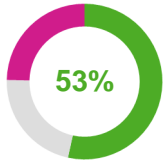
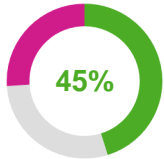


Taking action

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



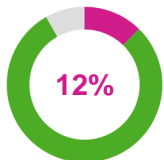
B52. I believe that senior managers (C Band and Chief Exec) in Revenue Scotland will take action on the results from this survey



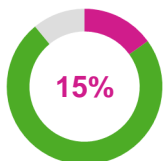
B53. Where I work, I think effective action has been taken on the results of the last survey

Discrimination, bullying and harassment

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



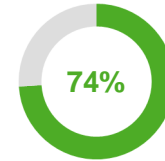
E01. Have you been discriminated against at work, in the past 12 months?



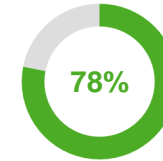
E03. Have you been bullied or harassed at work, in the past 12 months?

Wellbeing

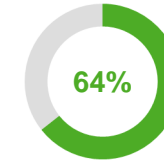
■ % responding positively to W01 - W03 ■ % responding negatively to W04



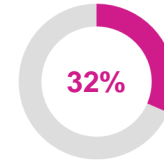
W01. Overall, how satisfied are you with your life nowadays?



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

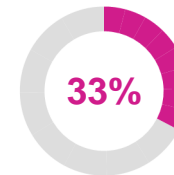


W03. Overall, how happy did you feel yesterday?

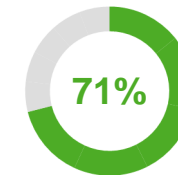


W04. Overall, how anxious did you feel yesterday?

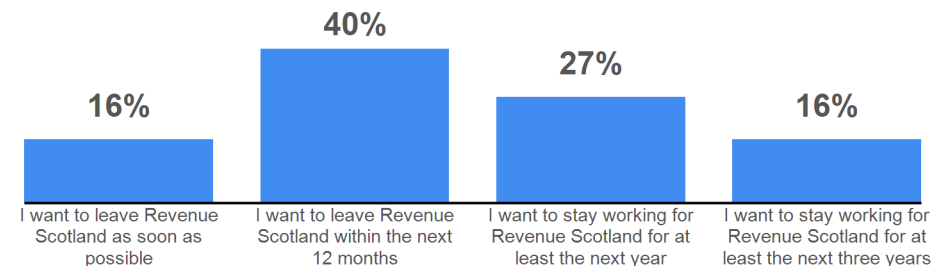
Proxy Stress Index



PERMA Index



Your plans for the future



Headline scores

| Highest positive scoring questions | | Highest neutral scoring questions | | Highest negative scoring questions | |
|---|------------|---|-----------|--|------------|
| | % Positive | | % Neutral | | % Negative |
| B09 My manager is considerate of my life outside work | 86% | B47 I am proud when I tell others I am part of Revenue Scotland | 37% | B42 I feel that change is managed well in Revenue Scotland | 48% |
| B10 My manager is open to my ideas | 85% | B50 Revenue Scotland inspires me to do the best in my job | 36% | B23 There are opportunities for me to develop my career in Revenue Scotland | 40% |
| B26 I am treated with respect by the people I work with | 85% | B49 I feel a strong personal attachment to Revenue Scotland | 36% | B49 I feel a strong personal attachment to Revenue Scotland | 37% |
| B54 I am trusted to carry out my job effectively | 85% | B43 When changes are made in Revenue Scotland they are usually for the better | 34% | B45 I have the opportunity to contribute my views before decisions are made that affect me | 36% |
| B13 My manager recognises when I have done my job well | 85% | B24 Learning and development activities I have completed while working for Revenue Scotland are helping me to develop my career | 32% | B33 I have an acceptable workload | 33% |

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

65%

-13 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

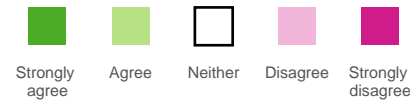
Difference from CS High Performers

| 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 | 30 | 48 | 11 | 11 | | 78% | -11 ◆ | -12 ◆ | -14 ◆ |
| B02 I am sufficiently challenged by my work | 22 | 44 | 11 | 15 | 8 | 66% | -11 ◆ | -14 ◆ | -17 ◆ |
| B03 My work gives me a sense of personal accomplishment | 18 | 42 | 15 | 21 | | 60% | -17 ◆ | -17 ◆ | -20 ◆ |
| B04 I feel involved in the decisions that affect my work | 18 | 30 | 21 | 22 | 10 | 48% | -23 ◆ | -12 ◆ | -16 ◆ |
| B05 I have a choice in deciding how I do my work | 25 | 49 | 8 | 11 | 7 | 74% | -4 | -4 ◆ | -8 ◆ |

Organisational objectives and purpose

81%

-13 ◆ 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 Revenue Scotland's objectives | 37 | 44 | 11 | 7 | | 81% | -11 ◆ | -1 | -5 ◆ |
| B07 I understand how my work contributes to Revenue Scotland's objectives | 33 | 48 | | 16 | | 81% | -15 | -3 | -7 ◆ |

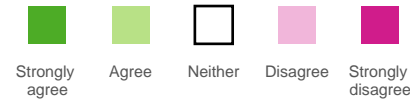
All questions by theme

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

My manager

71%

-8 ◇ 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 |
|---|----------------|-------|---------|----------|-------------------|------------|---------------------------------|------------------------|------------------------------------|
| B08 My manager motivates me to be more effective in my job | 30 | 36 | 19 | 8 | 7 | 66% | -12 ◇ | -6 ◇ | -10 ◇ |
| B09 My manager is considerate of my life outside work | 56 | 30 | 5 | 7 | | 86% | -7 ◇ | 0 | -3 ◇ |
| B10 My manager is open to my ideas | 44 | 41 | 5 | 8 | | 85% | -5 ◇ | +2 | -1 |
| B11 My manager helps me to understand how I contribute to Revenue Scotland's objectives | 40 | 30 | 15 | 12 | | 70% | -13 ◇ | +3 | -2 |
| B12 Overall, I have confidence in the decisions made by my manager | 41 | 30 | 15 | 11 | | 71% | -9 ◇ | -5 ◇ | -9 ◇ |
| B13 My manager recognises when I have done my job well | 36 | 49 | 8 | | | 85% | -3 | +4 ◇ | +1 |
| B14 I receive regular feedback on my performance | 27 | 42 | 11 | 14 | 5 | 70% | -6 ◇ | +1 | -2 |
| B15 The feedback I receive helps me to improve my performance | 19 | 38 | 23 | 14 | 5 | 58% | -14 ◇ | -7 ◇ | -10 ◇ |
| B16 I think that my performance is evaluated fairly | 22 | 49 | 19 | 8 | | 71% | -7 ◇ | +3 | 0 |
| B17 Poor performance is dealt with effectively in my team | 14 | 33 | 22 | 10 | 21 | 47% | -4 | +7 ◇ | +4 |

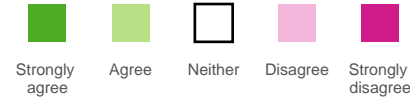
All questions by theme

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

My team

80%

-9 ◇ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

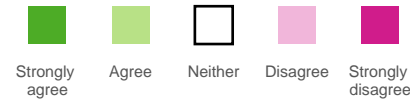
Difference from CS High Performers

| Question ID | Question Text | Strongly agree | Agree | Neither | Disagree | Strongly disagree | % Positive | Difference from previous survey | Difference from CS2019 | Difference from CS High Performers |
|-------------|--|----------------|-------|---------|----------|-------------------|------------|---------------------------------|------------------------|------------------------------------|
| B18 | The people in my team can be relied upon to help when things get difficult in my job | 45 | 38 | 8 | 7 | | 84% | -6 ◇ | -3 | -5 ◇ |
| B19 | The people in my team work together to find ways to improve the service we provide | 45 | 37 | 10 | 5 | | 82% | -6 ◇ | -1 | -4 ◇ |
| B20 | The people in my team are encouraged to come up with new and better ways of doing things | 34 | 40 | 14 | 10 | | 74% | -16 ◇ | -3 | -6 ◇ |

Learning and development

47%

-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 |
|-------------|---|----------------|-------|---------|----------|-------------------|------------|---------------------------------|------------------------|------------------------------------|
| B21 | I am able to access the right learning and development opportunities when I need to | 14 | 49 | 12 | 21 | | 63% | -5 ◇ | -1 | -8 ◇ |
| B22 | Learning and development activities I have completed in the past 12 months have helped to improve my performance | 11 | 38 | 23 | 18 | 10 | 49% | -3 | -5 ◇ | -10 ◇ |
| B23 | There are opportunities for me to develop my career in Revenue Scotland | 8 | 26 | 26 | 23 | 16 | 34% | -13 ◇ | -16 ◇ | -24 ◇ |
| B24 | Learning and development activities I have completed while working for Revenue Scotland are helping me to develop my career | 10 | 30 | 32 | 15 | 14 | 40% | -6 ◇ | -10 ◇ | -16 ◇ |

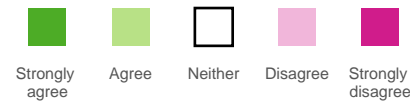
All questions by theme

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

Inclusion and fair treatment

74%

-13 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

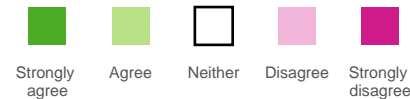
Difference from CS High Performers

| Question | Strongly agree | Agree | Neither | Disagree | Strongly disagree | % Positive | Difference from previous survey | Difference from CS2019 | Difference from CS High Performers |
|---|----------------|-------|---------|----------|-------------------|------------|---------------------------------|------------------------|------------------------------------|
| B25 I am treated fairly at work | 32 | 45 | 8 | 12 | 3 | 77% | -10 ◆ | -5 ◆ | -8 ◆ |
| B26 I am treated with respect by the people I work with | 33 | 52 | 8 | 7 | 0 | 85% | -2 | -1 | -3 ◆ |
| B27 I feel valued for the work I do | 23 | 33 | 16 | 19 | 8 | 56% | -23 ◆ | -12 ◆ | -17 ◆ |
| B28 I think that Revenue Scotland respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.) | 33 | 44 | 8 | 8 | 7 | 77% | -18 | -1 | -5 ◆ |

Resources and workload

63%

-12 ◆ 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 |
|---|----------------|-------|---------|----------|-------------------|------------|---------------------------------|------------------------|------------------------------------|
| B29 I get the information I need to do my job well | 15 | 36 | 22 | 26 | 1 | 51% | -23 ◆ | -20 ◆ | -25 ◆ |
| B30 I have clear work objectives | 21 | 41 | 15 | 18 | 5 | 62% | -8 ◆ | -14 ◆ | -17 ◆ |
| B31 I have the skills I need to do my job effectively | 32 | 51 | 11 | 5 | 1 | 82% | -7 ◆ | -7 ◆ | -9 ◆ |
| B32 I have the tools I need to do my job effectively | 16 | 45 | 14 | 18 | 7 | 62% | -13 ◆ | -11 ◆ | -17 ◆ |
| B33 I have an acceptable workload | 7 | 44 | 16 | 23 | 10 | 51% | -6 ◆ | -13 ◆ | -17 ◆ |
| B34 I achieve a good balance between my work life and my private life | 12 | 59 | 8 | 12 | 8 | 71% | -13 ◆ | 0 | -5 ◆ |

All questions by theme

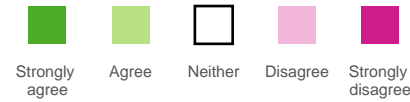
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

Pay and benefits

58%

-1

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

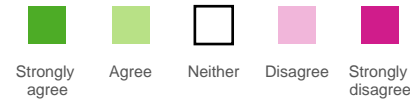
| Question | Strongly agree | Agree | Neither | Disagree | Strongly disagree | % Positive | Difference from previous survey | Difference from CS2019 | Difference from CS High Performers |
|---|----------------|-------|---------|----------|-------------------|------------|---------------------------------|------------------------|------------------------------------|
| B35 I feel that my pay adequately reflects my performance | 5 | 53 | 16 | 19 | 5 | 59% | -4 | +25 ◆ | +18 ◆ |
| B36 I am satisfied with the total benefits package | 5 | 51 | 23 | 18 | | 56% | -8 ◆ | +17 ◆ | +8 ◆ |
| B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable | 8 | 52 | 18 | 12 | 10 | 60% | +8 ◆ | +33 ◆ | +25 ◆ |

Leadership and managing change

52%

-14 ◆

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 Senior managers (C Band and Chief Exec) in Revenue Scotland are sufficiently visible | 30 | 45 | 8 | 11 | 5 | 75% | -13 ◆ | +13 ◆ | +3 |
| B39 I believe the actions of senior managers (C Band and Chief Exec) are consistent with Revenue Scotland's values | 22 | 37 | 14 | 14 | 14 | 59% | -15 ◆ | +4 ◆ | -5 ◆ |
| B40 I believe that the Senior Leadership Team (SLT) has a clear vision for the future of Revenue Scotland | 15 | 37 | 22 | 16 | 10 | 52% | -13 ◆ | +2 | -9 ◆ |
| B41 Overall, I have confidence in the decisions made by Revenue Scotland's senior managers (C Band and Chief Exec) | 19 | 38 | 14 | 15 | 14 | 58% | -10 ◆ | +6 ◆ | -5 ◆ |
| B42 I feel that change is managed well in Revenue Scotland | | 29 | 19 | 27 | 21 | 33% | -14 ◆ | -2 | -13 ◆ |
| B43 When changes are made in Revenue Scotland they are usually for the better | | 29 | 34 | 18 | 15 | 33% | -20 ◆ | -3 | -11 ◆ |
| B44 Revenue Scotland keeps me informed about matters that affect me | 10 | 49 | 14 | 19 | 8 | 59% | -6 ◆ | -1 | -9 ◆ |
| B45 I have the opportunity to contribute my views before decisions are made that affect me | 8 | 32 | 25 | 19 | 16 | 40% | -23 ◆ | -1 | -11 ◆ |
| B46 I think it is safe to challenge the way things are done in Revenue Scotland | 15 | 41 | 14 | 11 | 19 | 56% | -15 ◆ | +7 ◆ | -1 |

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 Revenue Scotland | 16 | 29 | 37 | 10 | 8 | 45% | -19 ◆ | -21 ◆ | -27 ◆ |
| B48 I would recommend Revenue Scotland as a great place to work | 15 | 23 | 32 | 22 | 8 | 38% | -26 ◆ | -23 ◆ | -31 ◆ |
| B49 I feel a strong personal attachment to Revenue Scotland | 14 | 14 | 36 | 27 | 10 | 27% | -30 ◆ | -25 ◆ | -31 ◆ |
| B50 Revenue Scotland inspires me to do the best in my job | 14 | 24 | 36 | 18 | 8 | 38% | -23 ◆ | -15 ◆ | -22 ◆ |
| B51 Revenue Scotland motivates me to help it achieve its objectives | 14 | 26 | 29 | 22 | 10 | 40% | -22 ◆ | -10 ◆ | -17 ◆ |

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 senior managers (C Band and Chief Exec) in Revenue Scotland will take action on the results from this survey | 14 | 40 | 22 | 15 | 10 | 53% | -11 ◆ | +2 | -6 ◆ |
| B53 Where I work, I think effective action has been taken on the results of the last survey | 12 | 33 | 29 | 21 | 5 | 45% | -1 | +7 ◆ | +1 |

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 | 38 | 47 | 7 | 7 | | 85% | -5 ◆ | -4 ◆ | -6 ◆ |
| B55 I believe I would be supported if I try a new idea, even if it may not work | 19 | 47 | 15 | 18 | | 66% | -9 ◆ | -7 ◆ | -11 ◆ |
| B56 In Revenue Scotland, people are encouraged to speak up when they identify a serious policy or delivery risk | 25 | 41 | 12 | 14 | 8 | 66% | -7 ◆ | -4 ◆ | -9 ◆ |
| B57 I feel able to challenge inappropriate behaviour in the workplace | 19 | 41 | 18 | 10 | 12 | 60% | -20 ◆ | -6 ◆ | -10 ◆ |
| B58 Revenue Scotland is committed to creating a diverse and inclusive workplace | 29 | 44 | 17 | 6 | | 74% | -15 ◆ | -3 | -6 ◆ |

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' | 10 | 50 | 15 | 19 | 6 | 60% | +4 | +2 | -9 ◆ |

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^ | 21 | 41 | 21 | 16 | | 62% | New | -5 ◆ | -11 ◆ |

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? | 10 | 16 | 63 | 11 | 74% | +1 | +7 ◆ | +3 |
| W02 Overall, to what extent do you feel that the things you do in your life are worthwhile? | 7 | 15 | 60 | 18 | 78% | -3 | +7 ◆ | +4 ◆ |
| W03 Overall, how happy did you feel yesterday? | 15 | 21 | 48 | 16 | 64% | -5 | +2 | 0 |

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? | 18 | 32 | 19 | 32 | 32% | -3 | -1 | +1 |

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 Revenue Scotland?

| | | | Difference from previous survey | Difference from CS2019 |
|---|--|-----|---------------------------------|------------------------|
| I want to leave Revenue Scotland as soon as possible | | 16% | +7 | +9 |
| I want to leave Revenue Scotland within the next 12 months | | 40% | +21 ◇ | +25 |
| I want to stay working for Revenue Scotland for at least the next year | | 27% | -17 ◇ | -6 ◇ |
| I want to stay working for Revenue Scotland for at least the next three years | | 16% | -11 ◇ | -27 ◇ |

The Civil Service Code

Differences are based on '% Yes' score




| | % Yes | % No | % Yes | Difference from previous survey | Difference from CS2019 | Difference from CS High Performers |
|---|-------|------|-------|---------------------------------|------------------------|------------------------------------|
| D01. Are you aware of the Civil Service Code? | | 5 | 95% | +4 | +3 ◇ | 0 |
| D02. Are you aware of how to raise a concern under the Civil Service Code? | | 22 | 78% | +2 | +12 ◇ | +6 ◇ |
| D03. Are you confident that if you raised a concern under the Civil Service Code in Revenue Scotland it would be investigated properly? | | 31 | 69% | -14 ◇ | -2 | -7 ◇ |

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 |  | 12% | +4 ↗ | +1 |
| No |  | 79% | -7 ↗ | -2 |
| Prefer not to say |  | 8% | +3 | 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 | | 15% | +1 | +4 |
| No | | 74% | -8 ↕ | -8 ↕ |
| Prefer not to say | | 11% | +7 | +4 |

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 | -- | |
| Negative Micromanagement (e.g. excessive control; made to feel incompetent) | -- | |
| Removal of job responsibilities, unconstructive criticism, or impossible/changing expectations | -- | |
| Treated less favourably to others | -- | |
| 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 Revenue Scotland | -- | |
| My manager | -- | |
| Another senior member of staff in Revenue 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 | | 45% | -9 | -5 |
| No | | 55% | +27 | +13 |
| Prefer not to say | | 0% | -18 | -7 |

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 | Results for this question have been suppressed as there are fewer than ten responses |
| No | Results for this question have been suppressed as there are fewer than ten responses |
| Prefer not to say | Results for this question have been suppressed as there are fewer than ten responses |

The bullying and/or harassment has stopped

| | |
|-------------------|--|
| Yes | Results for this question have been suppressed as there are fewer than ten responses |
| No | Results for this question have been suppressed as there are fewer than ten responses |
| Prefer not to say | Results for this question have been suppressed as there are fewer than ten responses |

The culture in my area allows this kind of behaviour to continue

| | |
|-------------------|--|
| Yes | Results for this question have been suppressed as there are fewer than ten responses |
| No | Results for this question have been suppressed as there are fewer than ten responses |
| Prefer not to say | Results for this question have been suppressed as there are fewer than ten responses |

I felt like I was punished for reporting the incident

| | |
|-------------------|--|
| Yes | Results for this question have been suppressed as there are fewer than ten responses |
| No | Results for this question have been suppressed as there are fewer than ten responses |
| Prefer not to say | Results for this question have been suppressed as there are fewer than ten responses |

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 | Results for this response have been suppressed as there are fewer than ten responses |
| 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

Change Management

| | | Strongly agree | Agree | Neither | Disagree | Strongly disagree | % Positive | Difference from benchmark |
|------|--|----------------|-------|---------|----------|-------------------|------------|---------------------------|
| LQC1 | I get to find out the reasons behind key changes that happen in Revenue Scotland | 10 | 45 | 21 | 19 | 5 | 55% | +9 ◆ |
| LQC2 | I understand what support is available to me as I am affected by organisational change | 10 | 47 | 22 | 19 | | 56% | +4 ◆ |
| LQC3 | I feel that change is managed well in my Area/Directorate/Division | 10 | 32 | 19 | 26 | 14 | 41% | -2 |
| LQC4 | I feel positive about the future of Revenue Scotland | 17 | 32 | 25 | 15 | 10 | 49% | -5 ◆ |

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* | 19 | 16 | 18 | 33 | 14 | 47% | -5 |
| LQF2 | The people in my team genuinely care about my wellbeing | 30 | 53 | | 11 | | 84% | +5 ◆ |
| LQF3 | My manager creates a positive atmosphere at work which supports my health and wellbeing | 29 | 42 | 18 | 7 | | 71% | +1 |
| LQF4 | After a period of sickness absence, my manager and I have a Return to Work discussion | Yes: 94% | | No: 6% | | | 94% | +8 |

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

Continuous Learning

| | Strongly agree | Agree | Neither | Disagree | Strongly disagree | % Positive | Difference from benchmark |
|--|----------------|-------|---------|----------|-------------------|------------|---------------------------|
| LQJ1 I think my current job makes the most of my skills and strengths | 12 | 29 | 16 | 32 | 11 | 41% | -20 ✦ |
| LQJ2 I am learning on a regular basis from working with my colleagues | 19 | 48 | 23 | 5 | | 67% | -11 ✦ |
| LQJ3 My manager coaches me regularly to support my continuous learning and to improve the services/work we deliver | 21 | 23 | 27 | 19 | 10 | 44% | -11 ✦ |
| LQJ4 Investing time in learning and development activities is given priority in my Area/Directorate/Division | 14 | 22 | 34 | 21 | 10 | 36% | -16 ✦ |

Customer Service

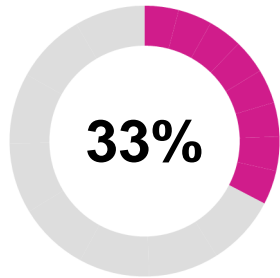
| | Strongly agree | Agree | Neither | Disagree | Strongly disagree | % Positive | Difference from benchmark |
|---|----------------|-------|---------|----------|-------------------|------------|---------------------------|
| LQM1 I understand my customers' / service users' needs | 21 | 71 | 6 | | | 92% | 0 |
| LQM2 My Area/Directorate/Division sets goals that are appropriately aligned to customer / service user requirements | 13 | 44 | 24 | 17 | | 57% | -12 ✦ |
| LQM3 In Revenue Scotland, ideas and innovation are increasingly driven by customer / service user experience | 10 | 38 | 28 | 21 | | 47% | -8 ✦ |
| LQM4 I feel supported when faced by unacceptable actions from customers / service users | 15 | 45 | 32 | | | 61% | 0 |

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.

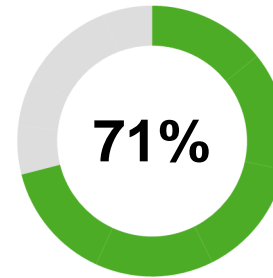
Proxy Stress Index and PERMA Index

◇ indicates statistically significant difference from comparison

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



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



| | |
|------------------------------------|------|
| Difference from previous survey | -6 ◇ |
| Difference from CS2019 | -3 ◇ |
| 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 | 74% |
| B08 | My manager motivates me to be more effective in my job | 66% |
| B18 | The people in my team can be relied upon to help when things get difficult in my job | 84% |
| B26 | I am treated with respect by the people I work with | 85% |
| B30 | I have clear work objectives | 62% |
| B33 | I have an acceptable workload | 51% |
| B45 | I have the opportunity to contribute my views before decisions are made that affect me | 40% |
| E03 | Have you been bullied or harassed at work, in the past 12 months?* | 74% |

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 | 78% |
| B03 | My work gives me a sense of personal accomplishment | 60% |
| B18 | The people in my team can be relied upon to help when things get difficult in my job | 84% |
| W01 | Overall, how satisfied are you with your life nowadays? | 74% |
| W02 | Overall, to what extent do you feel that the things you do in your life are worthwhile? | 78% |

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>)