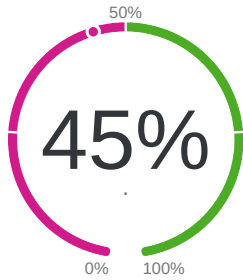


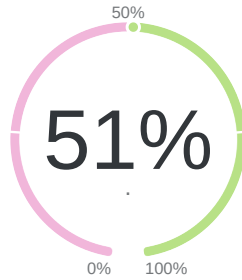
The 2021 People Survey ran from 28th September to 3rd November. 327,388 people, from 101 Civil Service organisations, completed the survey; giving us an overall response rate of 62%.

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.

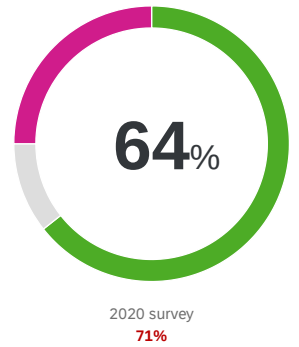
2021 Employee Engagement Index 1



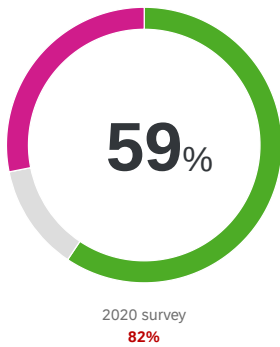
2020 Employee Engagement Index 1



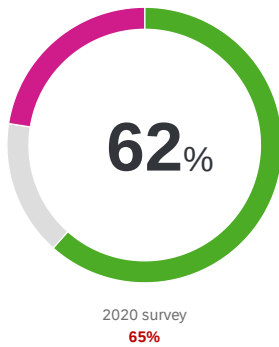
2021 My Work



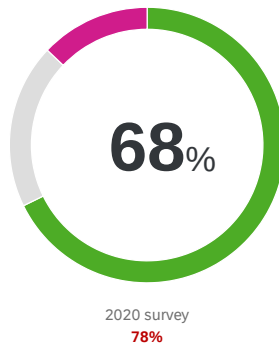
2021 Org Objectives



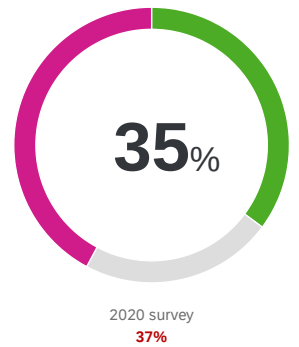
2021 My Manager



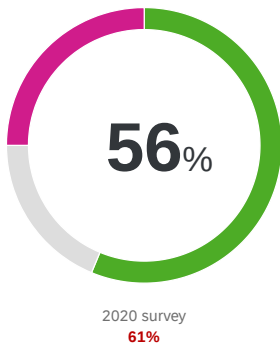
2021 My Team



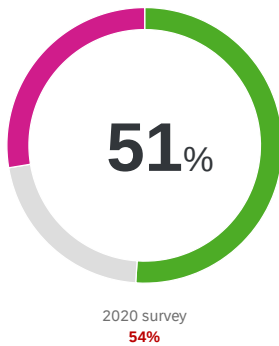
2021 L&D



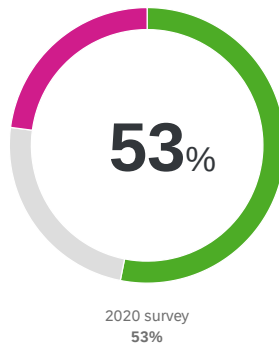
2021 Inclusion



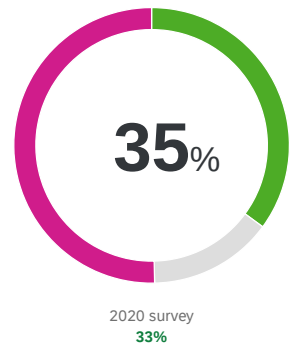
2021 Resources, Workload



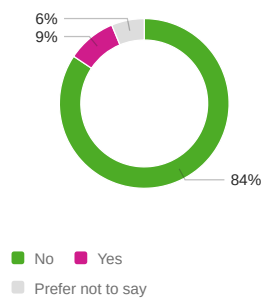
2021 Pay & Benefits



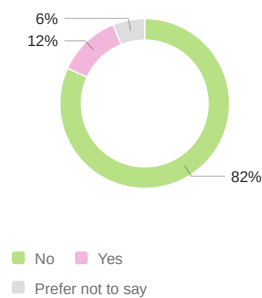
2021 Leadership & Change



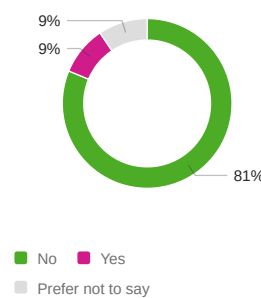
Discriminated against grouped (2021) 1



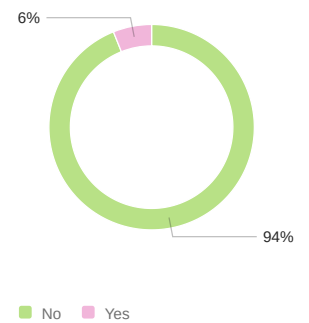
Discriminated against grouped (2020) 1



Bullied/Harassed grouped (2021) 1



Bullied/Harassed (2020) 1





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).

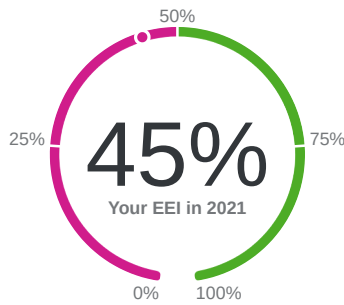
The graphs on the right present your EEI for 2021 and 2020.

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

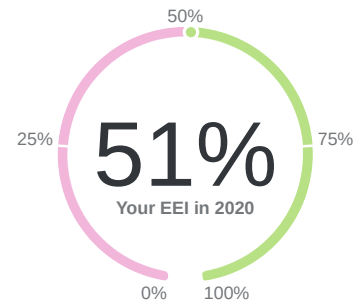
For each question, we've looked at the difference between the proportion of your employees who responded favourably (i.e. selected agree or strongly agree), and compared this to your 2020 results, your parent, and the Civil Service Benchmark.

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 "u" then your score is significantly higher.

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
B47. I am proud when I tell others I am part of my organisation		-8	-32 ▼	-33 ▼
B51. My organisation motivates me to help it achieve its objectives		+7	-21 ▼	-21 ▼
B49. I feel a strong personal attachment to my organisation		-11	-21 ▼	-20 ▼
B50. My organisation inspires me to do the best in my job		+7	-27 ▼	-27 ▼
B48. I would recommend my organisation as a great place to work		-2	-41 ▼	-36 ▼

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.

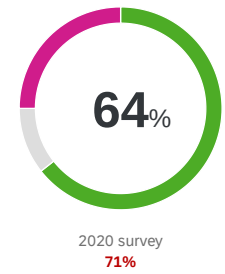
The graph below shows the My Work score for your organisation, while the one on the right presents the scores for each of the theme questions (B01-B04).

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
B02. I am sufficiently challenged by my work		-13	-10	-9
B05. I have a choice in deciding how I do my work		-4	-8	-9
B01. I am interested in my work		-10	-23 ↓	-22 ↓
B03. My work gives me a sense of personal accomplishment		-13	-23 ↓	-23 ↓
B04. I feel involved in the decisions that affect my work		+8	-13	-12

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).

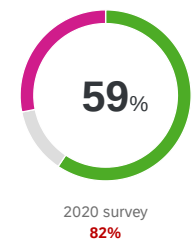
The graph below shows the Organisational Objectives & Purpose score for your organisation, while the one on the right presents the scores for each of the theme questions (B06-B07).

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		-22 ↓	-26 ↓	-27 ↓
B06. I have a clear understanding of my organisation's objectives		-22 ↓	-24 ↓	-25 ↓

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.

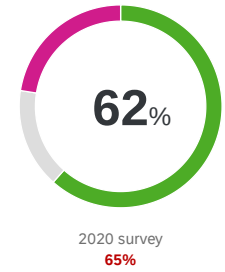
The graph below shows the My Manager score for your organisation, while the one on the right presents the scores for each of the theme questions (B08- B17).

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
B13. My manager recognises when I have done my job well		+2	-9	-9
B10. My manager is open to my ideas		-4	-10	-12
B09. My manager is considerate of my life outside work		-10	-16	-18
B14. I receive regular feedback on my performance		+8	-3	-3
B16. I think that my performance is evaluated fairly		+8	-12	-11
B12. Overall, I have confidence in the decisions made by my manager		-4	-18	-20
B08. My manager motivates me to be more effective in my job		-7	-14	-15
B15. The feedback I receive helps me to improve my performance		-8	-18	-19
B11. My manager helps me to understand how I contribute to my organisation's objectives		-23	-19	-22
B17. Poor performance is dealt with effectively in my team		+1	-2	-4

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).

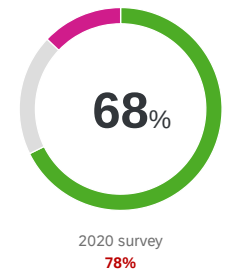
The graph below shows the My Team score for your organisation, while the one on the right presents the scores for each of the theme questions (B18-B20).

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		-8	-13	-14
B19. The people in my team work together to find ways to improve the service we provide		-11	-13	-15
B20. The people in my team are encouraged to come up with new and better ways of doing things		-12	-19	-21

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).

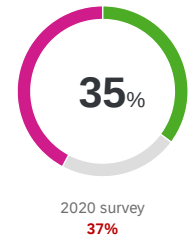
The graph below shows the Learning & Development score for your organisation, while the one on the right presents the scores for each of the theme questions (B21- B24).

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		-17	-18 ↓	-20 ↓
B22. Learning and development activities I have completed in the past 12 months have helped to improve my performance?		+1	-15	-17
B23. There are opportunities for me to develop my career in my organisation		+10	-32 ↓	-23 ↓
B24. Learning and development activities I have completed while working for my organisation are helping me to develop my career		-2	-23 ↓	-22 ↓

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).

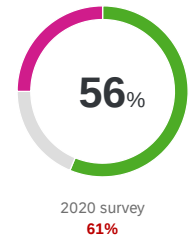
The graph below shows the Inclusion and Fair Treatment score for your organisation, while the one on the right presents the scores for each of the theme questions (B25- B28).

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		-4	-16 ↓	-17 ↓
B25. I am treated fairly at work		+2	-23 ↓	-23 ↓
B28. I think that my organisation respects individual differences (for example cultures, working styles, backgrounds, ideas, etc.)		-14	-30 ↓	-30 ↓
B27. I feel valued for the work I do		-5	-33 ↓	-32 ↓

Inclusion & Fair Treatment Theme Score



Resources & Workload

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

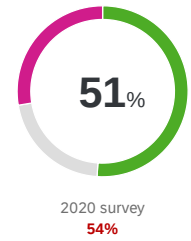
The graph below shows the Resources & Workload score for your organisation, while the one on the right presents the scores for each of the theme questions (B29- B34).

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		-4	-27 ↓	-28 ↓
B30. I have clear work objectives		+5	-14	-16 ↓
B32. I have the tools I need to do my job effectively		+5	-15	-14
B34. I achieve a good balance between my work life and my private life		-14	-28 ↓	-28 ↓
B29. I get the information I need to do my job well		-11	-28 ↓	-29 ↓
B33. I have an acceptable workload		+1	-31 ↓	-31 ↓

Resources & Workload Theme Score



Pay & Benefits

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

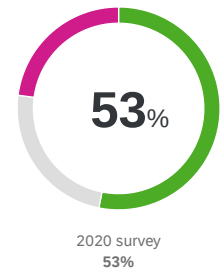
The graph below shows the Pay & Benefits score for your organisation, while the one on the right presents the scores for each of the theme questions (B35- B37).

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		-4	+2	+14
B35. I feel that my pay adequately reflects my performance		-1	+1	+15
B37. Compared to people doing a similar job in other organisations I feel my pay is reasonable		+7	+1	+15

Pay & Benefits Theme Score



Leadership & Managing Change

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

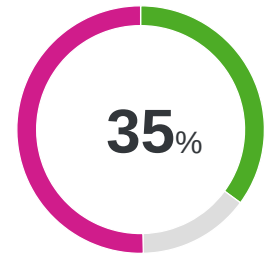
The graph below shows the Leadership & Managing Change score for your organisation, while the one on the right presents the scores for each of the theme questions (B38- B46).

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
B38. Senior managers in my organisation are sufficiently visible		-1	-7	-13
B44. My organisation keeps me informed about matters that affect me		+20	-18 ↓	-20 ↓
B45. I have the opportunity to contribute my views before decisions are made that affect me		+19	-3	-2
B41. Overall, I have confidence in the decisions made by my organisation's senior managers		+4	-28 ↓	-31 ↓
B39. I believe the actions of senior managers are consistent with my organisation's values		-8	-34 ↓	-37 ↓
B46. I think it is safe to challenge the way things are done in my organisation		+4	-24 ↓	-27 ↓
B40. I believe that my organisation's senior leaders have a clear vision for the future...		-20	-28 ↓	-32 ↓
B43. When changes are made in my organisation they are usually for the better		+1	-16	-16
B42. I feel that change is managed well in my organisation		+1	-21 ↓	-22 ↓

Leadership & Managing Change Theme Score



2020 survey
33%



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.

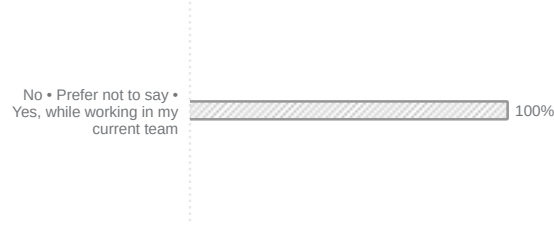
A comparison between 2021 and 2020 scores is also included.

2021 Discrimination

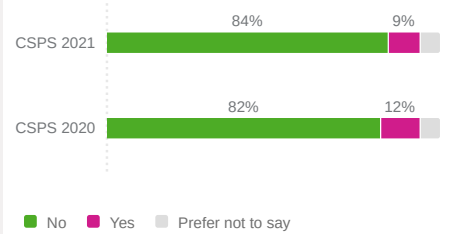
In 2021, 7% of Civil Servants indicated that they have been discriminated against at work in the past 12 months. This is 1 percentage point lower than in 2020.

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.

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

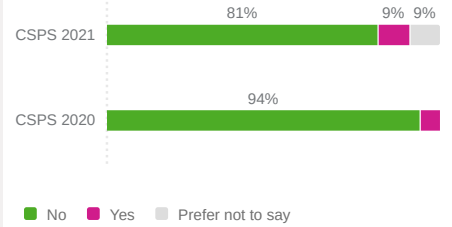
▼ 1

No • Prefer not to say • Yes, while working in another team in my ...



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.

No data found - your filters may be too exclusive!

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

No data found - your filters may be too exclusive!

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 ▼ 1

No data found - your filters may be too exclusive!

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 ▼ 1

No data found - your filters may be too exclusive!

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 ▼ 1

No data found - your filters may be too exclusive!

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 ▼ 1

No data found - your filters may be too exclusive!

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 ▼ 1

No data found - your filters may be too exclusive!



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.

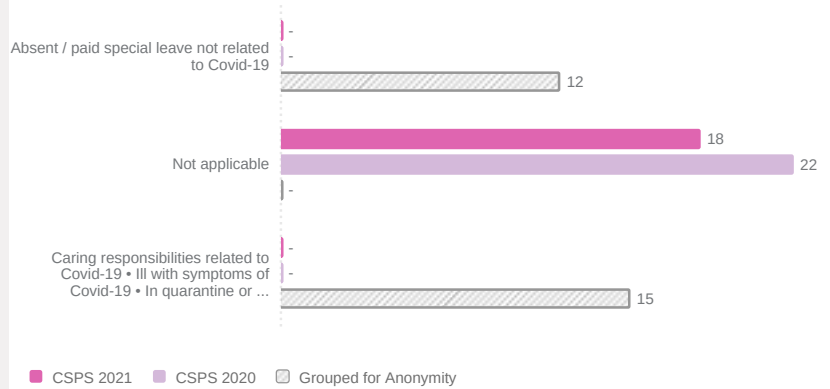
CV1. The figures below refer to Civil Servants in 2021 who self-reported being unable to work for at least one day since the Covid-19 outbreak (in brackets the 2020 survey figures) for the following reasons:

- 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)

No data found - your filters may be too exclusive!

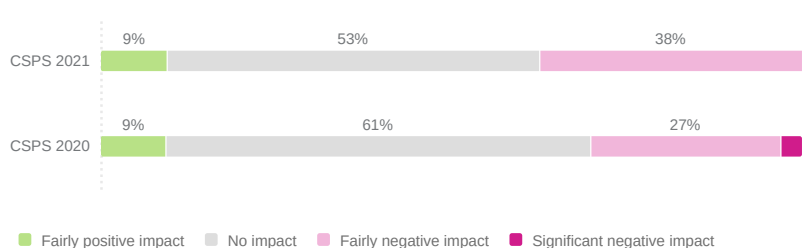
Impact of the Covid-19 pandemic on different aspects of people's life

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

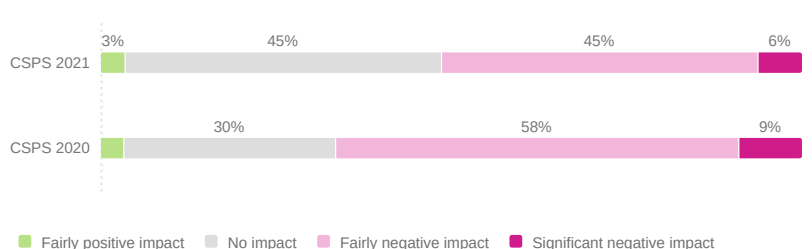


CV2B. In 2021, at Civil Service level (mean scores), the impact of the Covid-19 pandemic on respondents' mental health was:

- 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



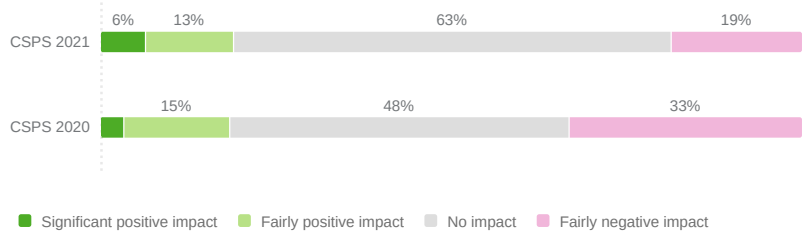
CV2C. In 2021, at Civil Service level (mean scores), the impact of the Covid-19 pandemic on respondents' household finances was:

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



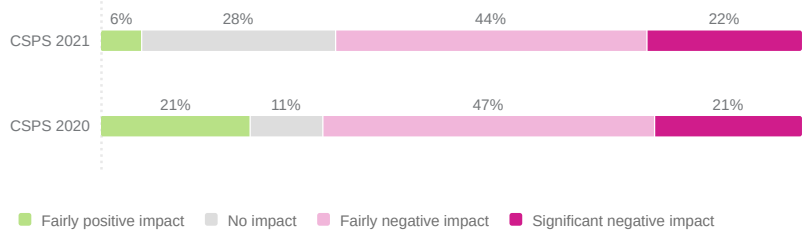
CV2D. In 2021, at Civil Service level (mean scores), the impact of the Covid-19 pandemic on respondents' caring responsibilities (only for those with child or adult care responsibilities) was:

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



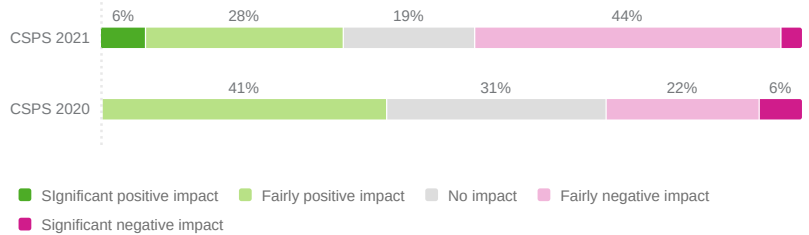
CV2E. In 2021, at Civil Service level (mean scores), the impact of the Covid-19 pandemic on respondents' work was:

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



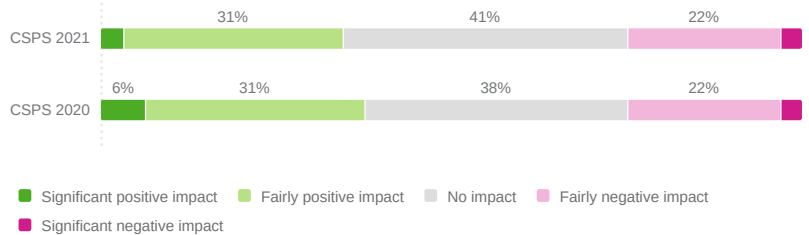
CV2F. In 2021, at Civil Service level (mean scores), the impact of the Covid-19 pandemic on respondents' productivity was:

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



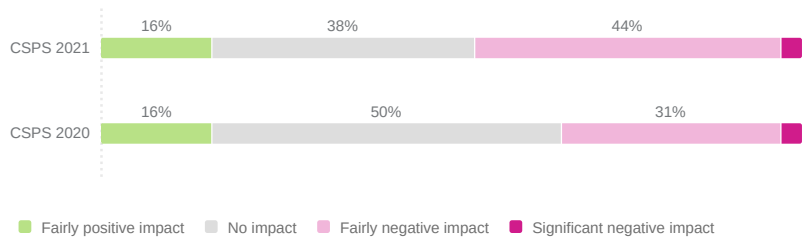
CV2G. In 2021, at Civil Service level, the impact of the Covid-19 pandemic on respondents' relationships with the people they work with was:

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

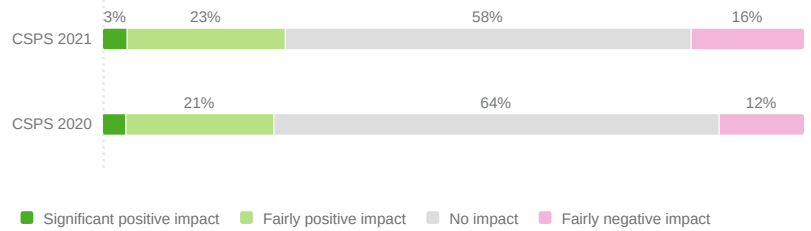


CV2H. In 2021, at Civil Service level, the impact of the Covid-19 pandemic on respondents' relationship with their manager was:

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

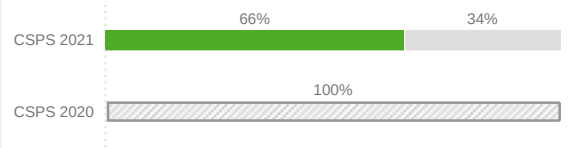
In 2021 across the entire Civil Service it emerged that:
 31% respondents worked all the time at home;
 51% respondents worked both at home and in an office building;
 17% respondents worked all the time in an office building.

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



No time (all the time at home)
 Equal amounts of time at home and in an office building

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



All the time at home Mix of at home and in an office building
 Grouped for Anonymity

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	88%	+6	-
H2B. When working from home, my team is good at keeping up with informal connections	75%	-7	-

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
W03. Overall, how happy did you feel yesterday?		+24	-3	-2
W02. Overall, to what extent do you feel that things you do in your life are worthwhile?		+5	-19 ↓	-17 ↓
W04. Overall, how anxious did you feel yesterday?		+20	+5	+6
W01. Overall, how satisfied are you with your life nowadays?		+11	-18 ↓	-16

2021 Mental Health & Physical Health

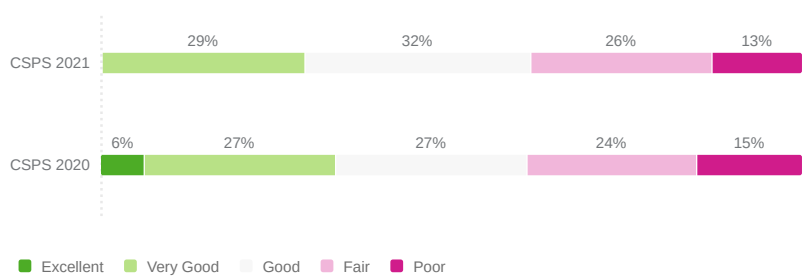
To help organisations and teams understand what they can do better to support those with mental and physical health problems to remain in and thrive through work, we asked two questions specifically on these topics (based on the World Health Organization's Health and Work Performance Questionnaire). 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

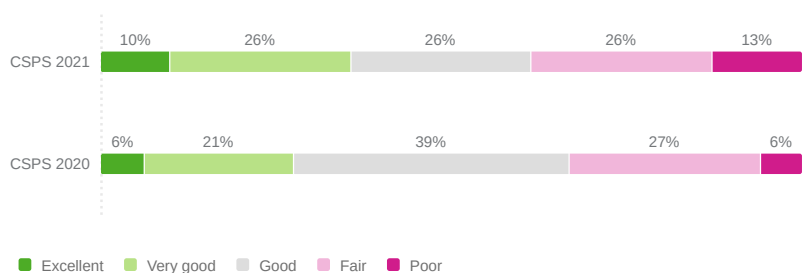


W05. In 2021 civil servants self-reported their overall physical health to be:

- 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

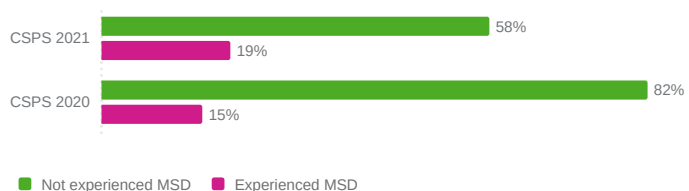


W06. In 2021 54% of civil servants self-reported that in the last year: they have experienced musculoskeletal problems (MSD) (same as in 2020); 34% of them, instead, have not experienced musculoskeletal problems (MSD) (same as in 2020);

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

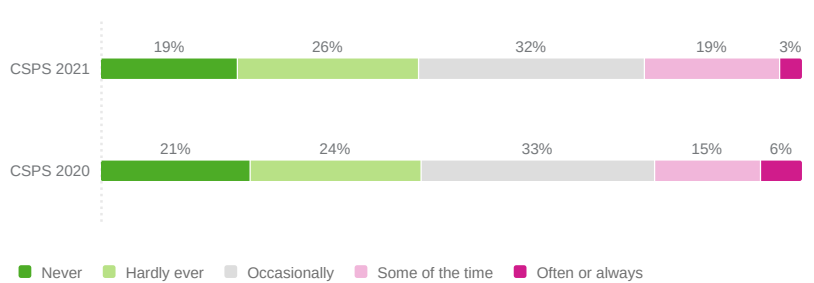
W06. Musculoskeletal problems (MSD) in the last 12 months 2021 vs 2020



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:

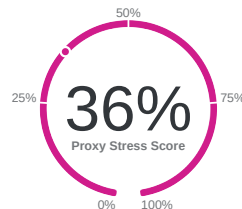
- **Demands** - 'I have an acceptable workload' (B33)
- **Control over work** - 'I have a choice in deciding how I do my work' (B05)
- **Support** - 'My manager motivates me to be more effective in my job' (B08) & 'I am treated with respect by the people I work with' (B26)
- **Relationships** - 'The 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:

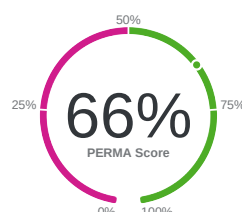
- **Positive emotion** - 'Overall, how satisfied are you with your life nowadays?' (W01)
- **Meaning** - 'Overall, to what extent do you feel the things you do in your life are worthwhile?' (W02)
- **Engagement** - 'I am interested in my work' (B01)
- **Relationships** - 'The people in my team can be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

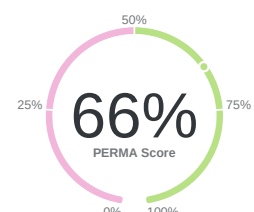
The 2021 PERMA Index for all Civil Servants is 74%. It increased 1 point percentage compared to 2020.

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



Your PERMA Index in 2020

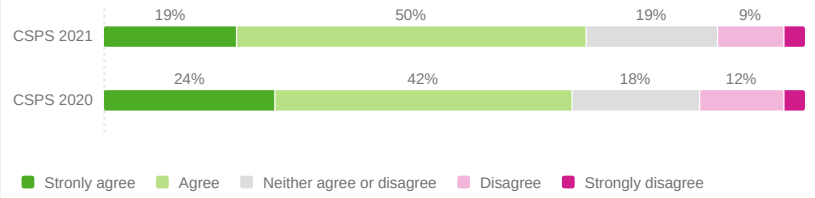


Team support

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.



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'		-13	+17 ^	+12

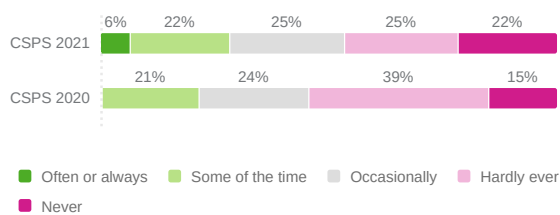
Civil Service Reform 2021 vs 2020

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		0	-2	-4
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		+18	+15 ^	+10
B59E. I have a choice in deciding where I do my work to best deliver my individual, team and organisation objectives		+20	-2	-13
B59A. I understand how I can help achieve the vision for "A Modern Civil Service"		-	0	-2

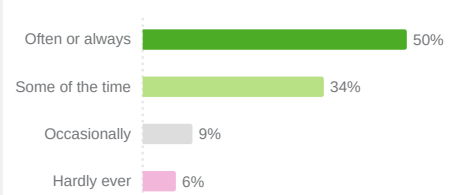
B59C. In 2021 at Civil Service level, 35% of respondents indicate that they often/always or some of the time collaborate with colleagues in other government departments and agencies to achieve common goals. This correspond to an increase of 1 percentage point compared to 2020.

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 create 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		+2	-11 ↓	-11 ↓
B55. I believe I would be supported if I try a new idea, even if it may not work		+5	-18 ↓	-19 ↓
B56. In my organisation, people are encouraged to speak up when they identify a serious...		-5	-26 ↓	-31 ↓
B57. My organisation is committed to creating a diverse and inclusive workplace		-2	-36 ↓	-36 ↓
B58. I feel able to challenge inappropriate behaviour in the workplace		-20	-40 ↓	-42 ↓

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		-11	-37 ↓	-41 ↓

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		-	+4	+5
D02. Are you aware of how to raise a concern under the Civil Service Code?		+18	+19 ^	+20 ^
D03. Are you confident that if you raised a concern under the Civil Service Code in your organisation it would be investigated properly?		-7	-18 ↓	-20 ↓

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, management have taken action on the results from the survey (compared to 41% in 2020).

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.

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	47% 44%	+1	-5	-7
B53. Effective action has been taken on last year's survey results, where I work	22% 22% 56%	-2	-12	-16

Top drivers of engagement 2021 vs 2020

Impact	Question	Distribution	2020 survey	SG Scottish Government (Corporate Report)	Civil Service Benchmark 2021
	B27. I feel valued for the work I do	41% 41%	-5	-33 ↓	-32 ↓
	B04. I feel involved in the decisions that affect my work	50% 41%	+8	-13	-12
	B45. I have the opportunity to contribute my views before decisions are made that affect me	44% 38%	+19	-3	-2
	B03. My work gives me a sense of personal accomplishment	56% 31%	-13	-23 ↓	-23 ↓
	B24. Learning and development activities I have completed while working for my organisation are helping me to develop my career	28% 31% 41%	-2	-23 ↓	-22 ↓

[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:

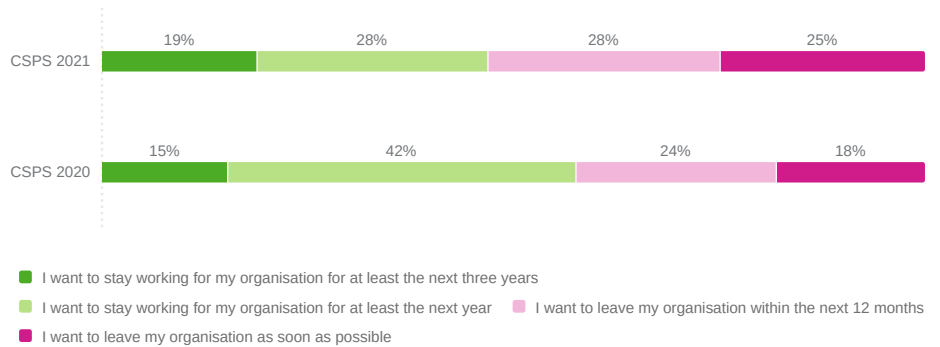
6% indicated that they want to leave their organisation as soon as possible (1 percentage point more compared to 2020);

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 percentage point more compared to 2020).

C01. Future Intentions 2021 vs 2020



2021 Local questions: Performance Management

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.

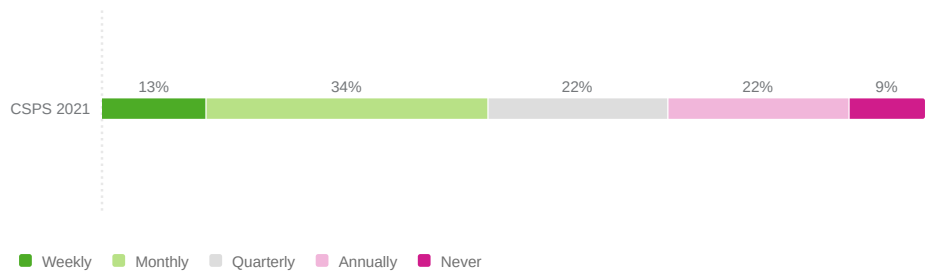
Local question results: Performance Management

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		-	-18 ▼	-21 ▼
LQH2. The one-to-one conversations I have with my manager are helping me to achieve my full potential		-	-12	-11

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.

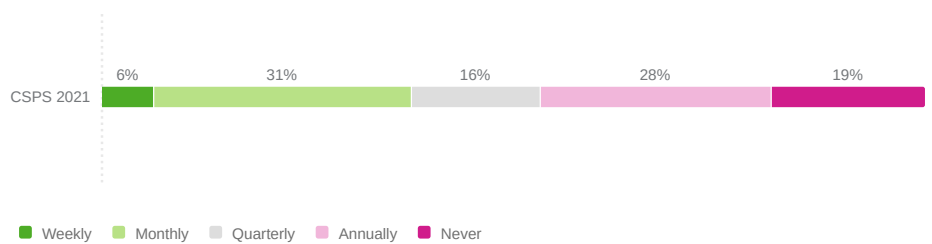
LQH3A. How often do you discuss progress against objectives with manager? 2021 vs 2020 ▼ 1



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








2021 Local questions: Support for Managers

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

These questions are asked only to respondents who answered 'Yes' to being a manager.

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

Local question results: Support for Managers

Question	Distribution	2020 survey	SG Scottish Government (Corporate Report)	All Local Question Respondents 2021
LQ15. I feel confident in managing others even if they are working in a different location to me		-1	-8	-9
LQ11. I understand what is expected of me as a manager		-1	-8	-10
LQ13. I feel confident in supporting the health and wellbeing of the people I manage		-5	-16 ▼	-15
LQ14. I feel confident in addressing poor performance in my team		-10	-13	-9
LQ12. As a manager, I feel adequately supported to deliver my responsibilities		-21	-22 ▼	-21 ▼

2021 Local questions: Continuous Learning

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	2020 survey	SG Scottish Government (Corporate Report)	All Local Question Respondents 2021
LQJ2. I am learning on a regular basis from working with my colleagues		-	-13	-23 ↓
LQJ1. My current job makes the most of my skills and strengths		-	-13	-20 ↓
LQJ3. My manager coaches me regularly to support my continuous learning		-	-4	-15
LQJ4. Investing time in learning and development activities is given priority in my Area, Directorate or Division		-	-17	-28 ↓



2021 Heatmaps

This page includes the heatmaps for the engagement questions, the main core themes and the wellbeing questions

Heatmaps: what they are and how to use them

Heatmaps are colour-coded tables that display a breakdown of questions by team and/or demographic. Unfortunately we cannot display negatively phrased questions (like E01 or E03) in these types of tables.

Heatmaps are handy if you are wanting to compare groups side-by-side. Simply scroll down to the table you are interested in, and **click the 'breakout' filter at the top of the table**, to select the comparison you are interested in. Teams or demographic groups that are 5 or 10 percentage points above the average displayed in the first column of your table will be highlighted in light and dark green, and those that are 5 or 10 percentage points below the average will be highlighted in light and dark pink.

Team Comparisons

By default, your dashboard will display the results for your organisation overall. The first column in your heatmap will therefore be your organisation's results, and the other columns will show the results for "one unit below", i.e. each business area that sits directly under the top level of your organisation.

If you filter your dashboard to focus on the results for a specific business area, then that business area will appear in the first column, and the other columns will show the results for each team within that area.

Demographic Comparisons

If you click on the 'breakout' filter at the top of any heatmap table, you'll see a drop-down list appear with your demographic variables listed. Click any of these to compare the results for demographic sub-groups side-by-side (e.g. men and women), relative to the average score for your organisation overall.

You can then use the hierarchy filter at the very top of your dashboard, to reproduce these tables for specific business areas or teams. You can also apply further demographic filters at the top of your dashboard page; for example, if I wanted to produce a table that showed me the results for ethnic minority men and women, I would select all ethnic minority groups at the top of my dashboard, and then click sex as the table breakout. **Remember that you should always set your hierarchy filter first**, and then select your demographics.

Engagement questions Heatmaps

Below are two heatmaps for the engagement questions: percent favourable results and percentage point difference.

Unfortunately, it is not possible to display the Employee Engagement Index in this type of table, in the Qualtrics platform. Please note that if a difference is statistically significant from the results in the first column, an arrow will appear.

Engagement Questions Heatmap (percent favourable results)

Comparison: vs Current unit

Breakout: **One level below**

OSCR0000 Office of...

Responses	32
B47. I am proud when I tell others I am part of my organisation	38%
B48. I would recommend my organisation as a great place to work	28%
B49. I feel a strong personal attachment to my organisation	34%
B50. My organisation inspires me to do the best in my job	31%
B51. My organisation motivates me to help it achieve its objectives	34%

Engagement Questions Heatmap (percentage point difference)

Comparison: vs Current unit

Breakout: **One level below**

OSCR0000 Office of...

Responses	32
B47. I am proud when I tell others I am part of my organisation	38%
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B49. I feel a strong personal attachment to my organisation	34%
B50. My organisation inspires me to do the best in my job	31%
B51. My organisation motivates me to help it achieve its objectives	34%

Core Themes Heatmap

Below are two heatmaps for the core themes questions: percent favourable results and percentage point difference.

Click on the arrow next to each theme, e.g. > My Work, to display all questions feeding into that theme score.
Please note that if a difference is statistically significant from the results in the first column, an arrow will appear.

Core Themes Heatmap (percent favourable results)

Comparison: vs Current unit

Breakout: **One level below**

OSCR0000 Office of...

Responses	32
> My work	64%
> Organisational objectives and purpose	59%
> My manager	62%
> My team	68%
> Learning and development	35%
> Inclusion and fair treatment	56%
> Resources and workload	51%
> Pay and benefits	53%
> Leadership and managing change	35%

Core Themes Heatmap (percentage point difference)

Comparison: vs Current unit

Breakout: **One level below**

OSCR0000 Office of...

Responses	32
> My work	64%
> Organisational objectives and purpose	59%
> My manager	62%
> My team	68%
> Learning and development	35%
> Inclusion and fair treatment	56%
> Resources and workload	51%
> Pay and benefits	53%
> Leadership and managing change	35%

Covid-19 Questions Heatmap

Below are two heatmaps for the Covid-19 questions: percent favourable results and percentage point difference.

Click on the arrow next to each theme, e.g. > Coronavirus, to display all questions feeding into that theme score.
Please note that if a difference is statistically significant from the results in the first column, an arrow will appear.

Covid-19 Questions Heatmap (percent favourable results)

Comparison: vs Current unit

Breakout: **One level below**

OSCR0000 Office of...

Responses	32
CV2A. What impact has the Covid-19 pandemic had on your physical health?	9%
CV2B. What impact has the Covid-19 pandemic had on your mental health?	3%
CV2C. What impact has the Covid-19 pandemic had on your household finances?	19%
CV2D. What impact has the Covid-19 pandemic had on your caring responsibilities?	6%
CV2E. What impact has the Covid-19 pandemic had on your work?	34%
CV2F. What impact has the Covid-19 pandemic had on your productivity?	34%
CV2G. What impact has the Covid-19 pandemic had on your relationships with the people you work with?	16%
CV2H. What impact has the Covid-19 pandemic had on your relationship with your manager?	26%

Covid-19 Questions Heatmap (percentage point difference)

Comparison: vs Current unit

Breakout: **One level below**

OSCR0000 Office of...

Responses	32
CV2A. What impact has the Covid-19 pandemic had on your physical health?	9%
CV2B. What impact has the Covid-19 pandemic had on your mental health?	3%
CV2C. What impact has the Covid-19 pandemic had on your household finances?	19%
CV2D. What impact has the Covid-19 pandemic had on your caring responsibilities?	6%
CV2E. What impact has the Covid-19 pandemic had on your work?	34%
CV2F. What impact has the Covid-19 pandemic had on your productivity?	34%
CV2G. What impact has the Covid-19 pandemic had on your relationships with the people you work with?	16%
CV2H. What impact has the Covid-19 pandemic had on your relationship with your manager?	26%

Personal Wellbeing and Health & Wellbeing Heatmap

Below are two heatmaps for the wellbeing questions: percent favourable results and percentage point difference.

Click on the arrow next to each theme, e.g. > Personal Wellbeing, to display all questions feeding into that theme score.

Please note that if a difference is statistically significant from the results in the first column, an arrow will appear.

Personal Wellbeing and Health & Wellbeing Heatmap (percent favourable results)

Comparison: vs Current unit

Breakout: **One level below**

OSCR0000 Office of...

Responses	32
W03. Overall, how happy did you feel yesterday?	58%
W01. Overall, how satisfied are you with your life nowadays?	48%
W06. In the last 12 months I have experienced musculoskeletal problems (MSD)	19%
W08. The people in my team genuinely care about my wellbeing	69%
W04. Overall, how anxious did you feel yesterday?	52%
W02. Overall, to what extent do you feel that things you do in your life are worthwhile?	52%
W07. How often do you feel lonely?	45%
J04B. In general, how would you rate your overall mental health now?	29%
W05. In general, how would you rate your overall physical health now?	35%

Personal Wellbeing and Health & Wellbeing Heatmap (percentage point difference)

Comparison: vs Current unit

Breakout: **One level below**

OSCR0000 Office of...

Responses	32
W03. Overall, how happy did you feel yesterday?	58%
W01. Overall, how satisfied are you with your life nowadays?	48%
W06. In the last 12 months I have experienced musculoskeletal problems (MSD)	19%
W08. The people in my team genuinely care about my wellbeing	69%
W04. Overall, how anxious did you feel yesterday?	52%
W02. Overall, to what extent do you feel that things you do in your life are worthwhile?	52%
W07. How often do you feel lonely?	45%
J04B. In general, how would you rate your overall mental health now?	29%
W05. In general, how would you rate your overall physical health now?	35%



Further Reading & Resources

The survey is just the starting point, now the real work begins. It is important to recognise that improving staff engagement requires a two way commitment between managers and staff. It is everyone's responsibility to use the results of the survey to take action. This section of the dashboard contains practical tips for both managers and staff and links to further resources. It will be updated throughout the year.

Employee Engagement

This [factsheet from the CIPD](#) (sponsors of the Engage for Success movement [the cross sector body promoting employee engagement]) examines the nature of employee engagement; its benefits, assessing and measuring engagement, and ways to foster an engaged workforce. The factsheet contains links to a great deal of further reading and is recommended reading.

The Engage for Success [Engaging Managers' Zone](#) is a free practical resource to help boost employee engagement and productivity. The Zone is a resource designed to help build confidence in those who are new to employee engagement so that individuals can grow and learn how best to support their team and colleagues, one step at a time. It will also be of interest to experienced managers too.

Are you afraid to share bad news, ask for help, or admit you were wrong? With a panel from academia, business and the US military, Adam Grant breaks down the importance of psychological safety in preventing errors and promoting innovation and inclusion, and examines what it takes to build a culture of voice rather than silence. You can [listen to the podcast](#) (37 minutes) or [read the transcript](#).

Are you using awareness events as opportunities to build pride in the organisation and increase employee engagement? You can use these to e.g. start conversations

Wellbeing

Health and wellbeing can have a significant effect on our lives, careers, families, colleagues and friends.

- Make wellbeing a regular topic of discussion at team meetings. Identify and address issues and regularly publicise your Occupational Health Scheme / Employee Assistance Programme etc.
- Challenge negative behaviours - have zero tolerance for bullying and harassment. All staff should role model good behaviours, being mindful of their own wellbeing and work-life balance.
- Line managers should be having regular conversations about wellbeing - these should particularly cover workplace adjustments. Managers can use the 5 step wellbeing conversation tool and all the other tools and support on Civil Service Learning or the Learning Platform for Government (type 'Wellbeing' into the search field) to guide their discussions.
- The members of the Engage For Success Wellbeing Thought Action Group summarise the challenges employers will face over the coming years and [offer their advice and recommendations](#) showing a better way to work that benefits

Working Remotely

- Consultants McKinsey & Company's [Author Talk](#) interviews Harvard Business School Professor Tsedal Neeley about her book *Remote Work Revolution: Succeeding from Anywhere*. In it she details how organisations can build and lead a culture of trust and inclusivity in a remote-work environment and stresses discipline to avoid exhaustion.
- Successful virtual collaboration requires more than a video conference call, and it is important that organisations continue to create the opportunity and space for truly collaborative conversations to occur. [Click here](#) for some important elements to keep in mind in developing a virtual session.
- Building lasting relationships with coworkers in a virtual setting requires continuous, conscious effort. [With a little elbow grease](#), building close friendships is a great way to maintain positivity and productivity at work whether you are going back to the office or working from home.
- For those working from home, days on end can be spent hunched over a laptop without ever leaving the house. That's taking a painful toll. A [BBC article](#) gives five ways to avoid back pain. If you spend a lot of time in virtual meetings you may need to look after your voice. [This NHS webpage](#) gives great advice including why you shouldn't clear your throat or whisper. The BBC have shared five ways we can [avoid eye strain](#) and keep our eyes healthy.
- Maintaining productivity levels among remote employees is an enduring challenge. [PricewaterhouseCoopers](#) suggest five ways to help people and organisations thrive in the new world of work.
- Are you having fun with your remote co-workers? There is [an abundance of easy social interactions](#) that can help your colleagues feel more together while being apart.

My Work

- Set an objective not how to get there and allow individuals the freedom to work in a way that suits them. Invite team members to contribute to the design of their jobs and challenge inefficient processes and propose new ways of working. Then trial these.
- Check that everyone has roles that match their skills and interests but also provide stretch and challenge. Highlight learning and development opportunities that are available to staff to help them get better at their roles and talk about L&D at team meetings.
- Encourage team members to update each other on their work in team meetings to achieve greater understanding of what each other is doing.
- Agree clear and well defined objectives and discuss these at regular 1:1s.

Organisational Objectives & Purpose

- Ensure new members of staff have a local induction and an induction to the organisation if in their first role.
- Discuss in team and/or 1:1 meetings how individual roles and the team contributes to the organisation's objectives.
- Highlight important messages and activities on intranet/posters/newsletters to communicate the organisational vision.
- Team members should be encouraged to attend seminars, focus groups and briefings from senior leaders and to feedback to colleagues.
- Cascade minutes or feedback from senior management meetings to all team members.

Resources and Workload

- Ensure any changes to job roles and responsibilities are clearly communicated and are included in the job description
- Carry out a skills audit in the team, communicate relevant learning and development opportunities and make the time available to develop. Hold a group discussion on work-life balance and brainstorm practical ideas / tips for managing demanding workloads e.g. time management skills, delegation skills.
- Staff and their managers should hold regular 1:1s to specifically assess workload.
- Involve the whole team in business planning – is everyone undertaking the most appropriate work for their experience or career development?

Inclusion and Fair Treatment

- Highlight flexible working opportunities or trial them if you haven't done so already.
- Recognise individual achievement appropriately e.g. a face-to-face thank you, a mention at a meeting or event, or nominations for awards. Also encourage peer recognition.
- Ensure that every team members' work is appreciated and that all viewpoints are valued. Be aware of diversity within the team and use inclusive language and practices and avoid stereotyping. E.g. the difference between exclusion and inclusion is often a small amount of effort - which can have major consequences. [Writing for apolitical \(the global learning platform for Government\)](#), Canadian civil servant Jordana Globerman shares tips on how to ensure your meetings with stakeholders are truly accessible.

My Manager

- Managers should proactively seek and value input from team members and involve them in decision making, problem solving and business planning.
- Empower individuals/groups by giving them responsibility for specific areas of work.
- Hold regular progress updates against objectives. Give positive feedback and only constructive criticism.
- Treat every employee fairly and consistently, but recognise their individuality too. Be considerate of people's lives outside work.
- Recognise those that go beyond their job description. Remember that the little things, such as a personal thank you, mean a lot and are appreciated.
- Have a conversation following a period of sick absence to ensure that any reasonable adjustments needed are known and then acted upon. These might

My Team

- Have regular two-way team meetings and hold them when and where everyone can attend (virtually if necessary). Champion the work of the team and celebrate team successes.
- No idea is too small to make our experience of work better. Brainstorm ideas that involve no extra time or resource e.g. having access to each other's diaries etc. Provide job shadowing opportunities within the team so as to gain a greater appreciation of colleagues' work.
- Invite people to share any work coming up where they anticipate any difficulties, such as clashing priorities, difficult timescales, tight resources. Ask what they need to help overcome the difficulties and encourage the rest of the team to feedback suggestions and any support they can offer.
- Use training events including post people survey action planning as an opportunity for team building. Hold regular team social events. Try to vary the times and activities so everyone can be included e.g. lunchtime picnic, board

Learning and Development

- In future, all government training will be accessible through the Government Campus so that civil servants can access courses previously developed anywhere in government. This replaces Civil Service Learning (CSL) but the Government Campus is much more than a new CSL. Divided into a five-strand framework [the Government Campus](#) will be the place we go to source, select and attend training, whether in person or virtually. The curriculum framework underpinning this is designed to unify: to cover everyone's needs and set new standards and expectations for both universal, and specialist, skills. We are promised that everything available will be relevant, of high quality and targeted for each career stage, from the first day to the last.
- Every member of staff should have a Civil Service Learning account and explore what is on offer for their profession. Free high quality learning is also available from e.g. [academicearth.org](#) [coursera.org](#) [futurelearn.com](#) [skillsshare.com](#)

Leadership and Managing Change

- Encourage enthusiasm about your organisation and be enthusiastic yourself. Champion and explain corporate initiatives clearly to staff.
- Senior leaders could spend time working with staff on the frontline, host meet the leaders breakfasts/lunches, attend staff network meetings or allow staff to hear the authentic voice of the leader via a blog.
- Involve staff in change programmes e.g. using focus groups and web forums.
- Inform staff of changes face to face if possible and always before they hear about them from the press.
- Deliver difficult messages sensitively - acknowledge and show you care about the impact on the individual, give staff the information they need, tell the truth,

Pay and Benefits

- Emphasise the total benefits package (pay, pension, leave, flexible working, childcare benefits, season ticket loan etc) and how it compares to other local employers. Highlight where relevant documentation can be found so staff know how to claim all the available benefits e.g. the cost of eye tests.
- If local discretion is possible through vouchers or similar rewards then make staff aware that these exist, how they are allocated and publicise when they are used. And use them.