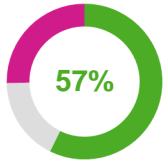


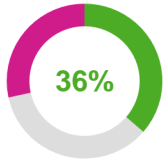


Taking action

■ % responding positively ■ % responding neutrally ■ % responding negatively



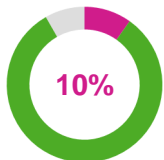
B52. I believe that the Leadership Team in Education Scotland will take action on the results from this survey



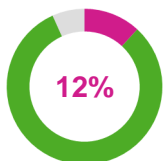
B53. Where I work, I think effective action has been taken on the results of the last survey

Discrimination, bullying and harassment

■ % responding Yes ■ % responding No ■ % responding Prefer not to say



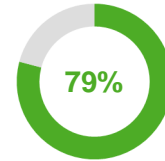
E01. Have you been discriminated against at work, in the past 12 months?



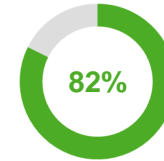
E03. Have you been bullied or harassed at work, in the past 12 months?

Wellbeing

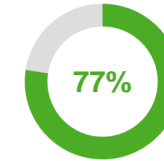
■ % responding positively to W01 - W03 ■ % responding negatively to W04



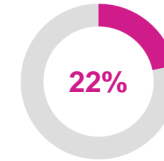
W01. Overall, how satisfied are you with your life nowadays?



W02. Overall, to what extent do you feel that the things you do in your life are worthwhile?

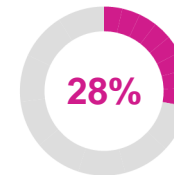


W03. Overall, how happy did you feel yesterday?

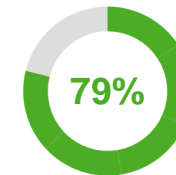


W04. Overall, how anxious did you feel yesterday?

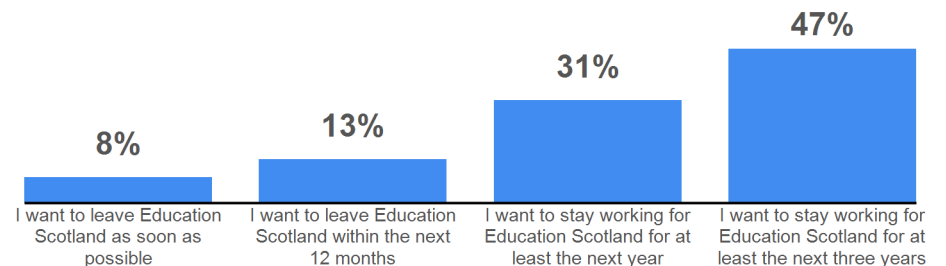
Proxy Stress Index




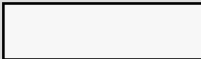


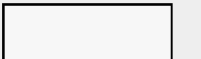










PERMA Index



Your plans for the future



Headline scores

Highest positive scoring questions	% Positive	Highest neutral scoring questions	% Neutral	Highest negative scoring questions	% Negative
B31 I have the skills I need to do my job effectively	 93%	B17 Poor performance is dealt with effectively in my team  44%		B46 I think it is safe to challenge the way things are done in Education Scotland  40%	
B01 I am interested in my work	 92%	B43 When changes are made in Education Scotland they are usually for the better  37%		B42 I feel that change is managed well in Education Scotland  37%	
B18 The people in my team can be relied upon to help when things get difficult in my job	 88%	B53 Where I work, I think effective action has been taken on the results of the last survey  35%		B23 There are opportunities for me to develop my career in Education Scotland  33%	
B19 The people in my team work together to find ways to improve the service we provide	 88%	B58 Education Scotland is committed to creating a diverse and inclusive workplace  31%		B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable  33%	
B02 I am sufficiently challenged by my work	 84%	B24 Learning and development activities I have completed while working for Education Scotland are helping me to develop my career  30%		B43 When changes are made in Education Scotland they are usually for the better  30%	

Please note that only questions B01-B60 are included in the above rankings

All questions by theme

◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My work

76%

+5 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B01 I am interested in my work	67	25	5			92%	+4 ◆	+2	-1
B02 I am sufficiently challenged by my work	53	31	7	8		84%	+9 ◆	+4 ◆	+1
B03 My work gives me a sense of personal accomplishment	46	33	9	8		79%	+7 ◆	+2	-1
B04 I feel involved in the decisions that affect my work	18	35	19	19	10	52%	+8 ◆	-8 ◆	-12 ◆
B05 I have a choice in deciding how I do my work	30	42	13	10	5	72%	-2	-6 ◆	-10 ◆

Organisational objectives and purpose

78%

+15 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B06 I have a clear understanding of Education Scotland's objectives	36	43	11	8		78%	+17 ◆	-4 ◆	-8 ◆
B07 I understand how my work contributes to Education Scotland's objectives	38	40	11	7		78%	+13 ◆	-6 ◆	-10 ◆

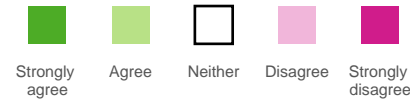
All questions by theme

◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My manager

66%

+6 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job	34	35	17	11	1	69%	+6 ◆	-2	-6 ◆
B09	My manager is considerate of my life outside work	49	29	16	6	1	78%	-4 ◆	-8 ◆	-11 ◆
B10	My manager is open to my ideas	43	34	14	6	1	78%	+2	-6 ◆	-9 ◆
B11	My manager helps me to understand how I contribute to Education Scotland's objectives	28	38	21	10	1	65%	+12 ◆	-1	-6 ◆
B12	Overall, I have confidence in the decisions made by my manager	41	30	16	9	5	70%	+3	-6 ◆	-10 ◆
B13	My manager recognises when I have done my job well	38	38	15	7	1	76%	+7 ◆	-4 ◆	-8 ◆
B14	I receive regular feedback on my performance	26	39	19	12	1	65%	+13 ◆	-3 ◆	-7 ◆
B15	The feedback I receive helps me to improve my performance	25	35	25	12	1	59%	+12 ◆	-5 ◆	-9 ◆
B16	I think that my performance is evaluated fairly	26	39	23	9	1	65%	+10 ◆	-3	-6 ◆
B17	Poor performance is dealt with effectively in my team	12	20	44	15	9	32%	+2	-9 ◆	-12 ◆

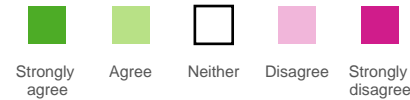
All questions by theme

◇ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My team

84%

+8 ◇ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

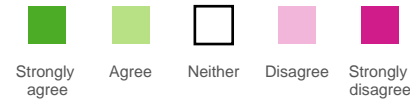
Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	51	37	8	1	1	88%	+5 ◇	+2	-1
B19	The people in my team work together to find ways to improve the service we provide	47	41	7	1	1	88%	+9 ◇	+5 ◇	+2
B20	The people in my team are encouraged to come up with new and better ways of doing things	37	38	14	9	1	75%	+10 ◇	-1	-5 ◇

Learning and development

48%

+13 ◇ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	15	35	28	16	6	50%	+8 ◇	-15 ◇	-21 ◇
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	20	35	28	13	5	54%	+12 ◇	0	-5 ◇
B23	There are opportunities for me to develop my career in Education Scotland	11	34	23	20	13	44%	+17 ◇	-6 ◇	-14 ◇
B24	Learning and development activities I have completed while working for Education Scotland are helping me to develop my career	13	31	30	19	7	44%	+17 ◇	-6 ◇	-12 ◇

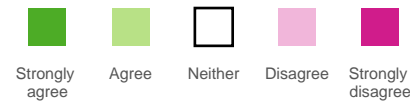
All questions by theme

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^ indicates a variation in question wording from your previous survey

Inclusion and fair treatment

71%

+7 ◇ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

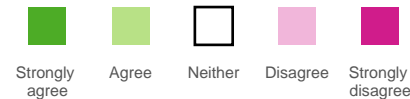
Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B25	I am treated fairly at work	33	42	14	8	8	75%	+6 ◇	-6 ◇	-9 ◇
B26	I am treated with respect by the people I work with	34	47	9	7	7	82%	+4	-4 ◇	-7 ◇
B27	I feel valued for the work I do	25	37	16	16	6	62%	+6 ◇	-6 ◇	-11 ◇
B28	I think that Education Scotland respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	28	37	20	7	7	65%	+14 ◇	-13 ◇	-16 ◇

Resources and workload

70%

+9 ◇ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B29	I get the information I need to do my job well	19	45	17	14	5	64%	+10 ◇	-7 ◇	-12 ◇
B30	I have clear work objectives	26	44	16	9	5	71%	+17 ◇	-5 ◇	-8 ◇
B31	I have the skills I need to do my job effectively	40	52	5	1	1	93%	+2	+4 ◇	+1
B32	I have the tools I need to do my job effectively	24	44	14	14	5	68%	+10 ◇	-4 ◇	-10 ◇
B33	I have an acceptable workload	14	47	19	16	5	61%	+6 ◇	-2	-7 ◇
B34	I achieve a good balance between my work life and my private life	19	46	16	15	5	65%	+7 ◇	-6 ◇	-11 ◇

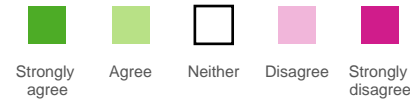
All questions by theme

◇ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Pay and benefits

51%

+7 ◇ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

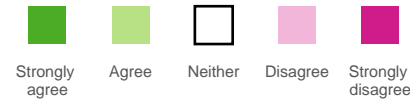
Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	12	43	15	21	8	56%	+10 ◇	+22 ◇	+15 ◇
B36 I am satisfied with the total benefits package	11	40	26	17	5	52%	+8 ◇	+13 ◇	+3
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	11	34	22	22	11	45%	+4	+18 ◇	+10 ◇

Leadership and managing change

47%

+19 ◇ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B38 The Leadership Team in Education Scotland are sufficiently visible	19	37	19	17	8	56%	+28 ◇	-7 ◇	-17 ◇
B39 I believe the actions of the Leadership Team are consistent with Education Scotland's values	20	33	24	15	8	53%	+25 ◇	-1	-11 ◇
B40 I believe that the Executive Team has a clear vision for the future of Education Scotland	21	36	26	10	7	57%	+18 ◇	+7 ◇	-4 ◇
B41 Overall, I have confidence in the decisions made by the Leadership Team	19	32	24	16	9	51%	+22 ◇	0	-11 ◇
B42 I feel that change is managed well in Education Scotland	8	26	29	25	12	34%	+19 ◇	-1	-11 ◇
B43 When changes are made in Education Scotland they are usually for the better	8	25	37	21	9	33%	+14 ◇	-3	-11 ◇
B44 Education Scotland keeps me informed about matters that affect me	15	48	19	14		64%	+24 ◇	+3 ◇	-5 ◇
B45 I have the opportunity to contribute my views before decisions are made that affect me	11	35	28	17	9	46%	+13 ◇	+6 ◇	-4 ◇
B46 I think it is safe to challenge the way things are done in Education Scotland	8	24	28	27	13	32%	+9 ◇	-18 ◇	-25 ◇

All questions by theme

◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Engagement

The following five questions, measuring pride, advocacy, attachment, inspiration and motivation, are used to create your Employee Engagement Index score.

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B47 I am proud when I tell others I am part of Education Scotland	23	40	24	9	5	62%	+22 ◆	-4 ◆	-10 ◆
B48 I would recommend Education Scotland as a great place to work	18	30	23	20	8	48%	+21 ◆	-13 ◆	-21 ◆
B49 I feel a strong personal attachment to Education Scotland	15	30	29	18	7	46%	+11 ◆	-7 ◆	-12 ◆
B50 Education Scotland inspires me to do the best in my job	17	33	28	15	7	50%	+20 ◆	-2	-9 ◆
B51 Education Scotland motivates me to help it achieve its objectives	18	28	29	19	6	46%	+19 ◆	-4 ◆	-10 ◆

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B52 I believe that the Leadership Team in Education Scotland will take action on the results from this survey	21	36	17	15	11	57%	+20 ◆	+6 ◆	-2
B53 Where I work, I think effective action has been taken on the results of the last survey	13	24	35	18	10	36%	+19 ◆	-2	-8 ◆

All questions by theme

◇ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	35	48	9	5		82%	0	-7 ◇	-9 ◇
B55 I believe I would be supported if I try a new idea, even if it may not work	23	40	21	12		63%	+9 ◇	-9 ◇	-13 ◇
B56 In Education Scotland, people are encouraged to speak up when they identify a serious policy or delivery risk	17	32	30	15	7	49%	+11 ◇	-21 ◇	-26 ◇
B57 I feel able to challenge inappropriate behaviour in the workplace	12	40	23	18	7	52%	+6 ◇	-14 ◇	-18 ◇
B58 Education Scotland is committed to creating a diverse and inclusive workplace	22	37	31	6		60%	+9 ◇	-17 ◇	-20 ◇

Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B59 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	11	42	19	26		53%	+14 ◇	-5 ◇	-16 ◇

Leadership statement

	Always	Most of the time	Sometimes	Rarely	Never	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B60 Managers in my Area/Directorate/Division actively role model the behaviours set out in the Civil Service Leadership Statement^	28	33	26	11		61%	New	-5 ◇	-12 ◇

The % positive for this question is the proportion who selected either "Always" or "Most of the time".

All questions by theme

◇ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Wellbeing

The four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') and where 10 is equivalent to 'completely' (e.g. 'completely satisfied' or 'completely anxious').

For questions W01, W02 and W03 the percent positive is the proportion answering 7, 8, 9 or 10 to each question.

	Low (0-4)	Medium (5-6)	High (7-8)	Very High (9-10)	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	5	16	51	28	79%	+13 ◇	+12 ◇	+9 ◇
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	6	11	46	37	82%	+7 ◇	+11 ◇	+9 ◇
W03 Overall, how happy did you feel yesterday?	11	11	44	34	77%	+3	+15 ◇	+13 ◇

For question W04 the percent negative is the proportion answering 6, 7, 8, 9 or 10 to the question.

	Very Low (0-1)	Low (2-3)	Medium (4-5)	High (6-10)	% Negative	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	35	24	19	22	22%	-2	-10 ◇	-9 ◇

All questions by theme

◇ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for Education Scotland?

Statement	%	Difference from previous survey	Difference from CS2019
I want to leave Education Scotland as soon as possible	8%	-9 ◇	+1
I want to leave Education Scotland within the next 12 months	13%	-1	-1
I want to stay working for Education Scotland for at least the next year	31%	-1	-2
I want to stay working for Education Scotland for at least the next three years	47%	+10 ◇	+4 ◇

The Civil Service Code

Differences are based on '% Yes' score

Question	% Yes	% No	% Yes	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?	95	5	95%	+2	+3 ◇	0
D02. Are you aware of how to raise a concern under the Civil Service Code?	74	26	74%	+3	+8 ◇	+2
D03. Are you confident that if you raised a concern under the Civil Service Code in Education Scotland it would be investigated properly?	72	28	72%	+8 ◇	+1	-4 ◇

All questions by theme

↗ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Discrimination

E01. Have you been discriminated against at work, in the past 12 months?^

			Difference from previous survey	Difference from CS2019
Yes		10%	-9 ✧	-1
No		82%	+8 ✧	0
Prefer not to say		8%	+1	0

Your survey included a question about whether the discrimination occurred in your organisation. These results have been suppressed in this report to protect respondents anonymity, but do feed into the overall Civil Service results.

For respondents who selected 'Yes' to E01.

E02. On which of the following grounds were you discriminated against?^ (multiple selection)

		Response Count
Age	--	
Caring responsibilities	--	
Disability	--	
Ethnic background	--	
Gender	--	
Gender reassignment or perceived gender	--	
Grade or responsibility level	--	
Main spoken/ written language or language ability	--	
Marital status or civil partnership	--	
Mental health	--	
Pay	--	
Pregnancy, maternity or paternity	--	
Religion or belief	--	
Sex	--	
Sexual orientation	--	
Social or educational background	--	
Working location	--	
Working pattern	--	
Any other grounds	--	
Prefer not to say	--	




Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

All questions by theme

↗ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

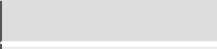
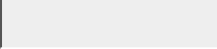
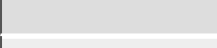
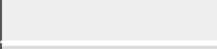




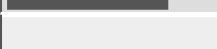

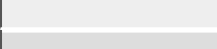
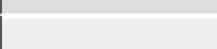

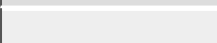


Bullying and harassment

E03. Have you been bullied or harassed at work, in the past 12 months?^

			Difference from previous survey	Difference from CS2019
Yes		12%	-8 ✧	0
No		81%	+7 ✧	-1
Prefer not to say		7%	+1	0

For respondents who selected 'Yes' to E03.

E03A. How would you describe the nature of the bullying and/or harassment you experienced?^ (multiple selection)

	Response Count	
Comments about my personal appearance	--	
Sexual harassment (e.g. sexual comments or jokes, unwelcome sexual advances, touching or assault)	--	
Spreading gossip or making false accusations about me	--	
Intimidation or verbal aggression (e.g. shouting, swearing, making threats)	--	
Physical assault (e.g. object thrown at me, pushed, hit)	--	
Humiliated in front of team or others	14	
Negative Micromanagement (e.g. excessive control; made to feel incompetent)	14	
Removal of job responsibilities, unconstructive criticism, or impossible/changing expectations	10	
Treated less favourably to others	10	
Ignored, excluded, marginalised	--	
Undermining or taking credit for my work	--	
Denied time off for personal ill health	--	
Denied time off for family or caring responsibilities	--	
Disclosure of personal / sensitive information to colleagues without my consent	--	
Something else not listed here	--	
Prefer not to say	--	

Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

All questions by theme

↳ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Bullying and harassment

For respondents who selected 'Yes' to E03.
E04. Who bullied and/or harassed you?^ (multiple selection)

	Response Count
A colleague in my Area/Directorate/Division	--
A colleague in a different Area/Directorate/ Division of Education Scotland	--
My manager	--
Another senior member of staff in Education Scotland	--
Someone I manage	--
Someone working in a different Civil Service organisation	--
Someone working for a non-Civil Service organisation	--
A contractor	--
A service user (e.g. customer, claimant, offender)	--
A member of the public	--
Someone else not listed here	--
Prefer not to say	--

Please note: Counts of fewer than ten responses are suppressed and replaced with '--'

For respondents who selected 'Yes' to E03.
E05. Did you report your experience of bullying and/or harassment?^

		Difference from previous survey	Difference from CS2019
Yes	57%	+14 ✧	+6
No	37%	-6	-5
Prefer not to say	7%	-8	0

For respondents who selected 'Yes' to E03.
E06. How would you describe your situation now?^

		Difference from CS2019
Appropriate action was taken to address the behaviour I experienced		
Yes	11%	-5
No	59%	-3
Prefer not to say	30%	+8
The bullying and/or harassment has stopped		
Yes	35%	-3
No	35%	-3
Prefer not to say	31%	+7
The culture in my area allows this kind of behaviour to continue		
Yes	64%	+9
No	8%	-17
Prefer not to say	28%	+9
I felt like I was punished for reporting the incident		
Yes	12%	-6
No	80%	+25
Prefer not to say	8%	-19
I moved to another team or role to avoid the behaviour		
Yes	Results for this response have been suppressed as there are fewer than ten responses	
No	63%	+2
Prefer not to say	Results for this response have been suppressed as there are fewer than ten responses	

Additional questions selected by organisation

⚡ indicates statistically significant difference from comparison

My Organisation

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from benchmark
LQA1	I am familiar with Education Scotland's values / purpose / mission	33	53	11			85%	-2
LQA2	I believe the process of filling vacancies within Education Scotland is fair	15	28	24	23	11	43%	-8 ⚡
LQA3	Education Scotland provides good support for employees' health, wellbeing and resilience	13	39	28	14	6	53%	-16 ⚡
LQA4	I believe my Area/Directorate/Division is taking action to combat discrimination, bullying and/or harassment	17	31	36	11	5	47%	-13 ⚡

Wellbeing at Work

* indicates negatively phrased question(s) where % positive is the proportion who selected either "disagree" or "strongly disagree"

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from benchmark
LQF1	During the last 12 months, I have felt unwell as a result of work-related stress*	9	24	11	38	19	56%	+5
LQF2	The people in my team genuinely care about my wellbeing	36	44	15			80%	+1
LQF3	My manager creates a positive atmosphere at work which supports my health and wellbeing	30	41	16	11		71%	+1
LQF4	After a period of sickness absence, my manager and I have a Return to Work discussion	Yes: 70%		No: 30%			70%	-16 ⚡

Please note that the benchmark for the questions on this page is the average score across the organisations that chose to include them in their survey, so it is not representative of the whole Civil Service.

Additional questions selected by organisation

◆ indicates statistically significant difference from comparison

Performance Management

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from benchmark
LQH1	I feel empowered by my manager to do my job	33	38	18	7	7	71%	-6 ◆
LQH2	The one-to-one conversations I have with my manager are helping me to achieve my full potential	28	32	21	12	7	60%	-2
		Weekly	Monthly	Quarterly	Annually	Never		
LQH3a	In general, how often do you discuss the following with your manager: How well I am meeting my work objectives?	7	56	17	13	7	-	
LQH3b	In general, how often do you discuss the following with your manager: My development needs and career goals?	36	27	18	16		-	
LQH3c	In general, how often do you discuss the following with your manager: My personal wellbeing and/or work-related stress?	12	54	15	7	13	-	

Collaboration

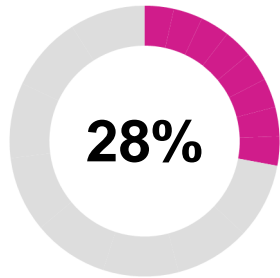
		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from benchmark
LQL1	My team works well together to achieve shared objectives	37	44	12	7	7	81%	-3 ◆
LQL2	We regularly review our performance as a team	23	42	19	14	7	64%	-1
LQL3	I believe my team works well with other parts of Education Scotland	25	42	17	14	7	67%	-11 ◆
LQL4	I work with people from different teams or professions to improve the services we deliver	28	45	15	10	7	73%	-7 ◆

Please note that the benchmark for the questions on this page is the average score across the organisations that chose to include them in their survey, so it is not representative of the whole Civil Service.

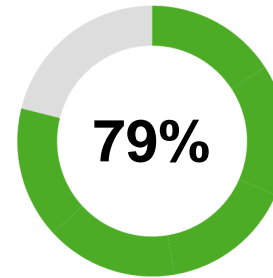
Proxy Stress Index and PERMA Index

◇ indicates statistically significant difference from comparison

** this is a negatively phrased question where % positive is the proportion who selected "no"



Difference from previous survey	-7 ◇
Difference from CS2019	0
Difference from CS High Performers	+2 ◇



Difference from previous survey	+6 ◇
Difference from CS2019	+5 ◇
Difference from CS High Performers	+4 ◇

Proxy Stress Index

This index aligns to the Health and Safety Executive's stress management tool, using the 8 questions from the People Survey shown below. We calculate it in the same way as the Employee Engagement Index.

We have 'inverted' the final index so that it is a measure of conditions which can add to stress rather than alleviate stress, i.e. a higher index score represents a more stressful environment.

% positive

B05	I have a choice in deciding how I do my work	72%
B08	My manager motivates me to be more effective in my job	69%
B18	The people in my team can be relied upon to help when things get difficult in my job	88%
B26	I am treated with respect by the people I work with	82%
B30	I have clear work objectives	71%
B33	I have an acceptable workload	61%
B45	I have the opportunity to contribute my views before decisions are made that affect me	46%
E03	Have you been bullied or harassed at work, in the past 12 months?*	81%

PERMA Index

This index measures the extent to which employees are 'flourishing' in the workplace around the 5 dimensions: Positive emotion, Engagement, Relationships, Meaning and Accomplishment.

The index is computed using the questions from the People Survey shown below and combining them in the same way as the Employee Engagement Index. A high score represents a greater proportion of employees agreeing with the statements below or rating the two wellbeing questions as high.

% positive

B01	I am interested in my work	92%
B03	My work gives me a sense of personal accomplishment	79%
B18	The people in my team can be relied upon to help when things get difficult in my job	88%
W01	Overall, how satisfied are you with your life nowadays?	79%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	82%

Appendix

Glossary of key terms

% positive	The proportion who selected either "agree" or "strongly agree" for a question (or all questions within a theme in the case of Theme score % positive), unless otherwise indicated.
Previous survey	Comparisons to the previous survey relate to the results from the 2018 Civil Service People Survey. Where a question is flagged as changed since the last survey (^) comparisons should be treated with caution as changes to wording may affect how people respond to the question.
CS2019	The CS2019 benchmark is the median percent positive (unless otherwise indicated) across all Civil Service organisations that participated in the 2019 Civil Service People Survey, where data was not suppressed.
CS High Performers	For each question, unless otherwise indicated, this is the upper quartile score across all Civil Service organisations that took part in the 2019 Civil Service People Survey, where data was not suppressed. For question W04 and the Proxy Stress Index, we have used the lower quartile.
Difference from benchmark	For these questions, the benchmark is the median percent positive (unless otherwise indicated) across all Civil Service organisations that selected these questions for inclusion in their 2019 Civil Service People Survey, so it is not representative of the whole Civil Service.

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Therefore in some instances, the differences presented in this report will not match the rounded figures of the scores being compared. For example, if your unrounded Engagement Index score is 75.43647583%, your organisation overall's score is 74.63572484% and the difference between the two is +0.800751%, in this report these scores would appear as 75%, 75% and +1.

Statistical significance: ✨

Statistical testing has been carried out to identify statistically significant differences between your results and a number of comparators. You can therefore be confident that the difference represents a real difference in opinion between the results. Please note that there needs to be 30 responses at question level, 20 responses at theme level and 10 responses at index level for statistical testing to be carried out on the corresponding scores. If you received a lower number of responses, then statistical significance testing won't have been conducted.

The employee engagement index

The survey includes five questions that make up the engagement index (B47-B51). The index score represents the average level of engagement in that unit and ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all five engagement questions and a score of 100 represents all respondents saying they strongly agree to all five engagement questions.

Confidentiality

The survey was carried out as part of the 2019 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ENGINE Transformation to carry out the survey. ENGINE Transformation is a member of the Market Research Society, and is bound by their strict code of conduct and confidentiality rules. These rules do not allow for the breakdown of the results to the extent where the anonymity of individuals may be compromised. Groups of fewer than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.

ENIGINE's Privacy Policy (<https://transformation.enginegroup.com/privacy-notice>) tells you how they keep personal data safe and who to contact to exercise your rights of control under the new GDPR regulations.

The Civil Service People Survey Privacy Notice can be found on GOV.UK (<https://www.gov.uk/government/publications/people-survey-privacy-information-notice/privacy-notice-civil-service-people-survey>)