



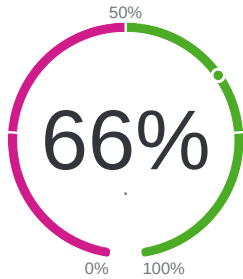
2021 Headlines

Responses: 884

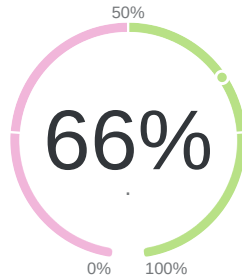
The 2021 People Survey ran from 28th September to 3rd November. 327,388 people, from 101 Civil Service organisations, completed the survey; giving us an overall response rate of 62%.

Here you'll find your Employee Engagement Index, Core Theme Scores, and 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.

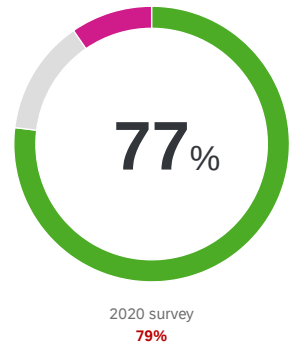
2021 Employee Engagement Index



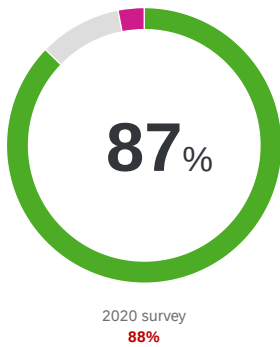
2020 Employee Engagement Index



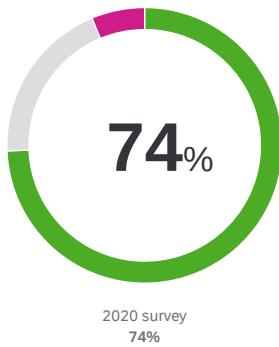
2021 My Work



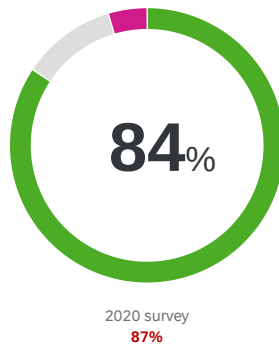
2021 Org Objectives



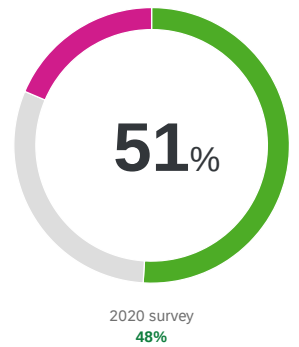
2021 My Manager



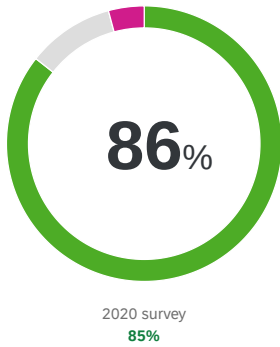
2021 My Team



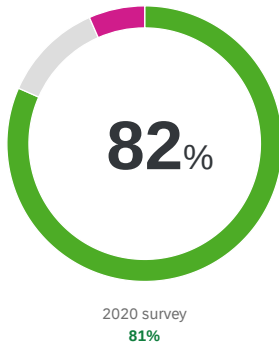
2021 L&D



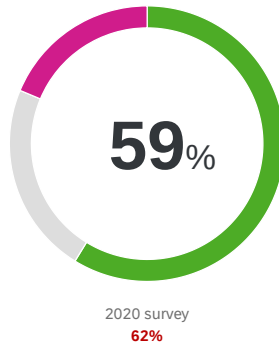
2021 Inclusion



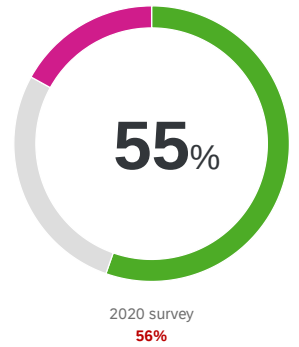
2021 Resources, Workload



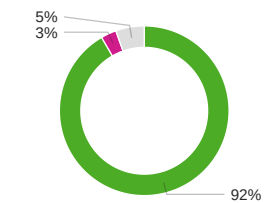
2021 Pay & Benefits



2021 Leadership & Change

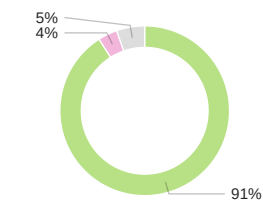


Discriminated against grouped (2021)



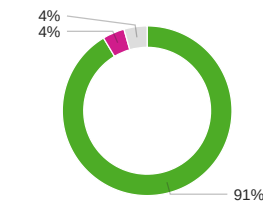
Legend: No (Green), Yes (Pink), Prefer not to say (Grey)

Discriminated against (2020)



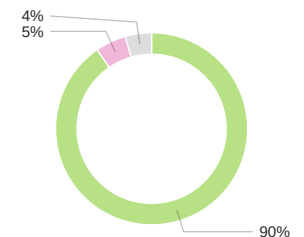
Legend: No (Green), Yes (Pink), Prefer not to say (Grey)

Bullied/Harassed grouped (2021)



Legend: No (Green), Yes (Pink), Prefer not to say (Grey)

Bullied/Harassed (2020)



Legend: No (Green), Yes (Pink), Prefer not to say (Grey)



2021 Employee Engagement & Core Theme Scores

This page includes the median scores 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 2021 and 2020 scores is also included.

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%).

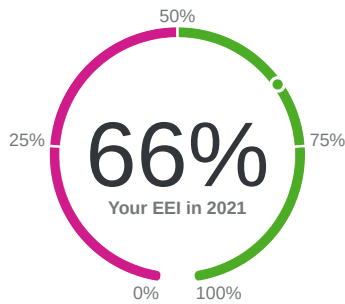
The Civil Service Employee Engagement Index (EEI) in 2021 is 66%. It remains stable compared to 2020 (median scores).

The graphs on the right present your EEI for 2021 and 2020.

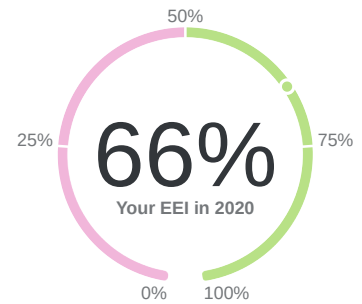
The charts below, instead, displays the five questions that are used to calculate your EEI. For each question, we've looked at the difference between the proportion of your employees who responded favourably (i.e. selected agree or strongly agree), and compared this to your 2020 results, your parent, and the Civil Service Benchmark.

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

Your 2021 Employee Engagement Index is: ▼ 1



Your 2020 Employee Engagement Index was: ▼ 1



Employee Engagement Question Scores 2021 vs 2020

Question	Distribution	2020 survey	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2021
B48. I would recommend my organisation as a great place to work	73% Positive, 22% Neutral, 5% Negative	+1	+4 ^	+9 ^
B47. I am proud when I tell others I am part of my organisation	61% Positive, 34% Neutral, 6% Negative	-1	-9 v	-9 v
B50. My organisation inspires me to do the best in my job	56% Positive, 34% Neutral, 10% Negative	+1	-3	-2
B51. My organisation motivates me to help it achieve its objectives	53% Positive, 35% Neutral, 12% Negative	+1	-2	-2
B49. I feel a strong personal attachment to my organisation	51% Positive, 34% Neutral, 15% Negative	-3	-4 v	-3

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. 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 2021 is 79%, compared to 80% in 2020.

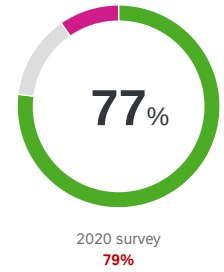
The graph below shows the My Work score for your organisation, while the one on the right presents the scores for each of the theme questions (B01-B04).

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

My Work Question Scores 2021 vs 2020

Question	Distribution	2020 survey	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2021
B01. I am interested in my work		-3	-5 ↓	-4 ↓
B02. I am sufficiently challenged by my work		-1	-1	0
B05. I have a choice in deciding how I do my work		-1	0	-1
B03. My work gives me a sense of personal accomplishment		-2	-3 ↓	-2
B04. I feel involved in the decisions that affect my work		-2	-5 ↓	-5 ↓

My Work Theme Score



Organisational Objectives & Purpose

The Civil Service benchmark score for the Organisational Objectives & Purpose theme in 2021 is 85% (one percentage point less compared to 2020).

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

Your percent positive theme score is

Organisation Objectives & Purpose Question Scores 2021 vs 2020

Question	Distribution	2020 survey	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2021
B07. I understand how my work contributes to my organisation's objectives		-1	+3 ^	+3 ^
B06. I have a clear understanding of my organisation's objectives		0	+2	+2

Organisational Objectives & Purpose Theme Score



My Manager

The Civil Service benchmark score for the My Manager theme in 2021 is 75%, compared to 74% in 2020.

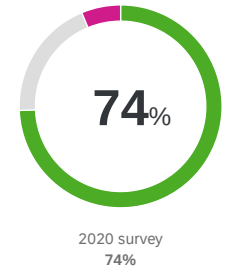
The graph below shows the My Manager score for your organisation, while the one on the right presents the scores for each of the theme questions (B08- B17).

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 Question Scores 2021 vs 2020

Question	Distribution	2020 survey	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2021
B09. My manager is considerate of my life outside work		0	+5 ^	+3 ^
B10. My manager is open to my ideas		0	+1	-1
B13. My manager recognises when I have done my job well		0	+1	+1
B12. Overall, I have confidence in the decisions made by my manager		-1	0	-1
B16. I think that my performance is evaluated fairly		+1	+1	+3 ^
B11. My manager helps me to understand how I contribute to my organisation's objectives		0	+6 ^	+2
B08. My manager motivates me to be more effective in my job		0	-2	-3
B14. I receive regular feedback on my performance		+2	0	0
B15. The feedback I receive helps me to improve my performance		-1	-2	-3 v
B17. Poor performance is dealt with effectively in my team		-1	-3	-4 v

My Manager Theme Score



My Team

The Civil Service benchmark score for the My Team theme in 2021 is 84% (one point percentage more compared to 2020).

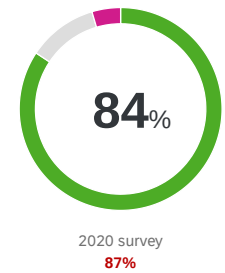
The graph below shows the My Team score for your organisation, while the one on the right presents the scores for each of the theme questions (B18-B20).

Your percent positive theme score is

My Team Question Scores 2021 vs 2020

Question	Distribution	2020 survey	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2021
B18. The people in my team can be relied upon to help when things get difficult in my job		-3 v	+3 ^	+3 ^
B19. The people in my team work together to find ways to improve the service we provide		-3	+1	-1
B20. The people in my team are encouraged to come up with new and better ways of doing things		-1	0	-2

My Team Theme Score



Learning & Development

The Civil Service benchmark score for the Learning & Development theme in 2021 is 56% (one point percentage more compared to 2020).

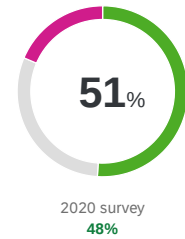
The graph below shows the Learning & Development score for your organisation, while the one on the right presents the scores for each of the theme questions (B21- B24).

Your percent positive theme score is

Learning & Development Question Scores 2021 vs 2020

Question	Distribution	2020 survey	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2021
B21. I am able to access the right learning and development opportunities when I need to		+2	-6 ↓	-8 ↓
B23. There are opportunities for me to develop my career in my organisation		+6 ↑	-14 ↓	-5 ↓
B22. Learning and development activities I have completed in the past 12 months have helped to improve my performance?		+1	-1	-2
B24. Learning and development activities I have completed while working for my organisation are helping me to develop my career		+2	-5 ↓	-4 ↓

Learning & Development Theme Score



Inclusion and Fair Treatment

The Civil Service benchmark score for the Inclusion and Fair Treatment theme in 2021 is 82% (one percentage point more compared to 2020).

The graph below shows the Inclusion and Fair Treatment score for your organisation, while the one on the right 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,

Inclusion & Fair Treatment Question Scores 2021 vs 2020

Question	Distribution	2020 survey	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2021
B26. I am treated with respect by the people I work with		+1	+4 ↑	+4 ↑
B25. I am treated fairly at work		+1	+4 ↑	+5 ↑
B28. I think that my organisation respects individual differences (for example cultures, working styles, backgrounds, ideas, etc.)		+1	+5 ↑	+6 ↑
B27. I feel valued for the work I do		0	0	+1

Inclusion & Fair Treatment Theme Score



Resources & Workload

The Civil Service benchmark score for the Resources & Workload theme in 2021 is 75% (same as 2020).

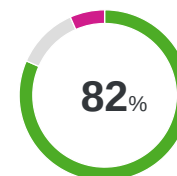
The graph below shows the Resources & Workload score for your organisation, while the one on the right presents the scores for each of the theme questions (B29- B34).

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 Question Scores 2021 vs 2020

Question	Distribution	2020 survey	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2021
B31. I have the skills I need to do my job effectively		+1	-1	-2
B34. I achieve a good balance between my work life and my private life		+2	+12 ^	+12 ^
B32. I have the tools I need to do my job effectively		+5 ^	+7 ^	+8 ^
B30. I have clear work objectives		+1	+6 ^	+5 ^
B29. I get the information I need to do my job well		0	+5 ^	+4 ^
B33. I have an acceptable workload		-3	+12 ^	+12 ^

Resources & Workload Theme Score



2020 survey
81%

Pay & Benefits

The Civil Service benchmark score for the Pay & Benefits theme in 2021 is 39% (two percentage points less compared to 2020).

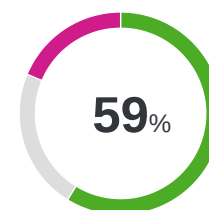
The graph below shows the Pay & Benefits score for your organisation, while the one on the right presents the scores for each of the theme questions (B35- B37).

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 Question Scores 2021 vs 2020

Question	Distribution	2020 survey	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2021
B36. I am satisfied with the total benefits package		-1	+7 ^	+19 ^
B35. I feel that my pay adequately reflects my performance		-3	+5 ^	+19 ^
B37. Compared to people doing a similar job in other organisations I feel my pay is reasonable		-5 v	+10 ^	+23 ^

Pay & Benefits Theme Score



2020 survey
62%




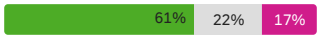





Leadership & Managing Change

The Civil Service benchmark score for the Leadership & Managing Change theme in 2021 is 58% (same as 2020).

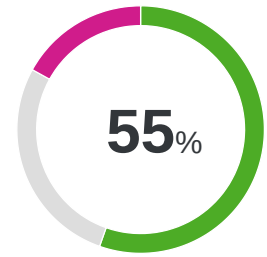
The graph below shows the Leadership & Managing Change score for your organisation, while the one on the right presents the scores for each of the theme questions (B38- B46).

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 Question Scores 2021 vs 2020

Question	Distribution	2020 survey	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2021
B44. My organisation keeps me informed about matters that affect me	 71% 20% 9%	-2	+3	+1
B40. I believe that my organisation's senior leaders have a clear vision for the future...	 63% 27% 10%	0	+6 ^	+3
B39. I believe the actions of senior managers are consistent with my organisation's values	 62% 29% 9%	0	-2	-6 v
B38. Senior managers in my organisation are sufficiently visible	 61% 22% 17%	-2	-5 v	-11 v
B41. Overall, I have confidence in the decisions made by my organisation's senior managers	 57% 27% 16%	+1	-2	-5 v
B46. I think it is safe to challenge the way things are done in my organisation	 52% 29% 19%	+1	0	-3
B43. When changes are made in my organisation they are usually for the better	 46% 36% 18%	-1	+5 ^	+5 ^
B42. I feel that change is managed well in my organisation	 45% 29% 26%	-3	+5 ^	+4 ^
B45. I have the opportunity to contribute my views before decisions are made that affect me	 42% 31% 28%	-1	-5 v	-4 v

Leadership & Managing Change Theme Score



2020 survey
56%



2021 Discrimination, Bullying and Harassment Scores

This page includes the median scores 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.

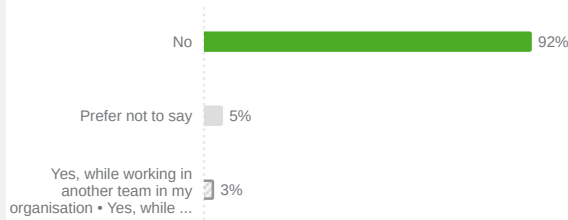
A comparison between 2021 and 2020 scores is also included.

2021 Discrimination

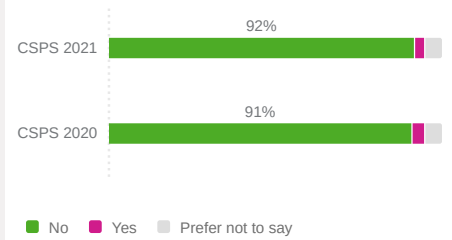
In 2021, 7% of Civil Servants indicated that they have been discriminated against at work in the past 12 months. This is 1 percentage point lower than in 2020.

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

E01. Discriminated against at work in the past 12 months - 2021 ▼ 1



E01. Discriminated against at work in the past 12 months (grouped) 2021 vs 2020



E02. Count of types of discrimination experienced (multiple choice allowed) 2021 vs 2020. Answer options with fewer than 10 responses will be suppressed to protect the anonymity of small groups of individuals. 65 Responses

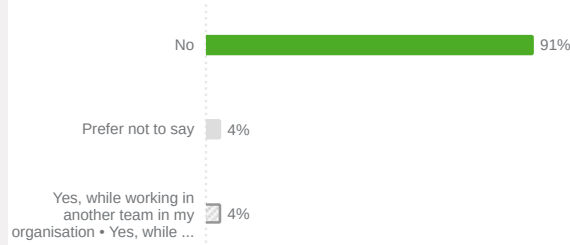
No data found - your filters may be too exclusive!

2021 Bullying & Harassment

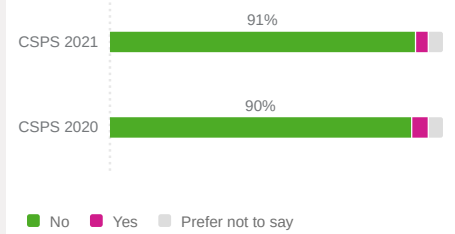
In 2021, 7 % of Civil Servants indicated that they have been bullied and/or harassed at work in the past 12 months. This is 1 percentage point lower than in 2020.

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

E03. Bullying and or harassed at work in 2021 ▼ 1



E03. Bullying and or harassed at work in the past 12 months (grouped) 2021 vs 2020 ▼ 1

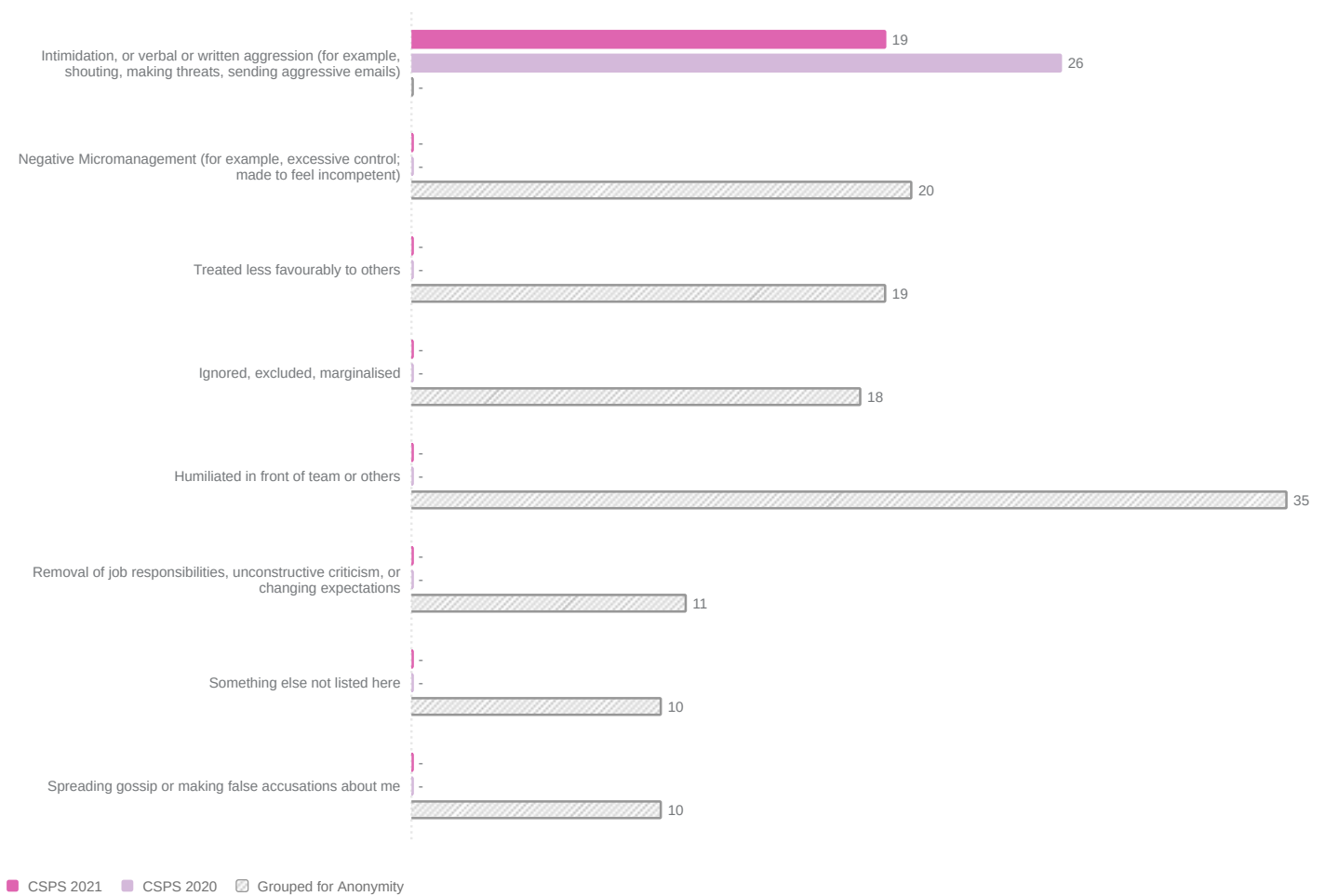


Grounds and nature of bullying and harassment

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) 2021 vs 2020. 92 Responses



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) 2021 vs 2020 92 Responses



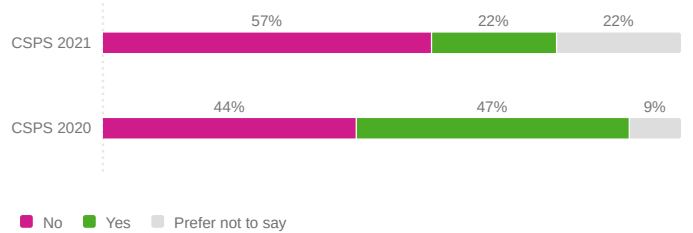
Whether and how the incident was reported

In 2021, 38% of Civil Servants indicated that they have reported their experience of bullying and harassment (compared to 40% in 2020) while 48% did not (as in 2020).

The graph on the right shows the findings of reporting for your organisation or team for question E05, while those below present information on how people reported their experience (q. E05A); whether they felt punished for reporting it (q. E06D) and why did they not report the incident (q. E05B).

Please note that for questions E05A, E06D and E05B multiple choice were allowed.

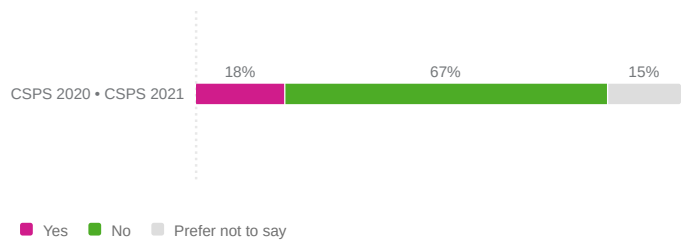
E05. Reported experience of bullying and or harassment in 2021 vs 2020



E05A. How the incident was reported, if reported (count - multiple choice allowed) 2021 vs 2020

No data found - your filters may be too exclusive!

E06_D. Did you feel you were punished for reporting the incident? 2021 vs 2020



No data found - your filters may be too exclusive!

How respondents would describe their situation now

In 2021, 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%.

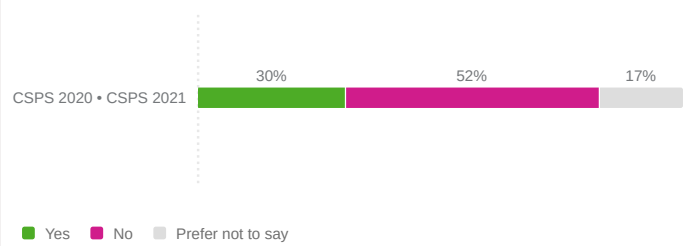
57% indicated that they feel that no action was taken; and 13% preferred not to say.

In 2020, at Civil Service level:

15% indicated that appropriate action was taken; 64% indicated that it was not; 21% preferred not to say.

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 2021 vs 2020



In 2021, 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 behaviour has stopped at the point of completing the survey is 40%.

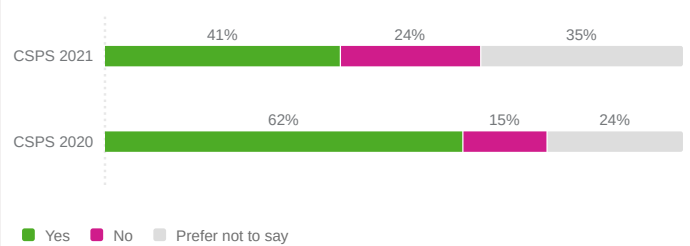
30% indicated the behaviour is continuing; and 27% preferred not to say.

In 2020, at Civil Service level:

38% indicated that the behaviour has stopped; 34% indicated that it has not; 28% 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 2021 vs 2020



In 2021, 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 57%.

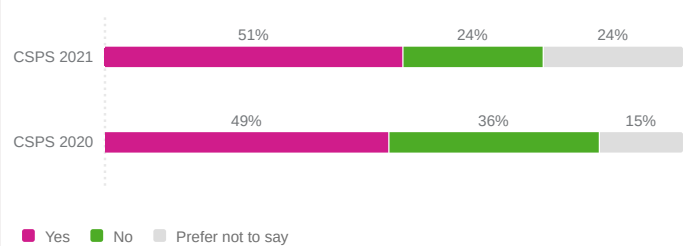
21% indicated that the culture in their area did not allow the behaviour to continue; and 19% preferred not to say.

In 2020, at Civil Service level:

62% 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; 18% 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 2021 vs 2020





The Coronavirus Pandemic in 2021

This page includes all the questions related to the Coronavirus Pandemic: whether people have been unable to work because of Covid-19, whether they have had symptoms that have lasted more than 8 weeks from their original infection, a set of questions on the impact of the pandemic on different aspects of their life, and a few questions on remote working.

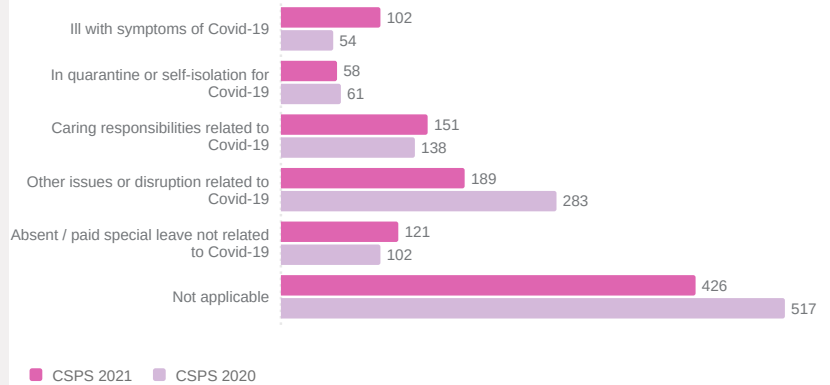
CV1. The figures below refer to Civil Servants in 2021 who self-reported being unable to work for at least one day since the Covid-19 outbreak (in brackets the 2020 survey figures) for the following reasons:

- 50,430 ill with symptoms of Covid-19 (21,439 in 2020);
- 42,816 in quarantine or self-isolating for Covid-19 (27,985 in 2020);
- 32,283 caring responsibilities related to Covid-19 (30,367 in 2020);
- 34,543 other issues or disruption related to Covid-19 (30,540 in 2020);
- 36,005 absent or on paid special leave for a reason not related to Covid-19 (24,785 in 2020).

Please note that the figures above are at Civil Service level, while the graph on the right shows them for the organisation or team you have selected.

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

CV1. Self-reported being unable to work for at least one day since the Covid-19 outbreak, for the following reasons 2021 vs 2020. Multiple choices were allowed.



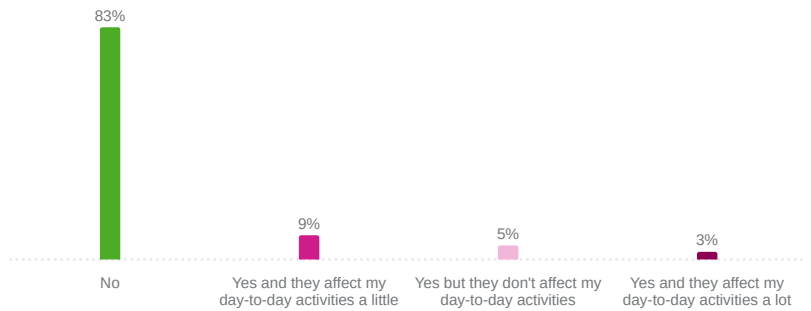
CV2. In 2021 a new question on long Covid was added, to ask whether people had Covid-19 symptoms that have lasted more than 8 weeks from their original infection.

At Civil Service level (mean scores):

- 79% no;
- 9% yes, but they don't affect their day to day activities;
- 10% yes, and they affect their day to day activities a little;
- 3% yes, and they affect their day to day activities a lot.

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

CV2. Do you currently have COVID symptoms that have lasted more than 8 weeks from your original infection? (New in 2021) 102 Responses



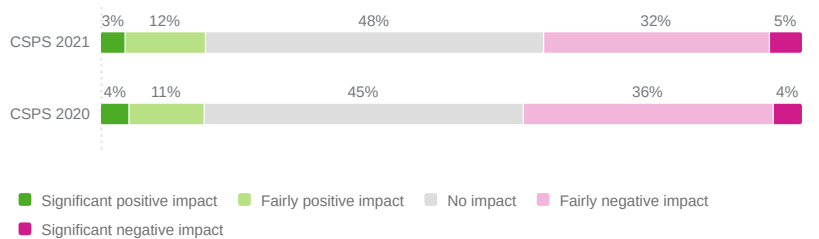
Impact of the Covid-19 pandemic on different aspects of people's life

CV2A. In 2021, at Civil Service level (mean scores), the impact of the Covid-19 pandemic on respondents' physical health was:

- 3% significantly positive (same as in 2020);
- 10% fairly positive (same as in 2020);
- 53% none (same as in 2020);
- 29% fairly negative (compared to 11% in 2020);
- 4% significantly negative (same as in 2020).

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

CV2A. What impact has the Covid-19 pandemic had on your physical health? 2021 vs 2020

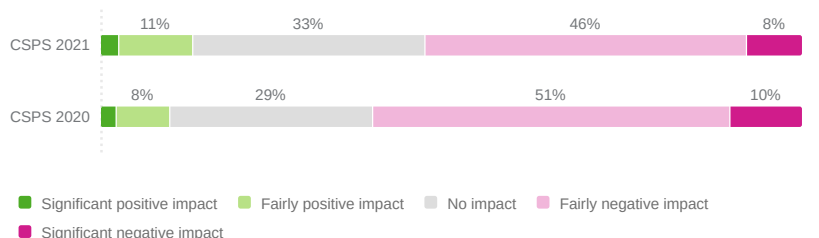


CV2B. In 2021, at Civil Service level (mean scores), the impact of the Covid-19 pandemic on respondents' mental health was:

- 2% significantly positive (same as in 2020);
- 9% fairly positive (compared to 8% in 2020);
- 37% none (compared to 34% in 2020);
- 43% fairly negative (compared to 46% in 2020);
- 9% significantly negative (compared to 10% in 2020).

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

CV2B. What impact has the Covid-19 pandemic had on your mental health? 2021 vs 2020



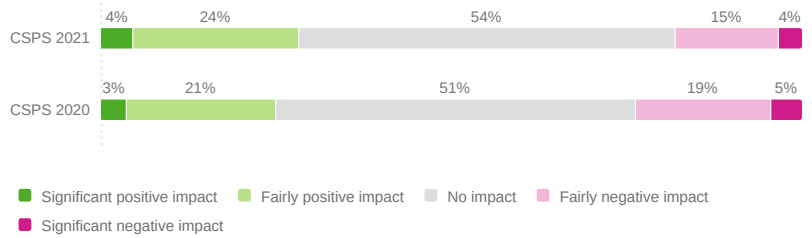
CV2C. In 2021, at Civil Service level (mean scores), the impact of the Covid-19 pandemic on respondents' household finances was:

5% significantly positive (compared to 4% in 2020);
 21% fairly positive (compared to 20% in 2020);
 53% none (compared to 55% in 2020);
 16% fairly negative (compared to 16% in 2020);
 5% significantly negative (compared to 5% in 2020).

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

CV2C. What impact has the Covid-19 pandemic had on your household finances? 2021 vs 2020

1



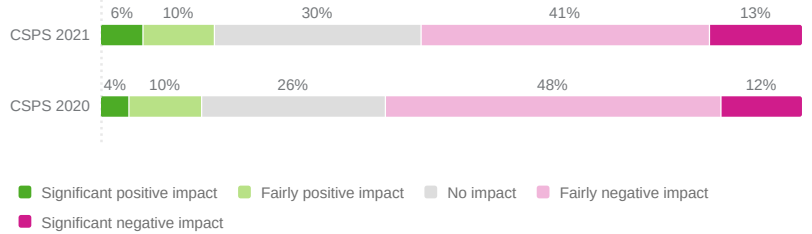
CV2D. In 2021, at Civil Service level (mean scores), the impact of the Covid-19 pandemic on respondents' caring responsibilities (only for those with child or adult care responsibilities) was:

4% significantly positive (as in 2020);
 10% fairly positive (compared to 9% in 2020);
 34% none (compared to 28% in 2020);
 38% fairly negative (compared to 41% in 2020);
 14% significantly negative (compared to 18% in 2020).

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

CV2D. What impact has the Covid-19 pandemic had on your caring responsibilities? (Only for those with child or adult care responsibilities) 2021 vs 2020

1



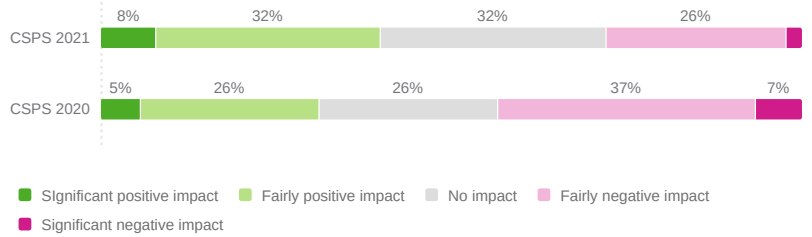
CV2E. In 2021, at Civil Service level (mean scores), the impact of the Covid-19 pandemic on respondents' work was:

9% significantly positive (compared to 6% in 2020);
 24% fairly positive (compared to 21% in 2020);
 33% none (compared to 29% in 2020);
 27% fairly negative (compared to 34% in 2020);
 8% significantly negative (compared to 10% in 2020).

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

CV2E. What impact has the Covid-19 pandemic had on your work? 2021 vs 2020

1



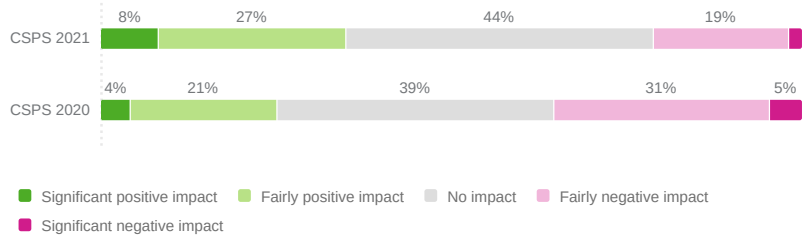
CV2F. In 2021, at Civil Service level (mean scores), the impact of the Covid-19 pandemic on respondents' productivity was:

10% significantly positive (compared to 7% in 2020);
 24% fairly positive (compared to 22% in 2020);
 43% none (as in 2020);
 19% fairly negative (compared to 23% in 2020);
 5% significantly negative (compared to 5% in 2020).

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

CV2F. What impact has the Covid-19 pandemic had on your productivity? 2021 vs 2020

1



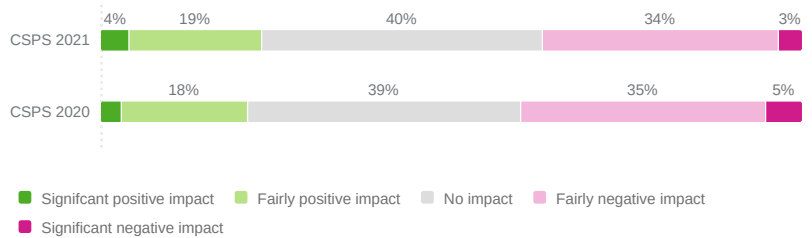
CV2G. In 2021, at Civil Service level, the impact of the Covid-19 pandemic on respondents' relationships with the people they work with was:

5% significantly positive (as in 2020);
 19% fairly positive (compared to 21% in 2020);
 46% none (compared to 44% in 2020);
 26% fairly negative (as in 2020);
 4% significantly negative (as in 2020).

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

CV2G. What impact has the Covid-19 pandemic had on your relationships with the people you work with? 2021 vs 2020

1

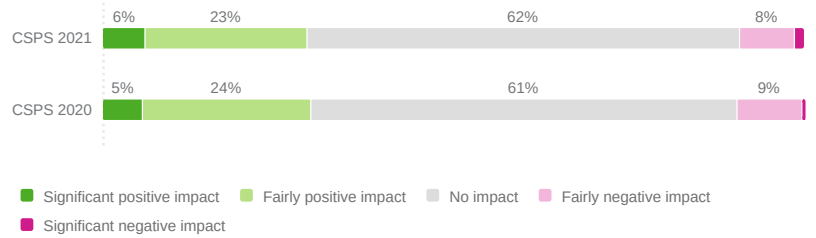


CV2H. In 2021, at Civil Service level, the impact of the Covid-19 pandemic on respondents' relationship with their manager was:

6% significantly positive (compared to 7% in 2020);
 18% fairly positive (compared to 20% in 2020);
 66% none (compared to 61% in 2020);
 8% fairly negative (compared to 9% in 2020);
 2% significantly negative (as in 2020).

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

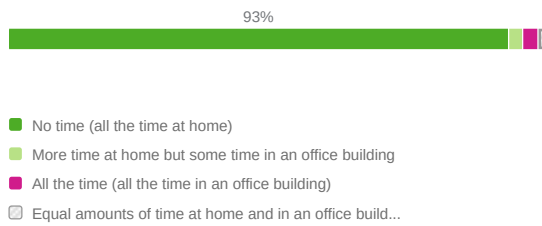
CV2H. What impact has the Covid-19 pandemic had on your relationships with your manager? 2021 vs 2020



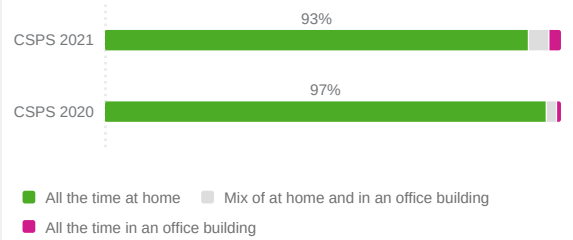
Remote working

In 2021 across the entire Civil Service it emerged that:
 31% respondents worked all the time at home;
 51% respondents worked both at home and in an office building;
 17% respondents worked all the time in an office building.

H2A. Main place of work since the Covid-19 pandemic (2021)



H2A. Main place of work since the Covid-19 pandemic (grouped) 2021 vs 2020



Civil Servants who answered that they have mainly been working from home indicated:
 H2C. 83% that their manager makes an effort to keep in touch with them when they are working from home (as in 2020);
 H2B. 80% that when they are working from home their team is good at keeping up with informal connections (2 percentage points more compared to 2020).

These two questions were 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.

Keeping in touch while working remotely 2021 vs 2020

Question	Distribution	2020 survey	All Civil Service Respondents 2021
H2C. My manager makes an effort to keep in touch with me when I'm working from home	82%	0	-
H2B. When working from home, my team is good at keeping up with informal connections	68% 18% 14%	-1	-



2021 Personal Wellbeing

We measure personal wellbeing using four questions that ask people to evaluate how satisfied they are with their life, whether they feel they have meaning and purpose in their life, and their emotions during a particular period. These 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 2021 at Civil Service Level:

Personal Wellbeing Results 2021 vs 2020

Question	Distribution	2020 survey	SG Scottish Government (Corporate Report)	All Civil Service Respondents 2021
W02. Overall, to what extent do you feel that things you do in your life are worthwhile?		+6 ^	-1	+1
W01. Overall, how satisfied are you with your life nowadays?		+9 ^	+1	+3
W03. Overall, how happy did you feel yesterday?		+7 ^	0	+2
W04. Overall, how anxious did you feel yesterday?		+5 ^	+4 ^	+5 ^

2021 Mental Health & Physical Health

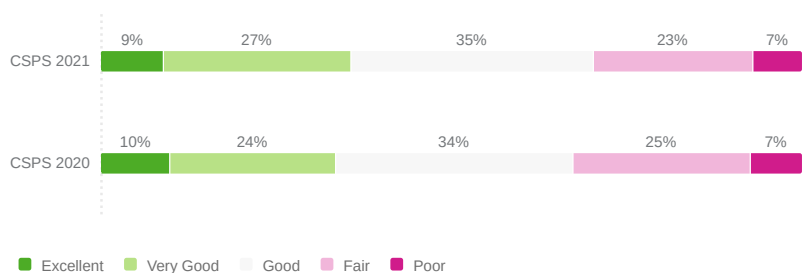
To help organisations and teams understand what they can do better to support those with mental and physical health problems to remain in and thrive through work, we asked two questions specifically on these topics (based on the World Health Organization's Health and Work Performance Questionnaire). With many of us having to reduce our contact with others and work from home without office equipment due to the Coronavirus pandemic, we also included an ONS recommended question on experiences of loneliness, and a question on musculoskeletal disorders.

J04B. In 2021 civil servants self-reported their overall mental health to be:

- 11% excellent (same as in 2020);
- 28% very good (1 percentage point more compared to 2020);
- 31% good (same as in 2020);
- 22% fair (1 point percentage less compared to 2020);
- 8% poor (same as in 2020).

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

J04B. Self-reported overall mental health 2021 vs 2020

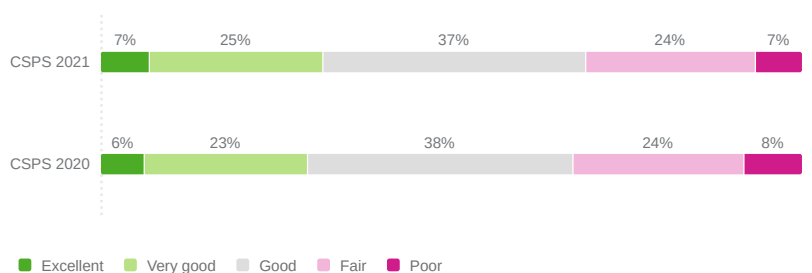


W05. In 2021 civil servants self-reported their overall physical health to be:

- 8% excellent (same as in 2020);
- 25% very good (1 percentage point more compared to 2020);
- 38% good (1 percentage point more compared to 2020);
- 23% fair (same as in 2020);
- 7% poor (same as in 2020).

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

W05. Self-reported overall physical health now 2021 vs 2020



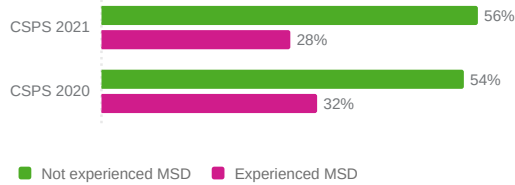
W06. In 2021 54% of civil servants self-reported that in the last year: they have experienced musculoskeletal problems (MSD) (same as in 2020);

34% of them, instead, have not experienced musculoskeletal problems (MSD) (same as in 2020);

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

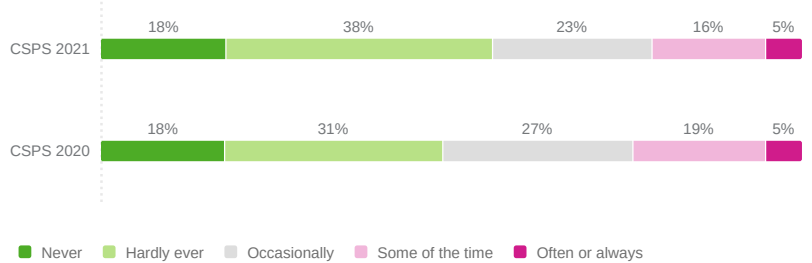
W06. Musculoskeletal problems (MSD) in the last 12 months 2021 vs 2020



W07. In 2021 civil servants self-reported that in the last year: 20% never felt lonely (1 percentage point more compared to 2020); 32% hardly ever felt lonely (2 percentage points more compared to 2020); 26% occasionally felt lonely (same as in 2020); 17% some of the time felt lonely (1 percentage point less compared to 2020); 5% often or always felt lonely (1 percentage point less compared to 2020);

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

W07. How often do you feel lonely? 2021 vs 2020



2021 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 2021 Proxy Stress Index for all Civil Servants is 28%.

This remained the same compared to the 2020 index.

The graphs on the right show the Proxy Stress Indexes for 2021 and 2020 for the organisation or team you have selected.

Your Proxy Stress Index in 2021



Your Proxy Stress Index in 2020



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)'

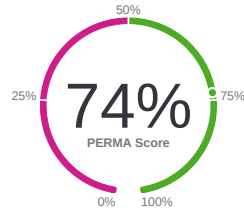
A score of 100% tells you that respondents gave the most positive response possible to all five questions, whereas a score of 0% tells you the opposite.

The 2021 PERMA Index for all Civil Servants is 74%. It increased 1 point percentage compared to 2020.

The graphs on the right show the PERMA Indexes for 2021 and 2020 for the organisation or team you have selected.

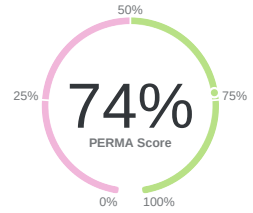
Your PERMA Index in 2021

▼ 1



Your PERMA Index in 2020

▼ 1



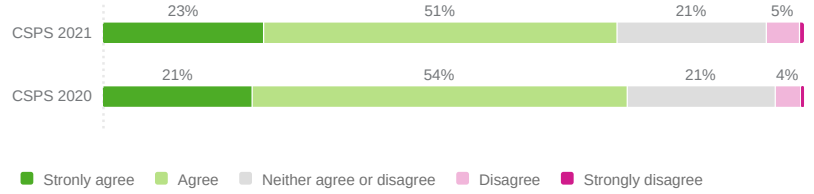
Team support

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 (mean), 76% of respondents indicated in 2021 that the people in their team genuinely care about their wellbeing compared to 78% in 2020.

W08. The people in my team genuinely care about my wellbeing 2021 vs 2020

▼ 1





2021 Civil Service changes

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

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Civil Service Reform and Modernisation

In 2021, at Civil Service level:

Civil Service Vision

B59. 57% indicated to be aware of the Civil Service vision for 'A Modern Civil Service', compared to 60% in 2020.

Caution should be applied when making the comparison with 2020, which assessed the vision for a 'Brilliant Civil Service'.

Civil Service Reform

B59A. 39% indicated they understand how they can help to achieve the vision for a 'A Modern Civil Service'.

Please note that it is not possible to make a comparison with 2020 for this question.

B59B. 81% 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 2 percentage points lower than 2020.

B59E. 82% 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 72% in 2020.

B59F. 95% affirmed their manager trusts them to do their job effectively, even if they are not working from

Civil Service Vision 2021 vs 2020

Question	Distribution	2020 survey	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2021
B59. I am aware of the Civil Service vision for 'A Modern Civil Service'		+12 ^	+4 ^	-1

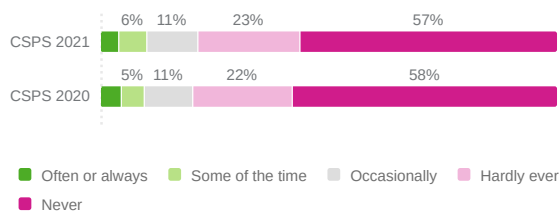
Civil Service Reform 2021 vs 2020

Question	Distribution	2020 survey	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2021
B59F. My manager trusts me to do my job effectively, even if I am not working from the same location as them		+3 ^	+4 ^	+2 ^
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		+1	+13 ^	+7 ^
B59E. I have a choice in deciding where I do my work to best deliver my individual, team and organisation objectives		+22 ^	-5 v	-16 v
B59A. I understand how I can help achieve the vision for 'A Modern Civil Service'		-	+1	-1

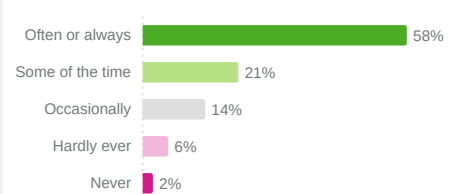
B59C. In 2021 at Civil Service level, 35% of respondents indicate that they often/always or some of the time collaborate with colleagues in other government departments and agencies to achieve common goals. This correspond to an increase of 1 percentage point compared to 2020.

B59D. In 2021 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.

B59C. How often do you collaborate with civil servants in other Government departments and agencies to achieve common goals? 2021 vs 2020



B59D. I consider how my work impacts upon the public in the course of carrying out my duties (new in 2021)



Organisational Culture & Leadership

In 2021, at Civil Service level:

B54. 92% of respondents indicated that they are trusted to carry out their job effectively (compared to 91% in 2020);

B55. 75% believed they would be supported if they try a new idea, even if it may not work (compared to 72% in 2020);

B56. 75% agreed that in their organisation people are encouraged to speak up when they identify a serious policy or delivery risk (compared to 72% in 2020);

B57. 70% felt able to challenge inappropriate behaviour in the workplace (compared to 69% in 2020);

B58. 80% agreed that their organisation is committed to creative a diverse and inclusive workplace (compared to 80% in 2020).

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

Organisational Culture Results 2021 vs 2020

Question	Distribution	2020 survey	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2021
B54. I am trusted to carry out my job effectively		+1	+4 ^	+4 ^
B58. My organisation is committed to creating a diverse and inclusive workplace		+3	+5 ^	+5 ^
B55. I believe I would be supported if I try a new idea, even if it may not work		+1	-2	-3 v
B56. In my organisation, people are encouraged to speak up when they identify a serious...		+2	+1	-4 v
B57. I feel able to challenge inappropriate behaviour in the workplace		+4	-1	-3

In 2021, 75% of civil servants indicated that managers in their Area, Directorate or Division actively role model the behaviours set out in the Civil Service Leadership Statement, compared to 76% in 2020.

For this question, the percent favourable is the proportion of respondents who said managers in their area role model the behaviours set out in the Civil Service Leadership Statement 'Always' or 'Most of the time'.

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

B60. Managers role model the behaviours set out in the Leadership Statement 2021 vs 2020

Question	Distribution	2020 survey	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2021
B60. Managers in my Area, Directorate or Division actively role model the behaviours set out in the Civil Service Leadership Statement		-2	+3	-1

The Civil Service Code

D01. In 2021, 89% of civil servants indicated that they understand the Civil Service Code and what it means for their conduct (a comparison was not possible with 2020 because of changes in the response option).

D02. 68% of civil servants indicated to be aware of how to raise a concern under the Civil Service Code, same as in 2020.

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 lower compared to 2020.

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

Civil Service Code Results 2021 vs 2020

Question	Distribution	2020 survey	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2021
D01. I understand the Civil Service Code and what it means for my conduct		-	-1	0
D03. Are you confident that if you raised a concern under the Civil Service Code in your organisation it would be investigated properly?		0	+7 ^	+4 ^
D02. Are you aware of how to raise a concern under the Civil Service Code?		+7 ^	-2	-2

Productivity

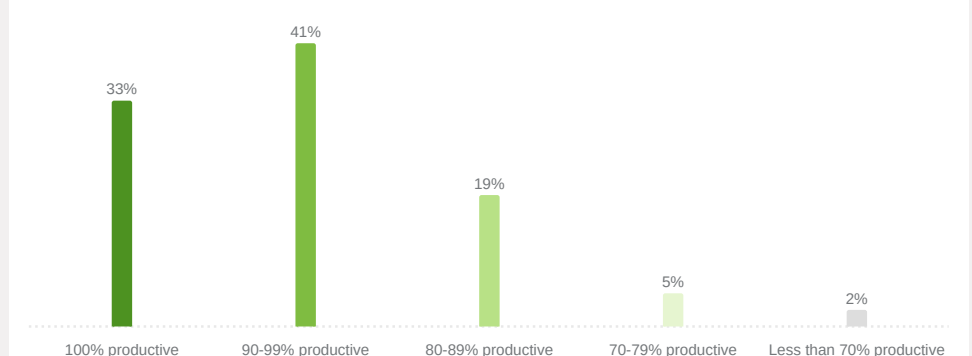
In 2021 a new question on self-assessed productivity was introduced.

At Civil Service level it emerged that over the last month:

- 32% of civil servants indicated to have been 100% productive;
- 39% to have been 90-99% productive;
- 20% to have been 80-89% productive;
- 5% to have been 70-79% productive;
- 4% to have been less than 70% productive.

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? (New in 2021)





2021 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 2021:
54% of respondents believe that senior managers in their organisation will take action on the results from the survey (compared to 57% in 2020);
38% of respondents indicated that where they work,

Belief that action has and/or will be taken 2021 vs 2020

Question	Distribution	2020 survey	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2021
B52. My senior managers will act on this year's survey results		-1	+4 ^	+2
B53. Effective action has been taken on last year's survey results, where I work		+3	+11 ^	+7 ^

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

Top drivers of engagement 2021 vs 2020

Impact	Question	Distribution	2020 survey	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2021
	LQC4. I feel positive about the future of my organisation		-1	+12 ^	-
	B41. Overall, I have confidence in the decisions made by my organisation's senior managers		+1	-2	-5 v
	B52. My senior managers will act on this year's survey results		-1	+4 ^	+2
	B43. When changes are made in my organisation they are usually for the better		-1	+5 ^	+5 ^
	B53. Effective action has been taken on last year's survey results, where I work		+3	+11 ^	+7 ^

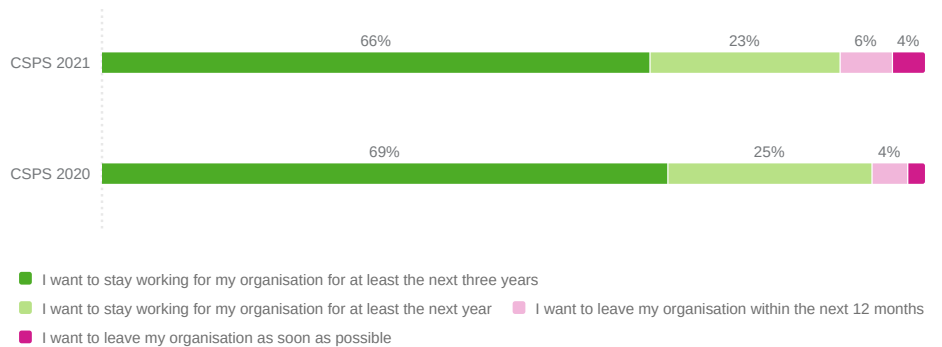
[View items \(32\) with too few responses](#)

Future Intentions - C01

In relation to employees' plans to remain within or leave their organisation in the future, in 2021 at Civil Service level:

- 6% indicated that they want to leave their organisation as soon as possible (1 percentage point more compared to 2020);
- 14% that they want to leave their organisation within the next 12 months (1 percentage point more compared to 2020);
- 33% that they want to stay working for their organisation for at least the next year (1 percentage point less compared to 2020);
- 47% that they want to stay working for their organisation for at least the next three years (1

C01. Future Intentions 2021 vs 2020








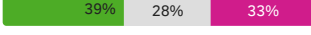
2021 Local questions: My Organisation

OFFICIAL SENSITIVE

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

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

Local question results: My Organisation

Question	Distribution	2020 survey	SG Scottish Government (Corporate Report)	All Local Question Respondents 2021
LQA4. I feel supported by [my organisation] to adapt the way I work due to the coronavirus (Covid-19) pandemic		+5 ^	+2 ^	+6 ^
LQA1. I am familiar with my organisation's values		0	0	+3 ^
LQA3. My Area, Directorate or Division is taking action to combat discrimination, bullying and harassment		+10 ^	+4 ^	-1
LQA2. The process of filling vacancies within my organisation is fair		+3	-11 v	-8 v



2021 Local questions: Change Management

OFFICIAL SENSITIVE

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

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

Local question results: Change Management

Question	Distribution	2020 survey	SG Scottish Government (Corporate Report)	All Local Question Respondents 2021
LQC5. Overall, my manager has been supportive in helping me adapt to changes caused by the coronavirus (Covid-19) pandemic	90% 8%	0	+13 ^	+9 ^
LQC4. I feel positive about the future of my organisation	64% 26%	-1	+12 ^	+13 ^
LQC2. I understand what support is available to me as I am affected by organisational change	56% 31% 13%	-5 v	+9 ^	+4 ^
LQC3. I feel that change is managed well in my Area, Directorate or Division	55% 29% 16%	-4	+16 ^	+12 ^
LQC1. I get to find out the reasons behind key changes that happen in my organisation	54% 28% 18%	-3	+13 ^	+8 ^



2021 Local questions: Performance Management

OFFICIAL SENSITIVE

Local questions focuses on specific topics that your organisation wanted to explore in more detail. The first two questions of this section cover the topic of feeling empowered by the manager (LQH1) and the impact of one-to-one conversations.

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

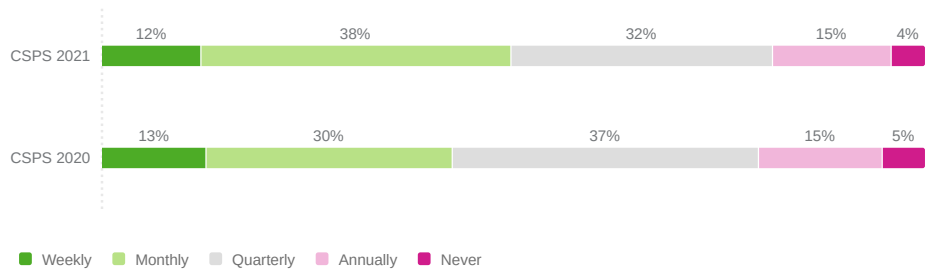
Local question results: Performance Management

Question	Distribution	2020 survey	SG Scottish Government (Corporate Report)	All Local Question Respondents 2021
LQH1. I feel empowered by my manager to do my job		0	0	-2
LQH2. The one-to-one conversations I have with my manager are helping me to achieve my full potential		+3	-1	0

Local questions focuses on specific topics that your organisation wanted to explore in more detail. The third question of this section assesses the frequency of the discussion of objectives with the line manager (LQH3A).

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

LQH3A. How often do you discuss progress against objectives with manager? 2021 vs 2020 ▼ 1



Local questions focuses on specific topics that your organisation wanted to explore in more detail. The last question of this section covers the frequency of the discussion of development needs and career goals with the line manager.

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

LQH3B. How often do you discuss your development needs and career goals with your manager? 2021 vs 2020 ▼ 1

