choice in deciding how I do my work	78% 14% 8%	-2	-1	-3 ▼
B03. My work gives me a sense of personal accomplishment	75% 16% 10%	-2	-3 ▼	-3 ▼
B04. I feel involved in the decisions that affect my work	56% 21% 23%	-2	-5 ▼	-6 ▼

Organisational Objectives & Purpose

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

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

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

Organisational Objectives & Purpose Theme Score



Organisation Objectives & Purpose Question Scores 2022 vs 2021

Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022
B07. I understand how my work contributes to my organisation's objectives	89% 8%	0	+4 ^	+4 ^
B06. I have a clear understanding of my organisation's objectives	84% 11%	-1	+2	+2

My Manager

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

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

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

My Manager Theme Score



My Manager Question Scores 2022 vs 2021

Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022
B09. My manager is considerate of my life outside work		-3 ↓	+2	+1
B10. My manager is open to my ideas		-2	0	-2
B13. My manager recognises when I have done my job well		-1	0	+1
B12. Overall, I have confidence in the decisions made by my manager		-2	-1	-3 ↓
B16. I think that my performance is evaluated fairly		+1	+1	+5 ^
B14. I receive regular feedback on my performance		+4 ^	+4 ^	+4 ^
B11. My manager helps me to understand how I contribute to my organisation's objectives		+1	+6 ^	+5 ^
B08. My manager motivates me to be more effective in my job		+1	-1	0
B15. The feedback I receive helps me to improve my performance		+2	-1	+1

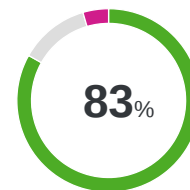
My Team

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

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

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

My Team Theme Scores



vs 2021

▼ 1

My Team Question Scores 2022 vs 2021

Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022
B18. The people in my team can be relied upon to help when things get difficult in my job		0	+3 ^	+3 ^
B19. The people in my team work together to find ways to improve the service we provide		-1	-1	-2
B20. The people in my team are encouraged to come up with new and better ways of doing things		-2	-1	-3

Learning & Development

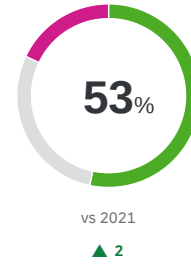
The Civil Service benchmark score for the Learning & Development theme in 2022 is 55%, 1 percentage point lower compared to 2021. The graph on the right shows the Learning & Development score for your organisation, while the one below presents the scores for each of the theme questions (B21-B24).

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

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

B24 "Learning and development activities I have completed while working for my organisation have helped to improve my performance"

Learning & Development Theme Score



Learning & Development Question Scores 2022 vs 2021

Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022
B21. I am able to access the right learning and development opportunities when I need to		+2	-4 ↓	-5 ↓
B23. There are opportunities for me to develop my career in my organisation		+4	-8 ↓	+1
B22. Learning and development activities I have completed in the past 12 months have helped to improve...		+3	-1	0
B24. Learning and development activities I have completed while working for ...		0	-5 ↓	-3

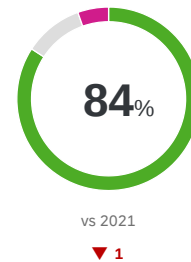
Inclusion and Fair Treatment

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

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

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

Inclusion & Fair Treatment Theme Score



Inclusion & Fair Treatment Question Scores 2022 vs 2021

Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022
B26. I am treated with respect by the people I work with		-1	+4 ^	+3 ^
B25. I am treated fairly at work		-1	+3 ^	+4 ^
B28. I think that my organisation respects individual differences (for example cultures, working styles, backgrounds, ideas, etc.)		-2	+3 ^	+4 ^
B27. I feel valued for the work I do		-3	-2	0

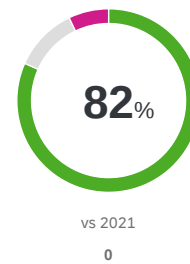
Resources & Workload

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

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

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

Resources & Workload Theme Score



Resources & Workload Question Scores 2022 vs 2021

Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022
B31. I have the skills I need to do my job effectively		0	0	0
B34. I achieve a good balance between my work life and my private life		0	+8 ^	+11 ^
B32. I have the tools I need to do my job effectively		0	+9 ^	+9 ^
B30. I have clear work objectives		0	+7 ^	+5 ^
B29. I get the information I need to do my job well		+1	+8 ^	+6 ^
B33. I have an acceptable workload		-1	+9 ^	+12 ^

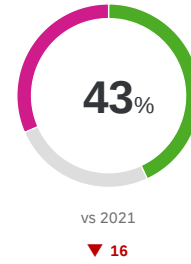
Pay & Benefits

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

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

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

Pay & Benefits Theme Score



Pay & Benefits Question Scores 2022 vs 2021

Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022
B36. I am satisfied with the total benefits package		-14 ▼	+2	+16 ^
B35. I feel that my pay adequately reflects my performance		-17 ▼	-1	+13 ^
B37. Compared to people doing a similar job in other organisations I feel my pay is reasonable		-17 ▼	+1	+17 ^

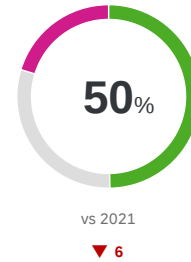
Leadership & Managing Change

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



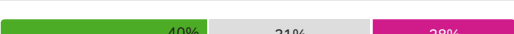

The graph on the right shows the Leadership & Managing Change score for your organisation, while the one below presents the scores for each of the theme questions (B38-B46).

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

Leadership & Managing Change Score



Leadership & Managing Change Question Scores 2022 vs 2021

Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022
B44. My organisation keeps me informed about matters that affect me	 69% 21% 10%	-2	+6 ^	+3 ^
B39. I believe the actions of senior managers are consistent with my organisation's values	 57% 32% 12%	-5 v	-6 v	-10 v
B38. Senior managers in my organisation are sufficiently visible	 55% 24% 21%	-6 v	-10 v	-17 v
B40. I believe that my organisation's senior leaders have a clear vision for the future of my organisation	 51% 32% 17%	-12 v	-1	-4 v
B46. I think it is safe to challenge the way things are done in my organisation	 50% 29% 21%	-2	-1	-3
B41. Overall, I have confidence in the decisions made by my organisation's senior managers	 48% 32% 20%	-10 v	-8 v	-10 v
B42. I feel that change is managed well in my organisation	 41% 30% 29%	-4	+4 ^	+3
B45. I have the opportunity to contribute my views before decisions are made that affect me	 40% 31% 28%	-1	-2	-2
B43. When changes are made in my organisation they are usually for the better	 38% 38% 24%	-8 v	0	+2



2022 Discrimination, Bullying and Harassment Scores

This page includes the findings for your organisation and at Civil Service Level for the following topics: discrimination; types of discrimination experienced; bullying and harassment at work; grounds and nature of bullying and harassment; reporting of the incident and outcomes. A comparison between 2022 and 2021 scores is also included.

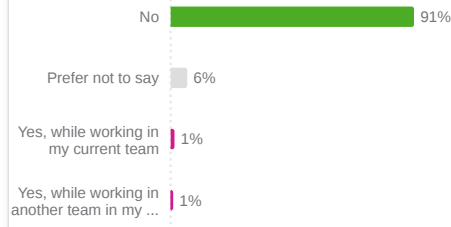
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2022 Discrimination

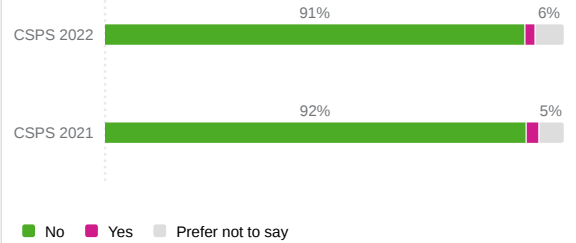
In 2022, 7% of Civil Servants indicated that they have been discriminated against at work in the past 12 months. This remained unchanged compared to 2021.

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

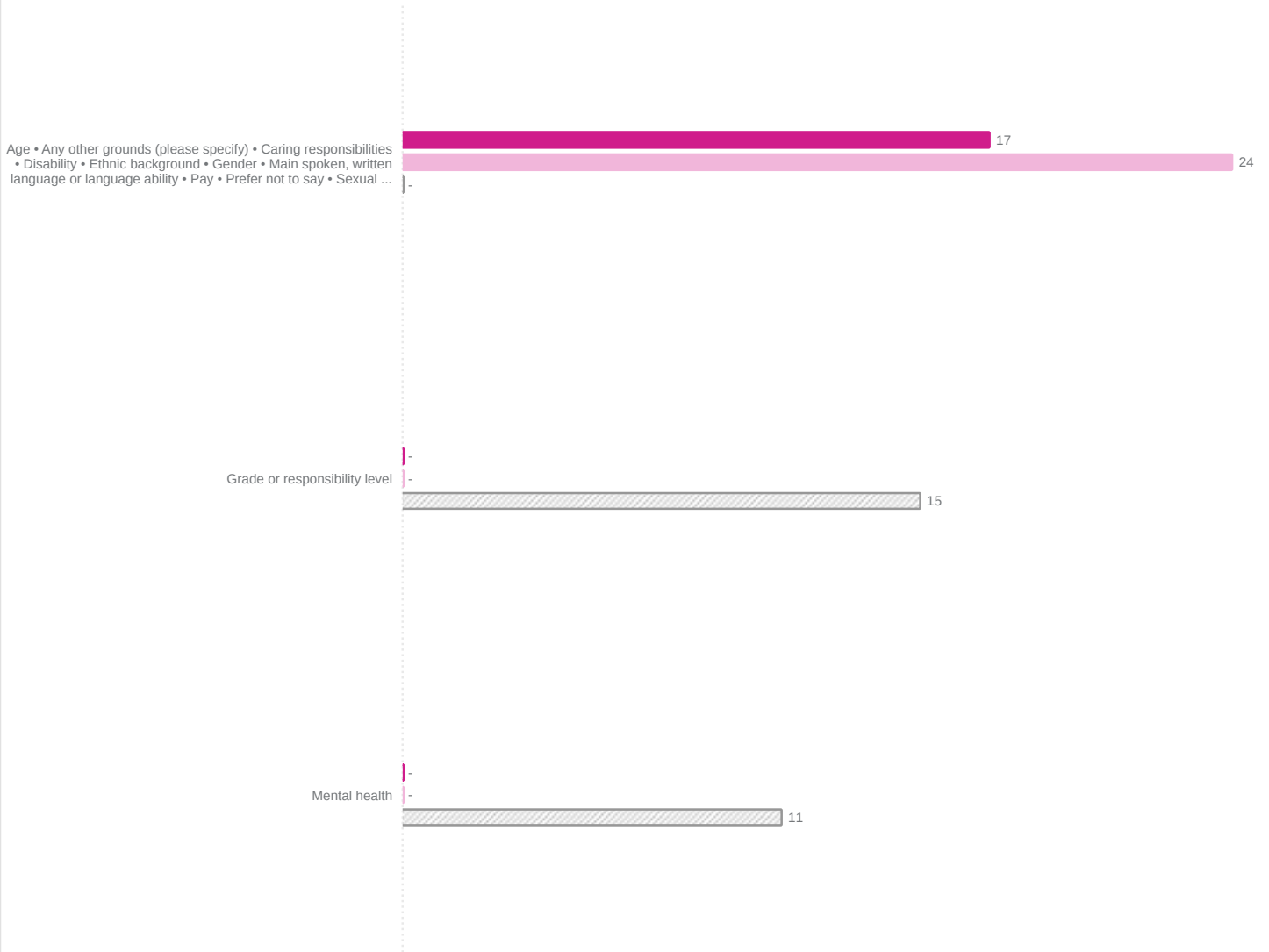
E01. Discriminated against at work 2022



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



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



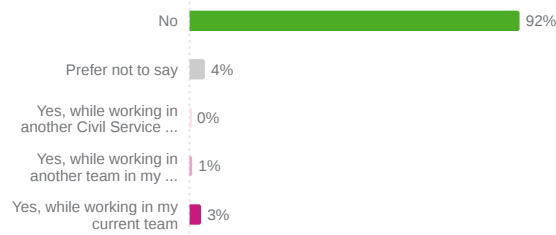
Bullying & Harassment

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

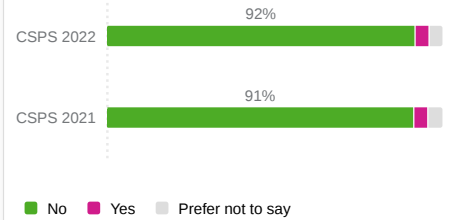
This remained unchanged compared to 2021.

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

E03. Bullying and or harassed at work in 2022 🔍



E03. Bullied and or harassed at work 2022 vs 2021

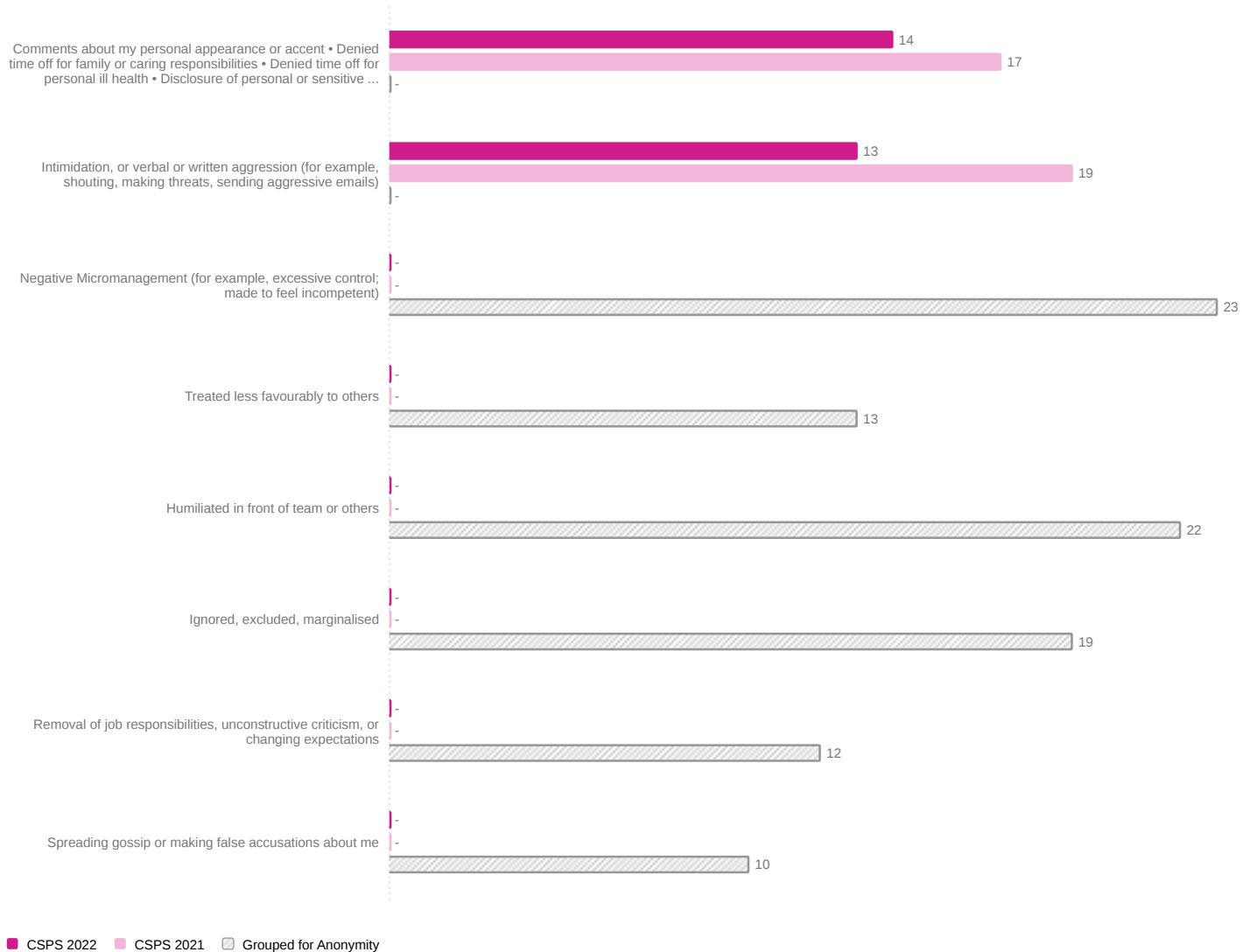


Grounds and nature of bullying and harassment

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

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

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

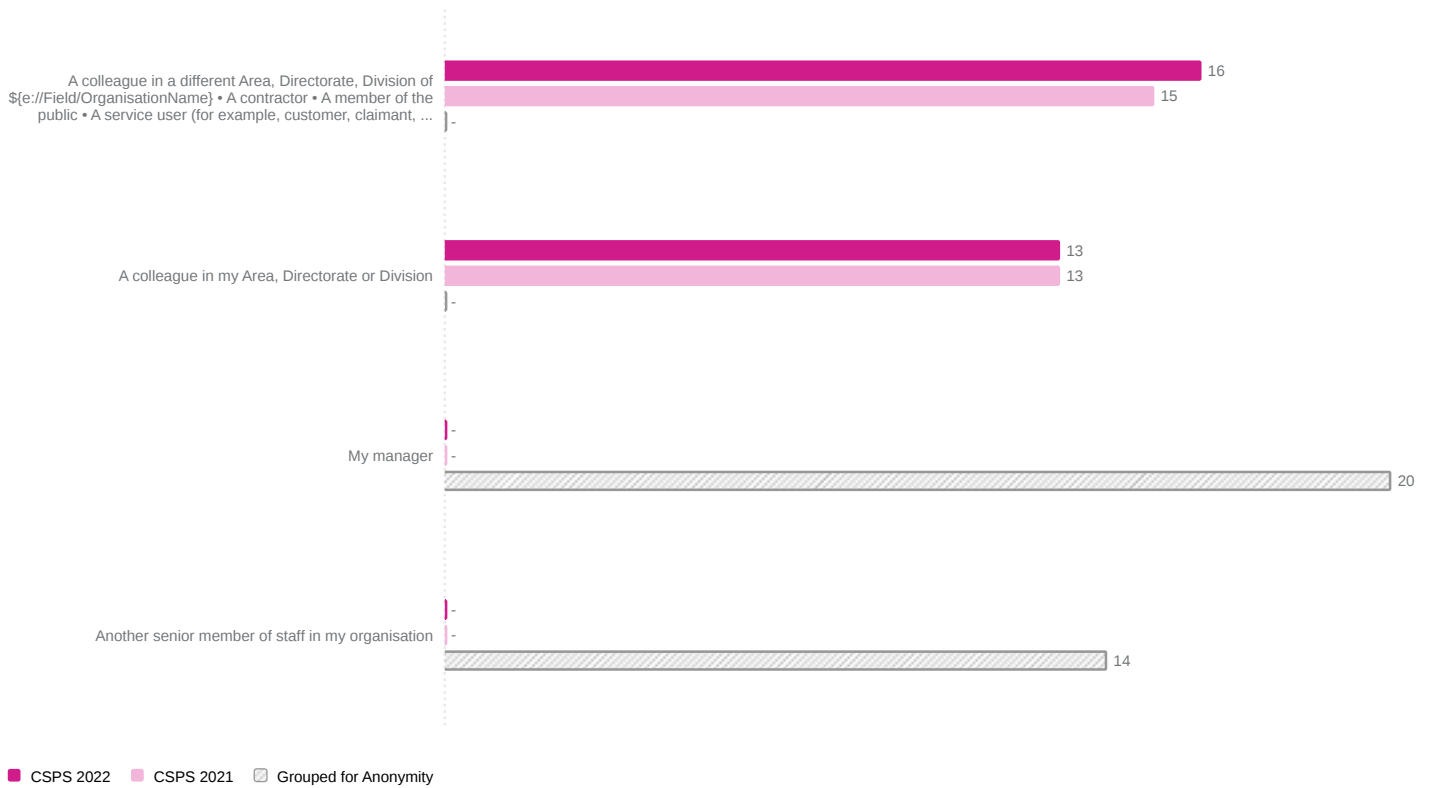


Perpetrator of bullying and harassment

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

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

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



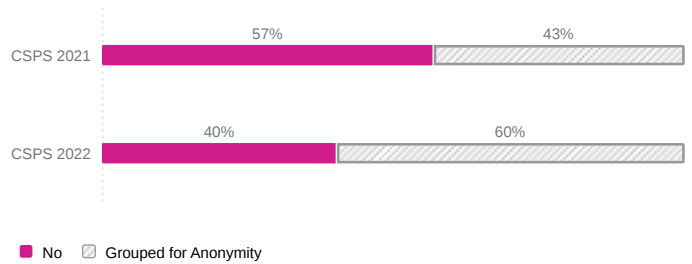
Whether and how the incident was reported

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

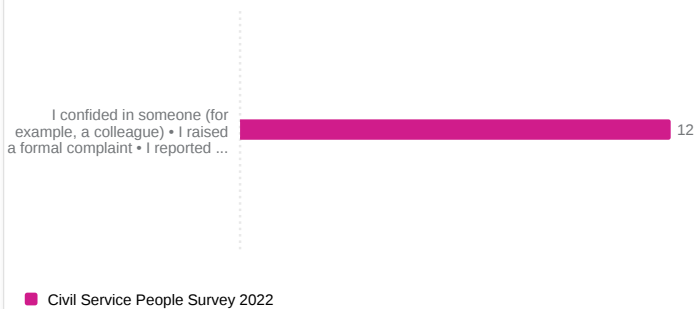
The graph on the right shows the findings of reporting for your organisation or team for question E05, while those below present information on how people reported their experience (q. E05A); whether they felt punished for reporting it (q. E06_D) and why did they not report the incident (q. E05B).

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

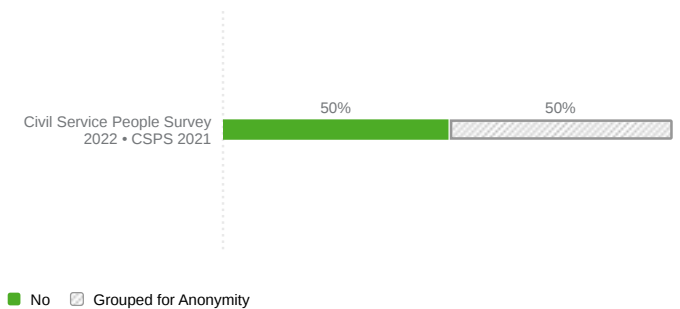
E05. Reported experience of bullying and or harassment in 2022 vs 2021



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



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



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

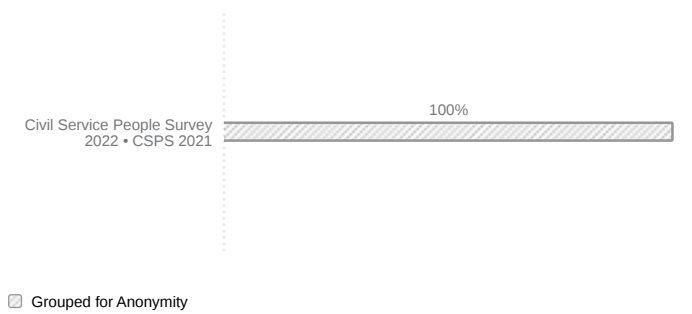


How respondents would describe their situation now

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

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

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

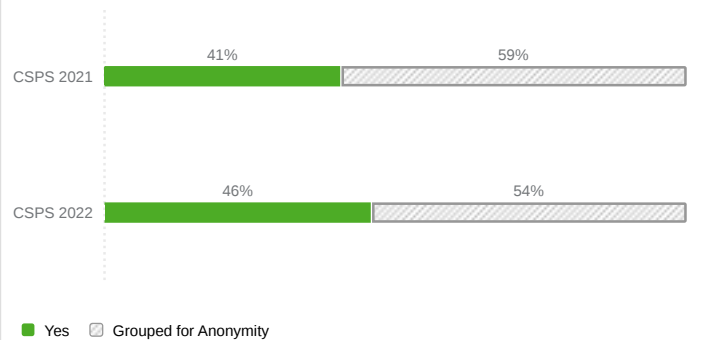


In 2022, of those who said they had experienced bullying and or harassment in the past 12 months preceding the 2022 People Survey, the proportion of Civil Servants who said the behaviour has stopped at the point of completing the survey is 40%. 32% indicated the behaviour is continuing; and 28% preferred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

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

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

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

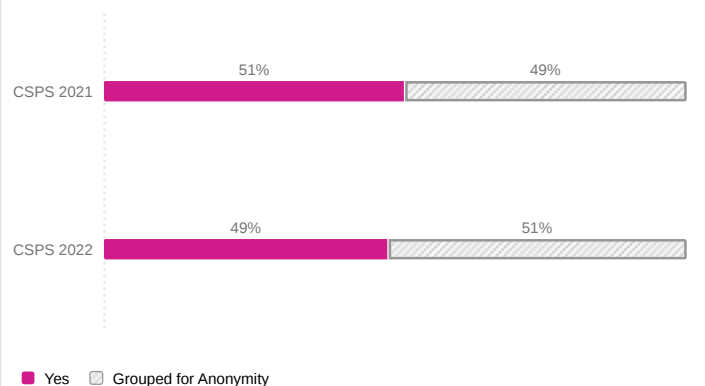


In 2022, of those who said they had experienced bullying and or harassment in the past 12 months preceding the 2021 People Survey, the proportion of Civil Servants who said the culture in their area allowed this behaviour to continue is 59%. 22% indicated that the culture in their area did not allow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

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

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

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





2022 Personal Wellbeing

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

Personal wellbeing response scale

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

Response scale for questions W01, W02 and W03

High (7-8) or Very High (9-10) in green

Medium (5-6) in grey

Low (0-4) in pink

Response scale for questions W04

Very Low (0-2) or Low (2-3) in green

Medium (4-5) in grey

High (6-10) in pink

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

In 2022 at Civil Service Level:

W01. 64% of respondents are satisfied with their life nowadays (unchanged compared to 2021)

W02. 69% think that the things they do in their life are worthwhile (1 percentage point less compared to 2021)

W03. 61% indicated that they felt happy yesterday (unchanged compared to 2021)

W04. 35% felt anxious yesterday (unchanged compared to 2021).

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

Personal Wellbeing Results 2022 vs 2021

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

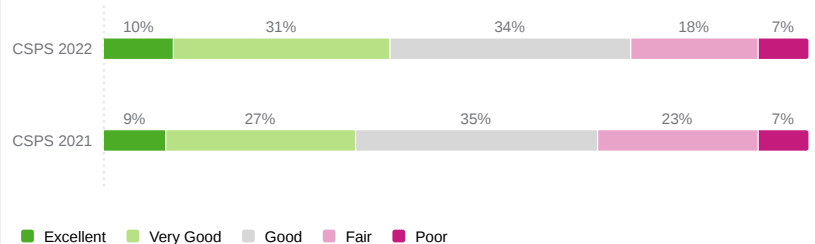
2022 Mental Health & Physical Health

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

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

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

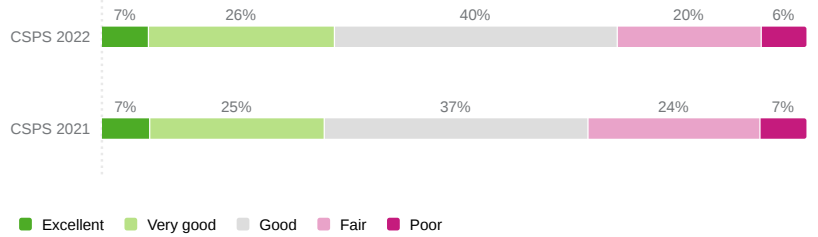
J04B. Self-reported overall mental health 2022 vs 2021



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

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

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

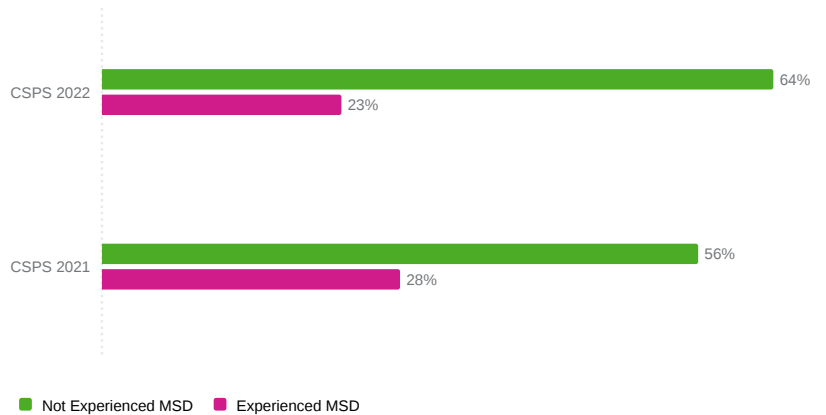


W06. In 2022 25% of civil servants self-reported that in the last year they have experienced musculoskeletal problems (MSD) compared to 34% in 2021; while 64% of them have not experienced musculoskeletal problems (MSD), compared to 57% in 2021.

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

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

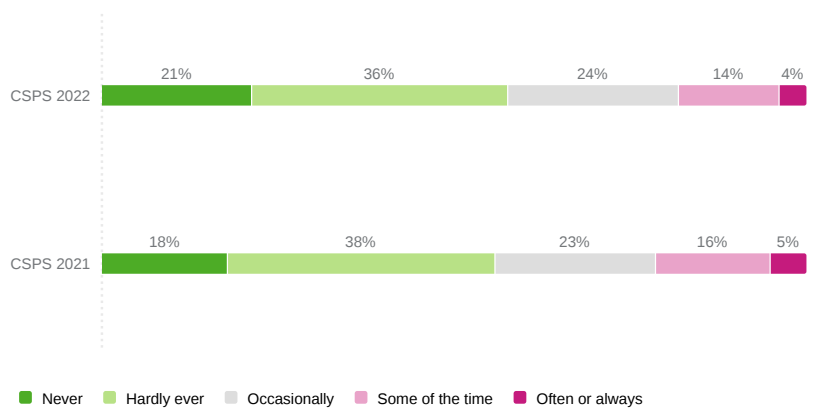
W06. Musculoskeletal problems (MSD) in the last 12 months 2022 vs 2021



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

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

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



2022 Factors influencing wellbeing

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

Stressful work environments

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

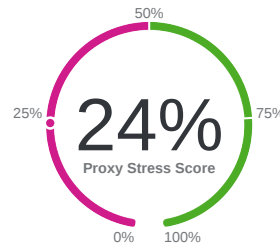
- **Demands** - 'I have an acceptable workload' (B33)
- **Control over work** - 'I have a choice in deciding how I do my work' (B05)
- **Support** - 'My manager motivates me to be more effective in my job' (B08) & 'I am treated with respect by the people I work with' (B26)
- **Relationships** - 'The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

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

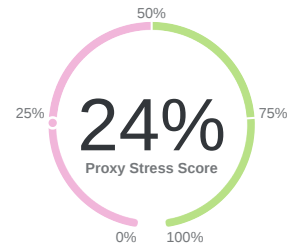
The 2022 Proxy Stress Index for all Civil Servants is 27%. This increased by 1 percentage point compared to the 2021 index.

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

Your Proxy Stress Index in 2022



Your Proxy Stress Index in 2021



Flourishing work environments

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

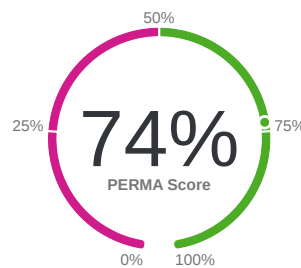
- **Positive emotion** - 'Overall, how satisfied are you with your life nowadays?' (W01)
- **Meaning** - 'Overall, to what extent do you feel the things you do in your life are worthwhile?' (W02)
- **Engagement** - 'I am interested in my work' (B01)
- **Relationships** - 'The people in my team can be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

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

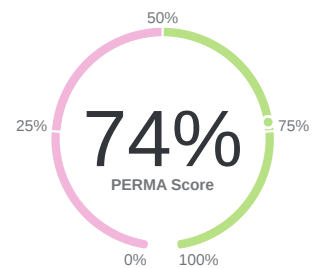
The 2022 PERMA Index for all Civil Servants is 74%, unchanged compared to 2021.

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

2022 Your PERMA Index



2021 Your Perma Index



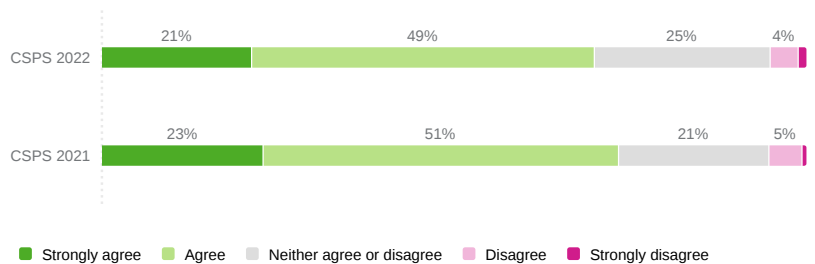
Team support

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

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

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

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





2022 Covid-19 and Hybrid Working

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

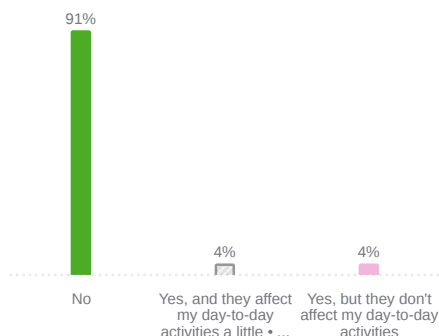
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CV3. In 2022 we asked respondents whether they would describe themselves as having 'long Covid', that is, they were experiencing symptoms more than 4 weeks after they first had COVID-19, that were not explained by something else.

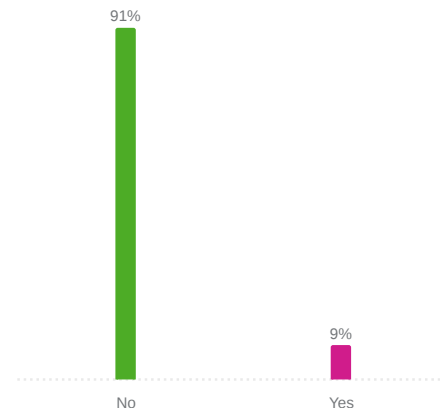
The figures below refer to civil servants who self-reported having 'long Covid' as per the definition above.

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

CV3. 2022 Long Covid



CV3. 2022 Long Covid (grouped)

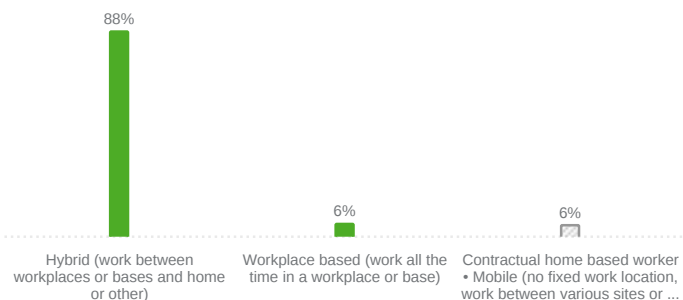


Hybrid Working

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

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

H10. 2022 Working arrangements

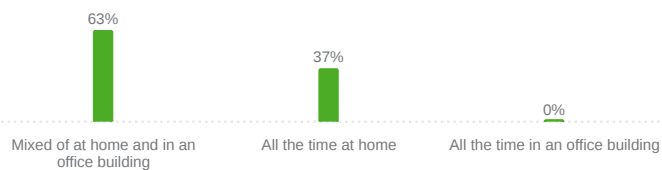


H02A. Of those civil servants who in 2022 indicated 'hybrid approach' to question H10 it emerged that:

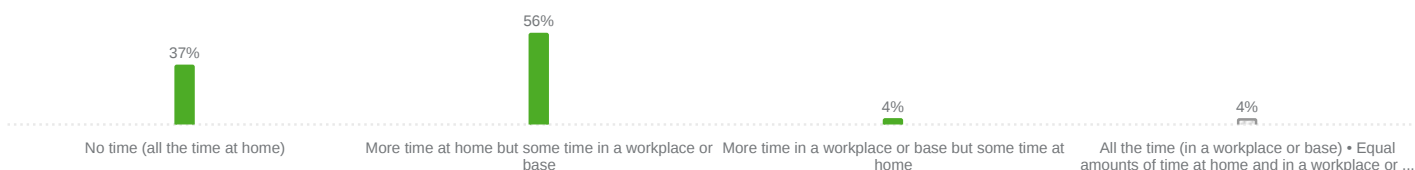
- 2% of respondents worked all the time at home;
- 64% of respondents worked more time at home and some of the time in a workplace;
- 18% of respondents worked equal amounts of time at home and in a workplace;
- 10% of respondents worked more time in a workplace and some of the time at home;
- <1% of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

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

H02A. 2022 Hybrid Working (grouped)




H02A. 2022 Hybrid Working



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

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

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

Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022
H02B. When working from home, my colleagues are good at keeping in touch formally and informally	 84%	+16 ^	-6 v	-5 v



2022 Civil Service changes

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

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Civil Service Reform and Modernisation

In 2022, at Civil Service level:

Civil Service Vision

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

Civil Service Reform

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

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

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

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

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

Civil Service Vision 2022 vs 2021

Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022	Action Planning
B59. I am aware of the Civil Service vision for 'A Modern Civil Service'		+8 ^	+10 ^	+4 ^	

Civil Service Reform 2022 vs 2021

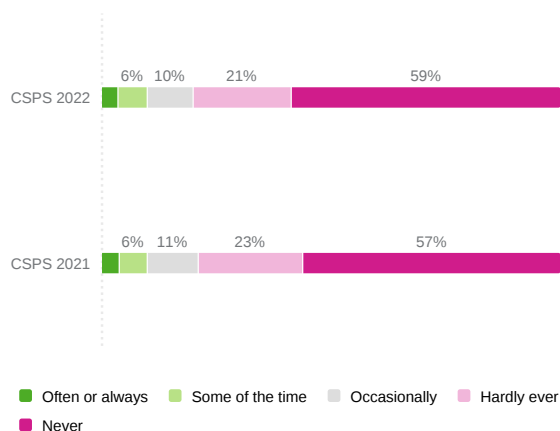
Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022	Action Planning
B59F. My manager trusts me to do my job effectively, even if I am not working from the same location as...		-1	+4 ^	+1	
B59E. I have a choice in deciding where I do my work (usual workplace or base, another workplace, home)		+29 ^	+16 ^	+16 ^	
B59B. The technology provided by my organisation enables me to easily connect and collabo...		+2	+12 ^	+10 ^	
B59A. I understand how I can help achieve the vision for 'A Modern Civil Service'		+8 ^	+6 ^	+5 ^	

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

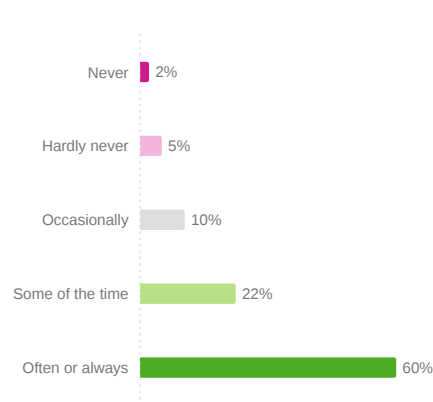
B59D. In 2022 87% of civil servants completing the survey always/often or sometimes consider how their work impacts upon the public in the course of carrying out their duties. This is 1 percentage point higher compared to 2021.

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

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



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



Organisational Culture & Leadership

In 2022, at Civil Service level:

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

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






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

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

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

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

Organisational Culture Results 2022 vs 2021

Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022
B54. I am trusted to carry out my job effectively	 94%	-2	+3	+3
B58. My organisation is committed to creating a diverse and inclusive workplace	 84%	-1	+5	+6
B56. In my organisation, people are encouraged to speak up when they identify a serious policy or delivery risk	 72% 19%	+1	0	-2
B55. I believe I would be supported if I try a new idea, even if it may not work	 70% 21%	-2	-4	-5
B57. I feel able to challenge inappropriate behaviour in the workplace	 70% 21%	+2	-2	-1

The Civil Service Code




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

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

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

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

Civil Service Code 2022 vs 2021

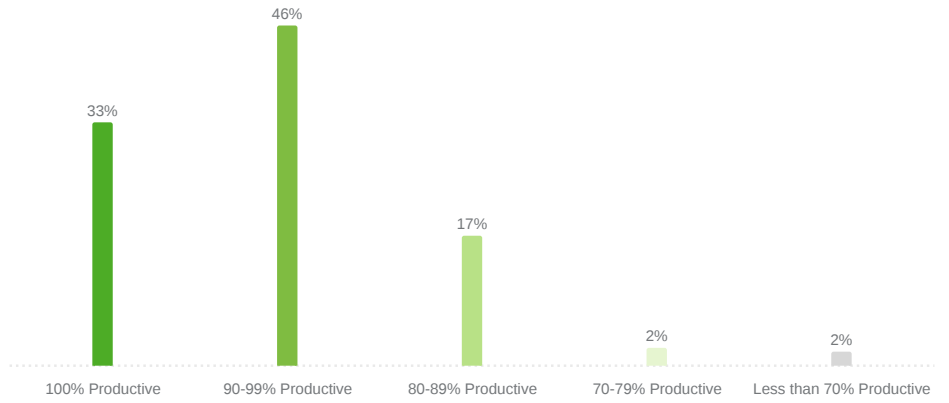
Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022
D01A. I understand the Civil Service Code and what it means for my conduct	 89%	0	-1	0
D03. Are you confident that if you raised a concern under the Civil Service Code in ...	 81% 19%	0	+5 ^	+6 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?	 70% 30%	+4	+1	+2

Productivity and Efficiency

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

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

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



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

A comparison is not possible with 2021.

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

Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022
B59H. Efficiency is pursued as a priority in my organisation	71% 21%	-	+17 ^	+14 ^



2022 Taking Action

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

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Did you know?...

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

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

In 2022:

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

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

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

Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022
B52. My senior managers will act on this year's survey results		-7 ↓	0	-2
B53. Where I work, I think effective action has been taken on the results of the last survey		-9 ↓	+5 ^	+1

Focus Areas

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

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

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

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

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

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

Top drivers of engagement 2022 vs 2021

Impact	Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022
	LQC4. I feel positive about the future of my organisation		-9	+3	+9
	B27. I feel valued for the work I do		-3	-2	0
	B41. Overall, I have confidence in the decisions made by my organisation's senior managers		-10	-8	-10
	B52. My senior managers will act on this year's survey results		-7	0	-2
	B42. I feel that change is managed well in my organisation		-4	+4	+3

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

Future Intentions

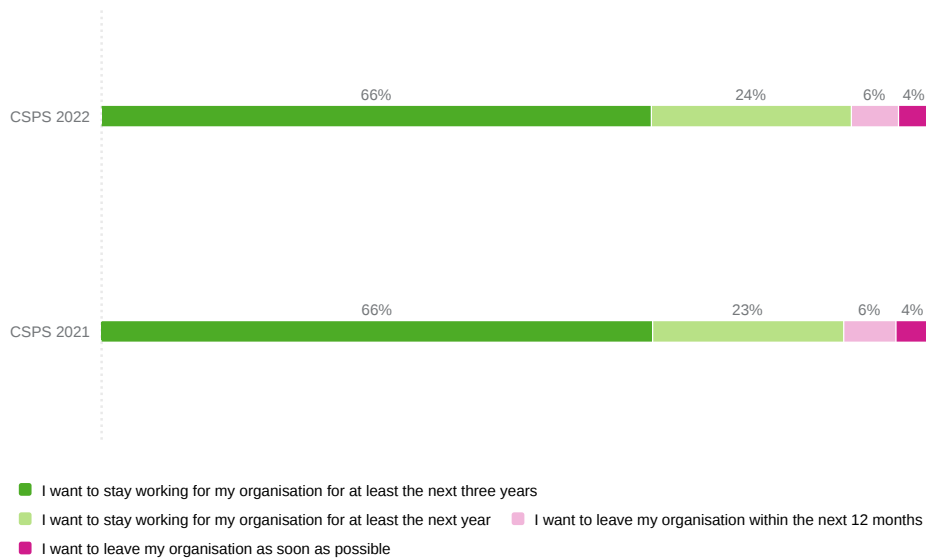
C01. In relation to employees' plans to remain within or leave their organisation in the future, in 2022 at Civil Service level:

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

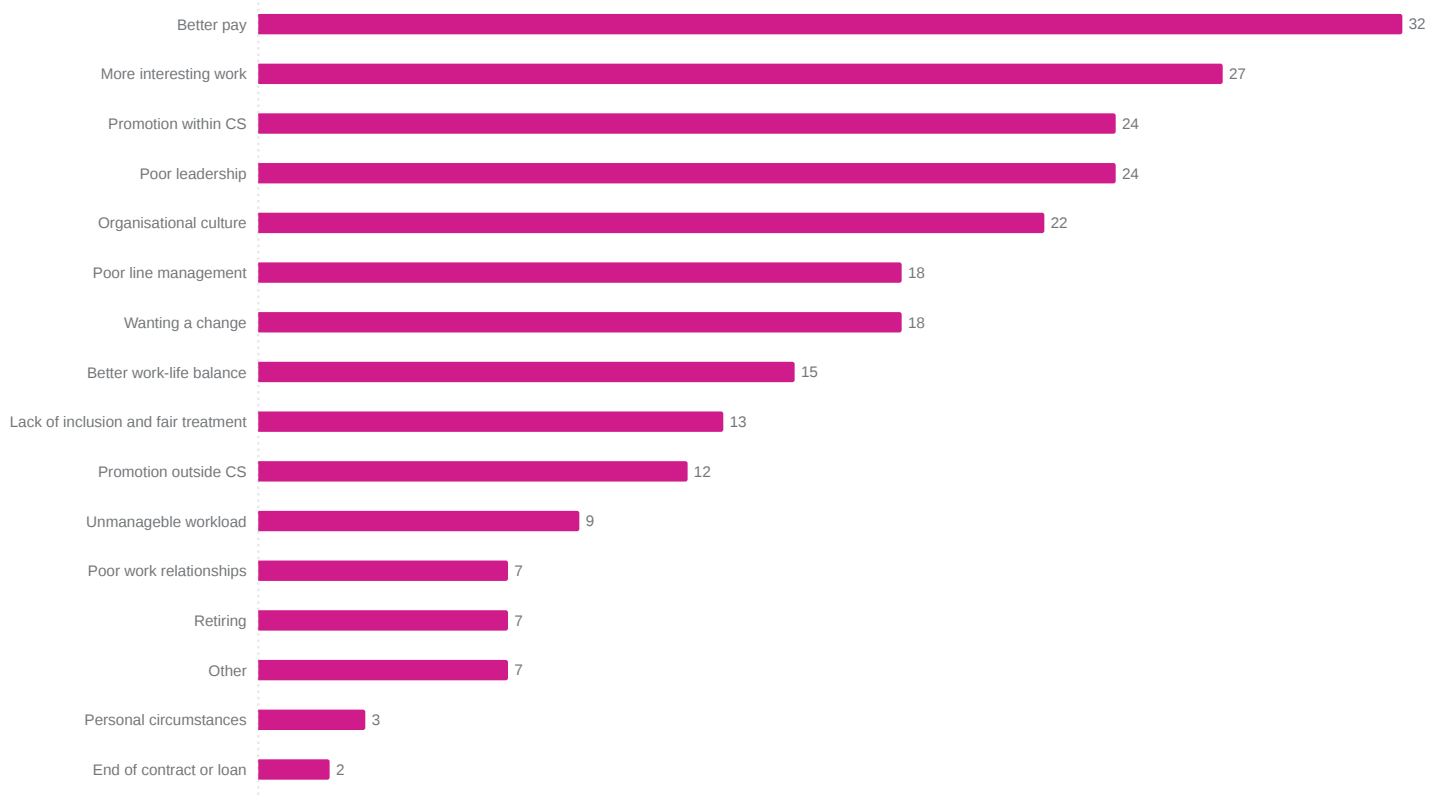
The graph on the right shows the comparison between 2022 and 2021 for C01 for the organisation or team you have selected.

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

Future Intentions 2022 vs 2021



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



■ CSPS 2022



2022 Local questions: Change Management

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

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

Local question results: Change Management

Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022
LQC4. I feel positive about the future of my organisation	55% 29% 16%	-9 ↓	+3	+9 ^
LQC2. I understand what support is available to me as I am affected by organisational change	53% 30% 16%	-3	+7 ^	+1
LQC3. I feel that change is managed well in my Area, Directorate or Division	49% 32% 19%	-6 ↓	+7 ^	+6 ^
LQC1. I get to find out the reasons behind key changes that happen in my organisation	49% 31% 20%	-5 ↓	+7 ^	+5 ^



2022 Local questions: Continuous Learning

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

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

Local question results: Continuous Learning

Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022
LQJ2. I am learning on a regular basis from working with my colleagues	77% 14% 9%	-	+3	-1
LQJ1. My current job makes the most of my skills and strengths	63% 19% 18%	-	+1	-2
LQJ3. My manager coaches me regularly to support my continuous learning	52% 29% 19%	-	+3	-4 ▼
LQJ4. Investing time in learning and development activities is given priority in my Area, Directorate o...	41% 35% 24%	-	+3	-11 ▼



2022 Local questions: Collaboration and Team Performance

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

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

Local question results: Collaboration & Team Performance

Question	Distribution	vs 2021	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2022
LQL1. My team works well together to achieve shared objectives	87%	-	-1	+2
LQL3. I believe my team works well with other parts of my organisation	80% 16%	-	-4 ↓	+1
LQL2. We regularly review our performance as a team	68% 19% 13%	-	-5 ↓	-4 ↓
LQL4. I work with people from different teams or professions to improve the services we deliver	67% 20% 13%	-	-14 ↓	-7 ↓