



### 2023 Headlines

OFFICIAL SENSITIVE

The 2023 Civil Service People Survey ran from 19 September to 23 October. 356,715 people, from 103 Civil Service organisations, completed the survey; giving us an overall response rate of 65%.

In this page you will find your Employee Engagement Index, the nine Core Theme Scores, and the Discrimination, Bullying and Harassment rates. The scores are presented in the following order: your percent positive theme score first (in blue), then your percent neutral (in grey), and at the end your percent negative (in orange).

Responses: ▾

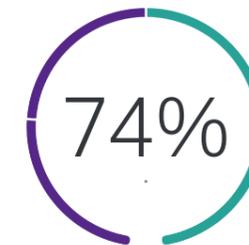
# 44

### Your Employee Engagement Index - 2023 vs 2022

Your 2023 Employment Engagement Index. ▾



Your 2022 Employment Engagement Index. ▾



### Core Themes

My Work Theme Score

## 94 %



vs 2022

▲ 5

Organisational Objectives and Purpose Theme Score

## 98 %



vs 2022

▲ 3

My Manager Theme Score

## 91 %



vs 2022

▲ 4

My Team Theme Score

93 %



vs 2022

▲ 2

Learning and Development Theme Score

74 %



vs 2022

▲ 5

Inclusion and Fair Treatment Theme Score

93 %

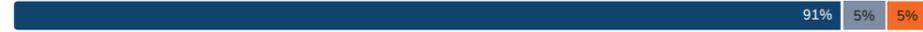


vs 2022

▲ 2

Resources and Workload Theme Score

91 %

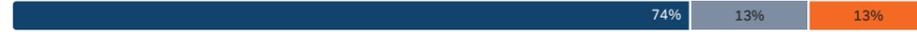


vs 2022

▲ 2

Pay and Benefits Theme Score

74 %

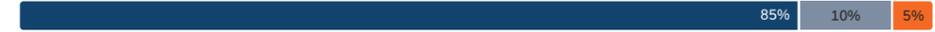


vs 2022

▲ 4

Leadership and Managing Change Theme Score

85 %

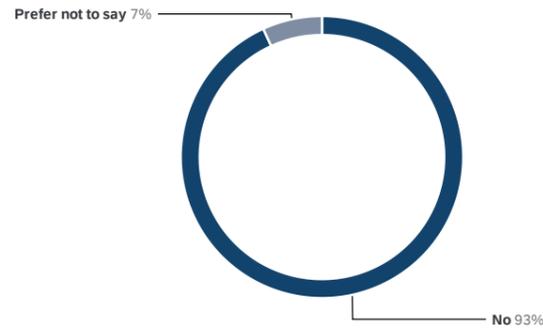


vs 2022

▲ 5

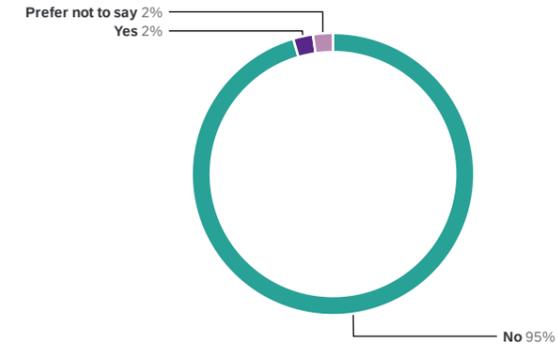
Discrimination, Bullying and Harassment - 2023 vs 2022

2023 Discriminated against grouped ▾



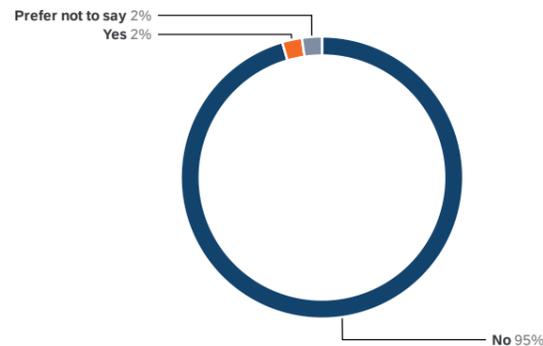
■ No ■ Prefer not to say

2022 Discriminated against grouped ▾



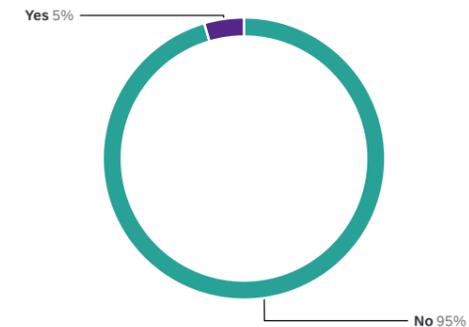
■ No ■ Yes ■ Prefer not to say

2023 Bullied and or Harassed grouped ▾



■ No ■ Yes ■ Prefer not to say

2022 Bullied and or Harassed grouped ▾



■ No ■ Yes



### 2023 Employee Engagement & Core Theme Scores

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This page includes the findings for your organisation and at Civil Service Level for employee engagement and the following core themes: 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 2023 and 2022 scores is also included. The scores are presented in the following order: your percent positive theme score first (in blue), then your percent neutral (in grey), and at the end your percent negative (in orange).

#### 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%).

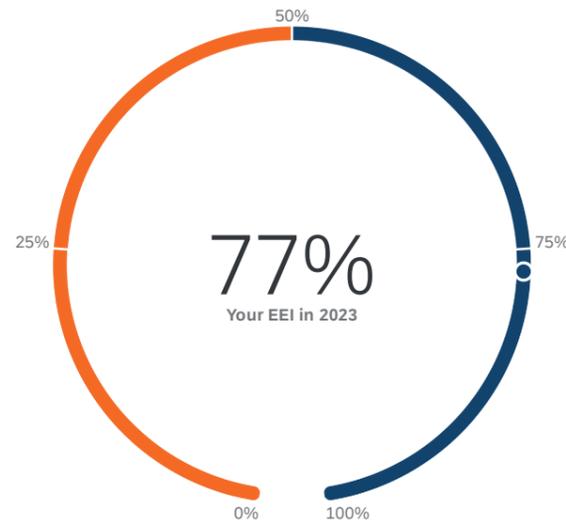
The Civil Service Employee Engagement Index (EEI) benchmark in 2023 is 64%. It decreased by 1 percentage point compared to 2022 (65% median score).

The graphs present your EEI for 2023 and 2022 and the five questions that are used to calculate your EEI.

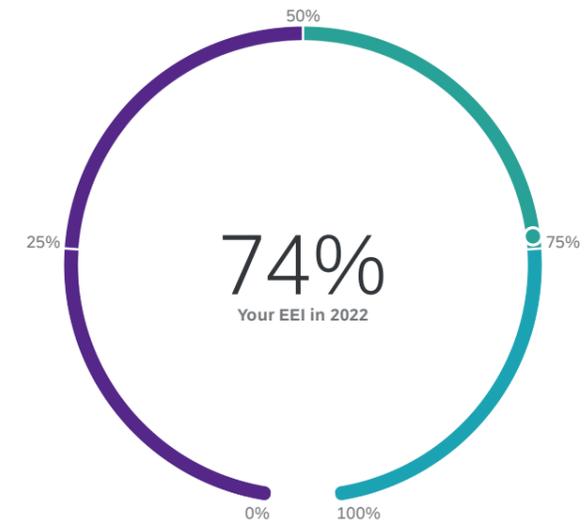
For each question, we've looked at the difference between the proportion of your employees who responded favourably (i.e. selected agree or strongly agree), and compared this to your 2022 results, your parent, and the Civil Service Benchmark.

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

Your 2023 Employment Engagement Score ▾



Your 2022 Employment Engagement Score ▾



### Employment Engagement Question Scores 2023 vs 2022 ↕

Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate Report)
B51. My organisation motivates me to help it achieve its objectives		+28 <span>^</span>	+9	+29 <span>^</span>
B50. My organisation inspires me to do the best in my job		+26 <span>^</span>	+5	+26 <span>^</span>
B48. I would recommend my organisation as a great place to work		+18 <span>^</span>	+2	+13
B47. I am proud when I tell others I am part of my organisation		+10	+7	+10
B49. I feel a strong personal attachment to my organisation		+18 <span>^</span>	+7	+18 <span>^</span>

### Core Theme Scores

There are nine core theme scores within the Civil Service People Survey. Each theme measures a different dimension of employee experience at work, which are known to have a strong relationship with engagement levels. In the next section you'll find your overall theme score, plus the results for the individual questions underpinning each theme. Unlike the engagement score only positive responses count towards these scores. Findings in the graphs in this page are always presented as percentage positive first (in blue), followed by percentage neutral (in grey) and then percentage negative (in orange).

#### My Work

The Civil Service benchmark score for the My Work theme in 2023 is 78%, it did not vary compared to 2022. The graph in the next section presents the My Work score for your organisation, and the results for each of the theme questions (B01-B04).

### My Work Question Scores 2023 vs 2022 ↕

Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate Report)
My Work		+15 <span>^</span>	+5	+16 <span>^</span>
B01. I am interested in my work		+5	+2	+5
B02. I am sufficiently challenged by my work		+8 <span>^</span>	+7	+8
B03. My work gives me a sense of personal accomplishment		+17 <span>^</span>	+9	+18 <span>^</span>
B04. I feel involved in the decisions that affect my work		+32 <span>^</span>	+9	+35 <span>^</span>
B05. I have a choice in deciding how I do my work		+12 <span>^</span>	-2	+16 <span>^</span>

### Organisational Objectives and Purpose

The Civil Service benchmark score for the Organisational Objectives and Purpose theme in 2023 is 84%, 1 percentage point higher than in 2022. The graph in the next section presents the Organisational Objectives and Purpose score for your organisation, and the findings for each of the theme questions (B06-B07).

Organisational Objectives and Purpose Question Scores 2023 vs 2022 ↕

Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate Report)
Organisational objectives and purpose		+14 ^	+3	+14 ^
B06. I have a clear understanding of my organisation's objectives		+15 ^	+2	+15 ^
B07. I understand how my work contributes to my organisation's objectives		+13 ^	+5	+13 ^

**My Manager**

The Civil Service benchmark score for the My Manager theme in 2023 is 78%; it did not vary compared to 2022. The graph in the next section presents the My Manager score for your organisation, and the results for each of the theme questions (B08-B16).

My Manager Question Scores 2023 vs 2022 ↕

Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate Report)
My Manager		+13 ^	+4	+13 ^
B08. My manager motivates me to be more effective in my job		+15 ^	+9	+15 ^
B09. My manager is considerate of my life outside work		+5	-2	+7
B10. My manager is open to my ideas		+4	-2	+6
B11. My manager helps me to understand how I contribute to my organisation's objectives		+19 ^	+7	+21 ^
B12. Overall, I have confidence in the decisions made by my manager		+10 ^	0	+11
B13. My manager recognises when I have done my job well		+10 ^	+5	+9
B14. I receive regular feedback on my performance		+18 ^	+9	+17 ^
B15. The feedback I receive helps me to improve my performance		+17 ^	+11	+18 ^
B16. I think that my performance is evaluated fairly		+18 ^	+2	+16 ^

**My Team**

The Civil Service benchmark score for the My Team theme in 2023 is 83%; it did not vary compared to 2022. The graph in the next section presents the My Team score for your organisation, and the results for each of the theme questions (B18-B20).

My Team Question Scores 2023 vs 2022 📄

Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate Report)
My Team		+10 ^	+2	+11
B18. The people in my team can be relied upon to help when things get difficult in my job		+8 ^	+2	+8
B19. The people in my team work together to find ways to improve the service we provide		+10 ^	+2	+12 ^
B20. The people in my team are encouraged to come up with new and better ways of doing things		+11 ^	0	+14 ^

**Learning and Development**

The Civil Service benchmark score for the Learning and Development theme in 2023 is 56%, 1 percentage point higher compared to 2022. The graph in the next section presents the Learning and Development score for your organisation, and the results for each of the theme questions (B21-B24).

Learning and Development Question Scores 2023 vs 2022 📄

Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate Report)
Learning and development		+19 ^	+5	+18 ^
B21. I am able to access the right learning and development opportunities when I need to		+17 ^	0	+20 ^
B22. Learning and development activities I have completed in the past 12 months have helped to improve my performance		+23 ^	+2	+23 ^
B23. There are opportunities for me to develop my career in my organisation		+8	0	+3
B24. Learning and development activities I have completed while working for my organisation are helping me to develop my career		+26 ^	+16	+27 ^

**Inclusion and Fair Treatment**

The Civil Service benchmark score for the Inclusion and Fair Treatment theme in 2023 is 81%, 1 percentage point lower compared to 2022. The graph in the next section presents the Inclusion and Fair Treatment score for your organisation, and the results for each of the theme questions (B25-B28).

Inclusion and Fair Treatment Question Scores 2023 vs 2022 🔍

Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate Report)
<span>▼</span> Inclusion and fair treatment		+12 <span>^</span>	+2	+12 <span>^</span>
B25. I am treated fairly at work		+9 <span>^</span>	-2	+9
B26. I am treated with respect by the people I work with		+7 <span>^</span>	-2	+8
B27. I feel valued for the work I do		+19 <span>^</span>	+2	+19 <span>^</span>
B28. I think that my organisation respects individual differences (for example, cultures., working styles, backgrounds, ideas, etc)		+12 <span>^</span>	+9	+13 <span>^</span>

**Resources and Workload**

The Civil Service benchmark score for the Resources and Workload theme in 2023 is 75%, 1 percentage point higher compared to 2022. The graph in the next section presents the Resources and Workload score for your organisation, and the results for each of the theme questions (B29-B34).

Resources and Workload Question Scores 2023 vs 2022 🔍

Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate Report)
<span>▼</span> Resources and workload		+16 <span>^</span>	+2	+16 <span>^</span>
B29. I get the information I need to do my job well		+20 <span>^</span>	+2	+23 <span>^</span>
B30. I have clear work objectives		+16 <span>^</span>	+7	+17 <span>^</span>
B31. I have the skills I need to do my job effectively		+4	0	+4
B32. I have the tools I need to do my job effectively		+15 <span>^</span>	-2	+17 <span>^</span>
B33. I have an acceptable workload		+22 <span>^</span>	+3	+22 <span>^</span>
B34. I achieve a good balance between my work life and my private life		+17 <span>^</span>	+2	+15 <span>^</span>

**Pay and Benefits**

The Civil Service benchmark score for the Pay and Benefits theme in 2023 is 32%, 5 percentage points higher compared to 2022. The graph in the next section presents the Pay and Benefits score for your organisation, and the results for each of the theme questions (B35-B37). B37A and B37B are new questions in 2023, though are not included in the Pay and Benefits Theme Score. You can find their scores in the next sections.

Pay and Benefits Question Scores 2023 vs 2022 🔍

Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate Report)
Pay and benefits		+42 ^	+4	+24 ^
B35. I feel that my pay adequately reflects my performance		+41 ^	0	+23 ^
B36. I am satisfied with the total benefits package		+38 ^	+9	+21 ^
B37. Compared to people doing a similar job in other organisations I feel my pay is reasonable		+47 ^	+5	+29 ^

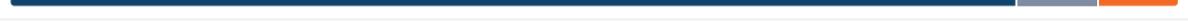
Additional Pay and Benefit questions 2023

Name	Distribution	Civil Service Benchmark 2023	SG Scottish Government (Corporate Report)
B37B. Over the last 12 months money worries have affected my ability to do my job		+28 ^	+20 ^
B37A. I am fully aware of the benefits available in my organisation, in addition to pay		+10 ^	+11

**Leadership and Managing Change**

The Civil Service benchmark score for the Leadership and Managing Change theme in 2023 is 52%, 2 percentage points lower compared to 2022. The graph in the next section presents the Leadership and Managing Change score for your organisation, and the results for each of the theme questions (B38-B46).

Leadership and Managing Change Question Scores 2023 vs 2022 🗒

Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate Report)
<span>▼</span> Leadership and managing change		+33 <span>^</span>	+5	+37 <span>^</span>
B38. Senior managers in my organisation are sufficiently visible		+22 <span>^</span>	+2	+30 <span>^</span>
B39. I believe the actions of senior managers are consistent with my organisation's values		+26 <span>^</span>	-5	+31 <span>^</span>
B40. I believe that my organisation's senior leaders have a clear vision for the future of my organisation		+32 <span>^</span>	+11	+38 <span>^</span>
B41. Overall, I have confidence in the decisions made by my organisation's senior managers		+33 <span>^</span>	-2	+38 <span>^</span>
B42. I feel that change is managed well in my organisation		+46 <span>^</span>	+14	+49 <span>^</span>
B43. When changes are made in my organisation they are usually for the better		+33 <span>^</span>	+11	+34 <span>^</span>
B44. My organisation keeps me informed about matters that affect me		+27 <span>^</span>	+4	+31 <span>^</span>
B45. I have the opportunity to contribute my views before decisions are made that affect me		+44 <span>^</span>	+6	+45 <span>^</span>
B46. I think it is safe to challenge the way things are done in my organisation		+35 <span>^</span>	0	+38 <span>^</span>



### 2023 Discrimination, Bullying and Harassment Scores

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This page includes the findings for your organisation and at Civil Service Level for the following topics: discrimination; types of discrimination experienced; bullying and harassment at work; grounds and nature of bullying and harassment; reporting of the incident and outcomes.

A comparison between 2023 and 2022 scores is also included.

The scores are presented in the following order: your percent positive theme score first (in blue), then your percent neutral (in grey), and at the end your percent negative (in orange).

#### 2023 Discrimination

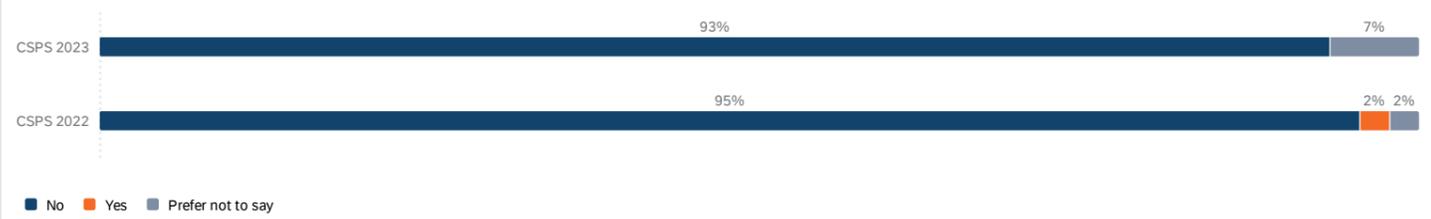
In 2023, 7% of Civil Servants (median score) indicated that they have been discriminated against at work in the past 12 months. This remained unchanged compared to 2022.

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

#### E01 Discriminated against at work 2023



#### E01. Discriminated against at work (grouped)



E02. Count of types of discrimination experienced (multiple choice allowed) 2023 vs 2022. Answer options with fewer than 10 responses are suppressed

No data found – your filters may be too exclusive!

### Bullying & Harassment

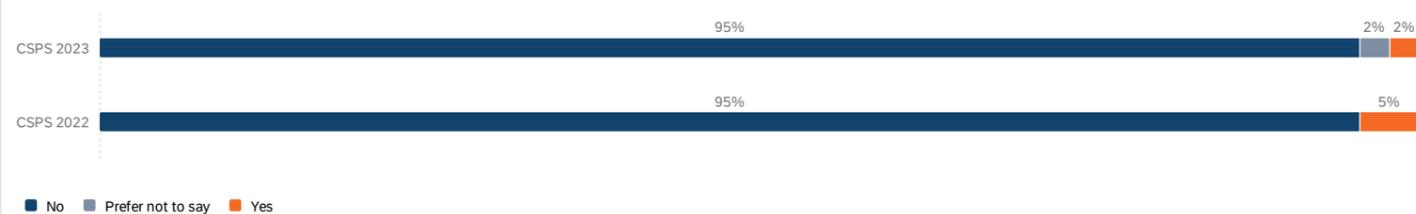
In 2023, 8% of Civil Servants indicated that they have been bullied and/or harassed at work in the past 12 months. This is an increase of 1 percentage point compared to 2022.

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

#### E03. Bullied and or harassed at work in 2023 🗒



#### E03. Bullied and or harassed at work 2023 vs 2022



### 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) 2023 vs 2022

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) 2023 vs 2022

No data found – your filters may be too exclusive!

**Whether and how the incident was reported**

In 2023, 40% of Civil Servants indicated that they have reported their experience of bullying and harassment (compared to 39% in 2022) while 45% did not (compared to 47% in 2022).

Of those that reported it, 31% felt punished for doing so (unchanged compared to 2022).

The graphs in the next section present the findings of reporting for your organisation or team for question E05, information on how people reported their experience (q. E05A); whether they felt punished for reporting it (q. E06\_D) and why did they not report the incident (q. E05B). Please note that for questions E05A and E05B multiple choice were allowed.

E05. Reported experience of bullying and or harassment in 2023 vs 2022

No data found – your filters may be too exclusive!

E06\_D. Did you feel you were punished for reporting the incident? 2023 vs 2022

No data found – your filters may be too exclusive!

E05A. How the incident was reported, if reported (count - multiple choice allowed) 2023 vs 2022

No data found – your filters may be too exclusive!

E05B. Why the incident was not reported for those who experienced bullying and or harassment (count - multiple choice allowed) 2023 vs 2022

No data found – your filters may be too exclusive!

#### How respondents would describe their situation now

The graphs in the following sections present the findings for questions E06\_A, E06\_B and E06\_C for the organisation or team you selected.

- E06\_A

In 2023, 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% (1 percentage point higher compared to 2022). 57% indicated that they feel that no action was taken (1 percentage point lower compared to 2022); and 15% preferred not to say (2 percentage points higher compared to 2022).

- E06\_B

In 2023, of those who said they had experienced bullying and or harassment in the past 12 months preceding the 2023 People Survey, the proportion of Civil Servants who said the behaviour has stopped at the point of completing the survey is 41% (compared to 40% in 2022). 31% indicated the behaviour is continuing (compared to 32% in 2022); and 27% preferred not to say (compared to 28% in 2022).

- E06\_C

In 2023, of those who said they had experienced bullying and or harassment in the past 12 months preceding the 2022 People Survey, the proportion of Civil Servants who said the culture in their area allowed this behaviour to continue is 60% (compared to 59% in 2022). 22% indicated that the culture in their area did not allow the behaviour to continue (as in 2022); and 18% preferred not to say (as in 2022).

E06\_A. Appropriate action was taken to address the behaviour 2023 vs 2022

No data found – your filters may be too exclusive!

E06\_B. The bullying and or harassment has stopped 2023 vs 2022

No data found – your filters may be too exclusive!

E06\_C. The culture in my area allows this behaviour to continue 2023 vs 2022

No data found – your filters may be too exclusive!

E04. Count of who perpetrated the bullying and/or harassment (multiple choice allowed) 2023 vs 2022

No data found – your filters may be too exclusive!



### 2023 Hybrid Working and Long Covid

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

The scores are presented in the following order: your percent positive theme score first (in blue), then your percent neutral (in grey), and at the end your percent negative (in orange). The comparison between 2023 (in blue) and 2022 (in turquoise) is also presented.

#### Hybrid Working

• H10

In 2023, across the entire Civil Service it emerged that:

- 5% of respondents were workplace based (compared to 6% in 2022);
- 2% of respondents were contractual home based worker (the same as in 2022);
- 89% of respondents worked hybrid (the same as in 2022);
- 1% of respondents worked mobile (the same as in 2022).

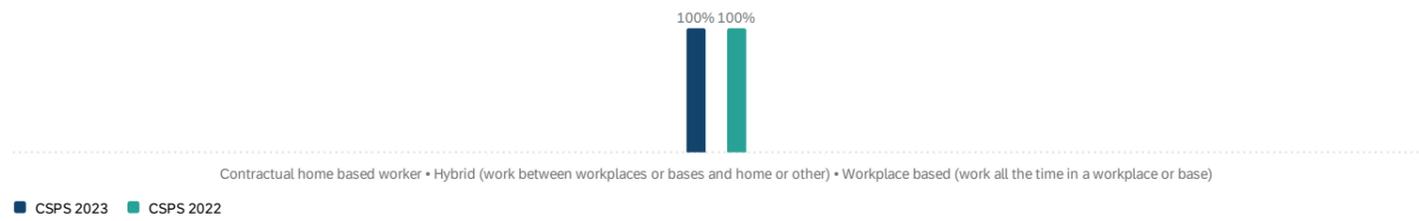
• H02A

Of those civil servants who in 2023 indicated 'hybrid approach' to question H10 it emerged that:

- 2% of respondents worked all the time at home (1 percentage point less than in 2022);
- 66% of respondents worked more time at home and some of the time in a workplace (compared to 64% in 2022);
- 20% of respondents worked equal amounts of time at home and in a workplace (compared to 18% in 2022);
- 11% of respondents worked more time in a workplace and some of the time at home (compared to 10% in 2022);
- <1% of respondents worked all the time in a workplace (the same as in 2022).

The graphs in the next sections present the figures for the organisation or team you have selected.

#### H10. 2023 Working arrangements ⌵



#### H02A. 2023 Hybrid working (Grouped) ⌵



H02A. 2023 Hybrid Working 🔍



Civil Servants who answered that they have mainly been working from home indicated: H02B. 92% said that when they are working from home their colleagues are good at keeping in touch formally and informally (compared to 89% in 2022). This question was not presented to respondents who said they have mainly been working in an office location.

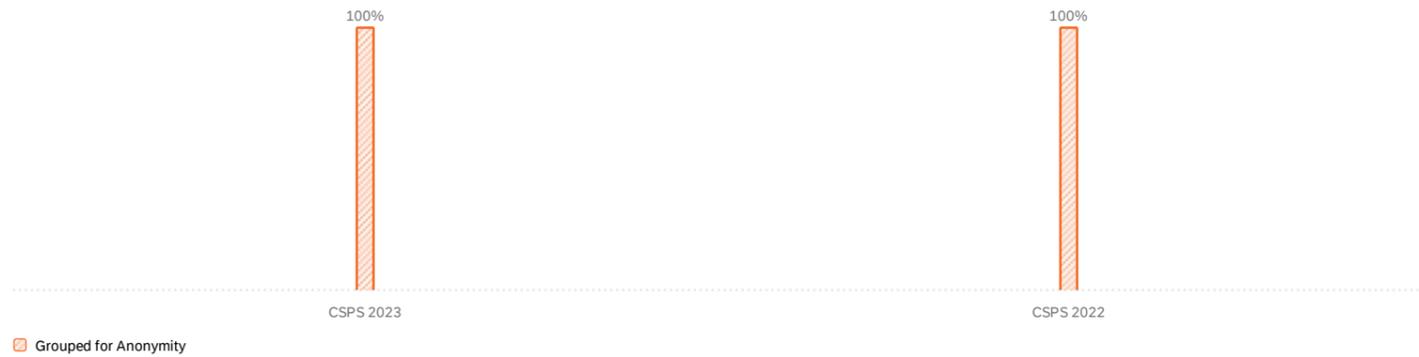
Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate Report)
H02B. When working from home, my colleagues are good at keeping in touch formally and informally		+3	+3	+4

**Long Covid**

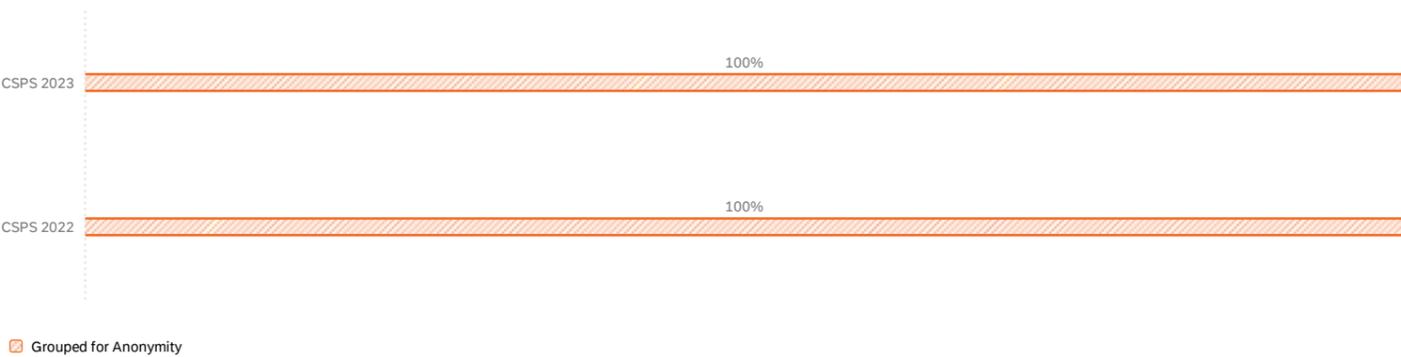
CV3. In 2023 we asked respondents whether they would describe themselves as having 'long Covid', that is, they were experiencing symptoms more than 4 weeks after they first had COVID-19, that were not explained by something else.

The figures below refer to civil servants who self-reported having 'long Covid' as per the definition above.  
 92% No experience of long Covid (compared to 89% in 2022);  
 4% Yes, with day-to-day activities not affected (compared to 5% in 2022);  
 4% Yes, with day-to-day activities affected a little (compared to 5% in 2022);  
 1% Yes, with day-to-day activities affected a lot (the same as in 2022).

CV3. 2023 Long Covid 🔍



CV3. 2023 Long Covid 🔍





## 2023 Disability and Carers

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This page includes information on the support respondents receive if they have a disability or are carers and the comparison between the 2022 and 2023 data. The scores are presented in the following order: your percent positive theme score first (in blue), then your percent neutral (in grey), and at the end your percent negative (in orange).

### Support for disability

• [J04E](#)

In 2023 71% of Civil Service colleagues with disabilities, conditions or illnesses agreed that their manager supports them to ensure they have the workplace adjustments they need to reduce the barriers they face due to their condition(s) or illness(es). This is one percentage point higher than in 2022.

• [J04G](#)

Of those colleagues that indicated to have a long-term condition:

12% said that they do have a workplace adjustment passport that helps them to get appropriate adjustment and support (compared to 9% in 2022);

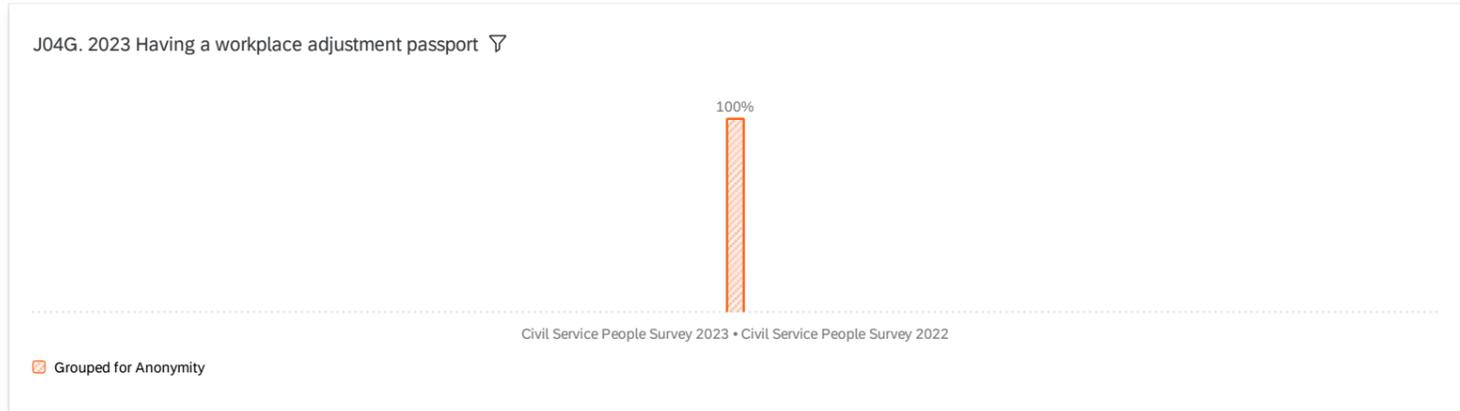
4% said they do have a workplace adjustment passport but that doesn't help them to get the adjustment and support needed (compared to 2% in 2022);

64% said that they do not have a workplace adjustment passport (compared to 67% in 2022);

20% said that they do not know what a workplace adjustment passport is (compared to 19% in 2022).

Manager support for colleagues with disabilities, conditions or illnesses ▾

Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate Report)
<a href="#">View items (1) with too few responses</a>				



**Support for caring responsibilities**

In 2023, colleagues who indicated they give support or help to anyone because they have a long-term condition or illnesses indicated:

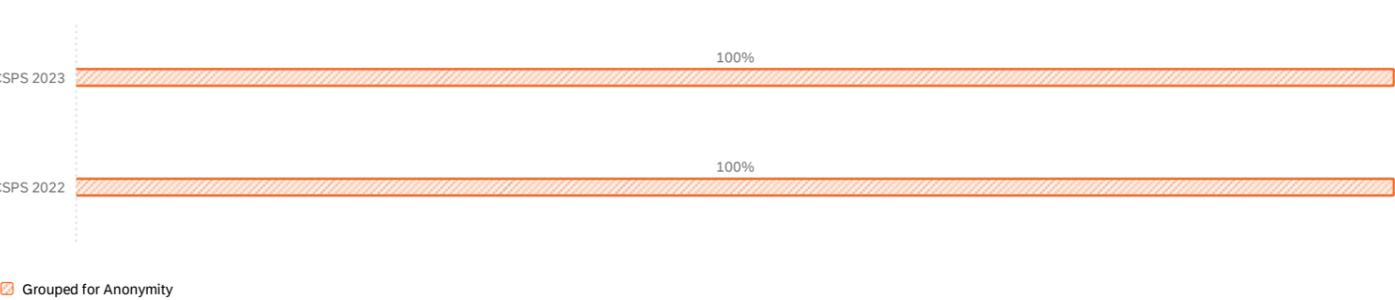
- J05A. 56% that they know where to access information and support in their organisation (compared to 54% in 2022);
- J05B. 77% that they feel supported by their manager to balance their work and caring responsibilities (compared to 76% in 2022);
- J05C. 9% that they do have a carer's passport (compared to 6% in 2022).

The graphs present the figures for J05A, J05B and J05C for the organisation or team you have selected.

Manager support for carers 2023 vs 2022

Name	Distribution	Civil Service Benchmark 2023	SG Scottish Government (Corporate Report)	vs 2022
J05B. I feel supported by my manager to balance my work and caring responsibilities		+3	+5	-2
J05A. As a carer, I know where to access information and support in my organisation		+4	-1	-22

J05C. Having a carer's passport





## 2023 Civil Service changes

OFFICIAL SENSITIVE

This page includes the findings for four topics: Civil Service Reform and Modernisation, Civil Service organisational culture and leadership, the Civil Service Code, and Productivity and Efficiency. The scores are presented in the following order: your percent positive theme score first (in blue), then your percent neutral (in grey), and at the end your percent negative (in orange).

### Civil Service Reform and Modernisation

In 2023, at Civil Service level:

#### Civil Service Vision

B59. 60% indicated to be aware of the Civil Service vision for 'A Modern Civil Service'; this is 1 percentage point higher compared to 2022.

#### Civil Service Reform

B59A. 42% indicated they understand how they can help to achieve the vision for a 'A Modern Civil Service'. This is 1 percentage point higher than 2022.

B59B. 80% affirmed that the technology provided by their organisation enables them to easily connect and collaborate with the colleagues they need to for them to do their job effectively. This is unchanged compared to 2022.

B59E. 83% 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 79% in 2022.

B59F. 95% affirmed their manager trusts them to do their job effectively, even if they are not working from the same location as them, unchanged compared to 2022.

B59I. 16% confirmed that the Civil Service Reform is improving the way they work in their local area (this question has been introduced in 2023, so a comparison with 2022 is not possible).

The graphs in the next sections present the findings for the organisation or team you have selected.

Civil Service Vision 2023 vs 2022

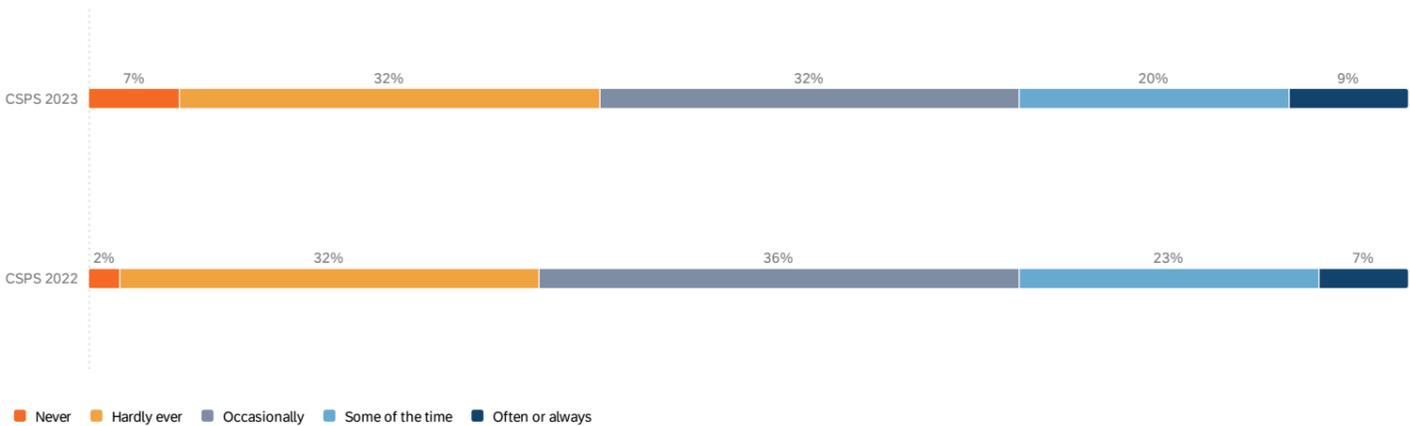
Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate Report)
B59E. I have a choice in deciding where I do my work (usual workplace or base, another workplace, home)		+15 ^	+5	+19 ^
B59F. My manager trusts me to do my job effectively, even if I am not working from the same location as them		0	0	+3
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		+13 ^	+2	+16 ^
B59. I am aware of the Civil Service vision for 'A Modern Civil Service'		+29 ^	+5	+34 ^
B59A. I understand how I can help achieve the vision for 'A Modern Civil Service'		+31 ^	+5	+31 ^
B59I. Civil Service Reform is improving the way I work in my local area		+9 ^	-	+8

B59C. In 2023 at Civil Service level, 37% of respondents indicate that they often/always or some of the time collaborate with colleagues in other government departments and agencies to achieve common goals. This is an increase of 2 percentage points compared to 2022.

B59D. In 2023 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. This is 1 percentage point lower compared to 2022.

The graphs in the next sections present the findings for B59C and B59D for the organisation or team you have selected.

B59C. How often do you collaborate with civil servants in other Government departments and agencies to achieve common goals? 2023 vs 2022



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



**Organisational Culture & Leadership**

In 2023, at Civil Service level:

B54. 90% of respondents indicated that they are trusted to carry out their job effectively (the same as in 2022);

B55. 75% believed they would be supported if they try a new idea, even if it may not work (the same as in 2022);

B56. 73% agreed that in their organisation people are encouraged to speak up when they identify a serious policy or delivery risk (compared to 74% in 2022);

B57. 71% felt able to challenge inappropriate behaviour in the workplace (the same as in 2022);

B58. 78% agreed that their organisation is committed to creating a diverse and inclusive workplace (the same as in 2022).

The graph in the next section presents the findings for the organisation or team you have selected.

Organisational Culture Results 2023 vs 2022 ⌵

Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate Report)
B54. I am trusted to carry out my job effectively		+5	+5	+5
B56. In my organisation, people are encouraged to speak up when they identify a serious policy or delivery risk		+20 <span>^</span>	+7	+23 <span>^</span>
B57. I feel able to challenge inappropriate behaviour in the workplace		+18 <span>^</span>	0	+18 <span>^</span>
B58. My organisation is committed to creating a diverse and inclusive workplace		+4	+2	+4
B55. I believe I would be supported if I try a new idea, even if it may not work		+7	+5	+10

**The Civil Service Code**

D01A. In 2023, 88% of civil servants indicated that they understand the Civil Service Code and what it means for their conduct (compared to 89% in 2022).

D02. 70% of civil servants indicated to be aware of how to raise a concern under the Civil Service Code (compared to 68% in 2022).

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 higher compared to 2022).

The graph present the results for the organisation or team you have selected.

Please note that blue shows the proportion of those who answered "Agree" or "Strongly Agree" for D01A and "Yes" for D02 and D03.

Civil Service Code 2023 vs 2022 🔍

Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate Report)
D02. Are you aware of how to raise a concern under the Civil Service Code?	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	+30 <span>^</span>	+5	+29 <span>^</span>
D01A. I understand the Civil Service Code and what it means for my conduct	<div style="width: 98%;"><div style="width: 2%;"></div></div> 98% 2%	+10 <span>^</span>	-2	+9
D03. Are you confident that if you raised a concern under the Civil Service Code in your organisation it would be investigated properly?	<div style="width: 93%;"><div style="width: 7%;"></div></div> 93% 7%	+17 <span>^</span>	+5	+18 <span>^</span>

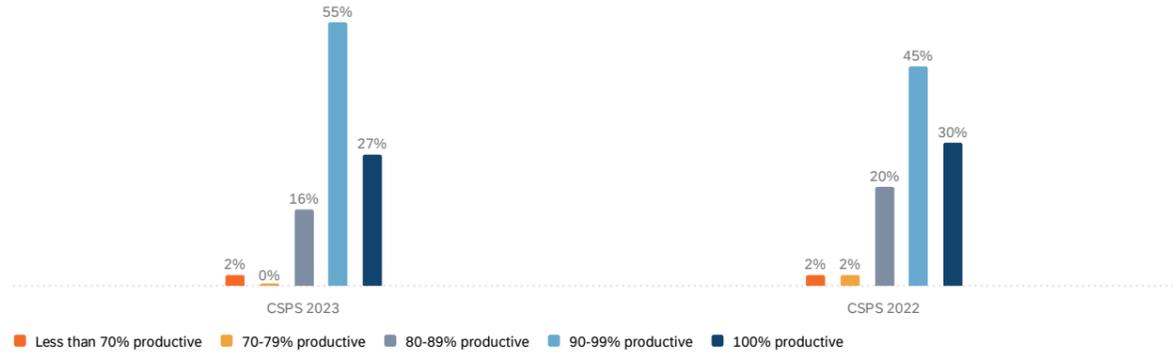
**Productivity and Efficiency**

B59G. At Civil Service level it emerged that over the last month 66% of civil servants indicated to have been between 100% and 90% productive. This is 2 percentage points lower compared to 2022.

B59H. At Civil Service level it emerged that 55% agreed or strongly agreed that efficiency is a priority in their organisation (compared to 57% in 2022).

The graphs in the next section present the findings for the organisation or team you have selected.

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



🔍

Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate Report)
B59H. Efficiency is pursued as a priority in my organisation	<div style="width: 61%;"><div style="width: 25%;"></div><div style="width: 14%;"></div></div> 61% 25% 14%	+6	+2	+8



### 2023 Taking Action OFFICIAL SENSITIVE

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.

The scores are presented in the following order: your percent positive theme score first (in blue), then your percent neutral (in grey), and at the end your percent negative (in orange).

#### 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 2023:

B52. 51% of respondents believe that senior managers in their organisation will take action on the results from the survey (unchanged compared to 2022);

B53. 38% of respondents indicated that where they work, they think effective action has been taken on the results of the last survey (this is 3 percentage points higher compared to 2022).

The graph in the next section presents the results for the organisation or team you have selected.

#### Belief that action has and or will be taken 2023 vs 2022

Name	Distribution	Civil Service Benchmark 2023	SG Scottish Government (Corporate Report)	vs 2022
B52. I believe that senior managers in my organisation will take action on the results from this survey		+30 ^	+36 ^	+9
B53. Where I work, I think effective action has been taken on the results of the last survey		+23 ^	+28 ^	+16

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

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

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

In 2023, at Civil Service level, the correlation is as follows:

- B27.  $r(351,843)=0.61, p<.001$
- B41.  $r(351,974)=0.63, p<.001$
- B43.  $r(352,224)=0.61, p<.001$
- LQC4.  $r(281,049)=0.73, p<.001$
- LQK4.  $r(17,097)=0.65, p<.001$

Top drivers of engagement 2023 vs 2022 🗒

Impact	Name	Distribution	vs 2022	SG Scottish Government (Corporate Report)
	B42. I feel that change is managed well in my organisation		+14	+49 ^
	B21. I am able to access the right learning and development opportunities when I need to		0	+20 ^
	B27. I feel valued for the work I do		+2	+19 ^
	B41. Overall, I have confidence in the decisions made by my organisation's senior managers		-2	+38 ^
	B39. I believe the actions of senior managers are consistent with my organisation's values		-5	+31 ^

[View items \(31\) with too few responses](#)

**Future Intentions**

C01. In relation to employees' plans to remain within or leave their organisation in the future, in 2023 at Civil Service level:

- 7% indicated that they want to leave their organisation as soon as possible (unchanged compared to 2022);
- 15% that they want to leave their organisation within the next 12 months (unchanged compared to 2022);
- 36% that they want to stay working for their organisation for at least the next year (1 percentage point higher compared to 2022);
- 42% that they want to stay working for their organisation for at least the next three years (unchanged compared to 2022).

The graphs in the next sections present, for the organisation or team you have selected, the comparison between 2023 and 2022 for C01 (intention to leave or stay in the organisation) and C02, which indicates the reasons why people would like to leave their organisations (please note that this question allowed for multiple choices).

### Future Intentions 2023 vs 2022



### C02. 2023 Count of reasons for intention to leave the organisation

No data found – your filters may be too exclusive!



### 2023 Local questions: My Organisation

OFFICIAL SENSITIVE

Local questions focuses on specific topics that your organisation wanted to explore in more detail. The graph presents the scores for the organisation or team you have selected. The scores are presented in the following order: your percent positive theme score first (in blue), then your percent neutral (in grey), and at the end your percent negative (in orange).

#### Local question results: My Organisation

Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate Report)
LQA1. I am familiar with my organisation's values	98% 2%	+14 ^	+2	+9
LQA2. The process of filling vacancies within my organisation is fair	89% 7% 5%	+43 ^	+5	+41 ^
LQA3. My Area, Directorate or Division is taking action to combat discrimination, bullying and harassment	82% 16% 2%	+23 ^	+23 ^	+29 ^

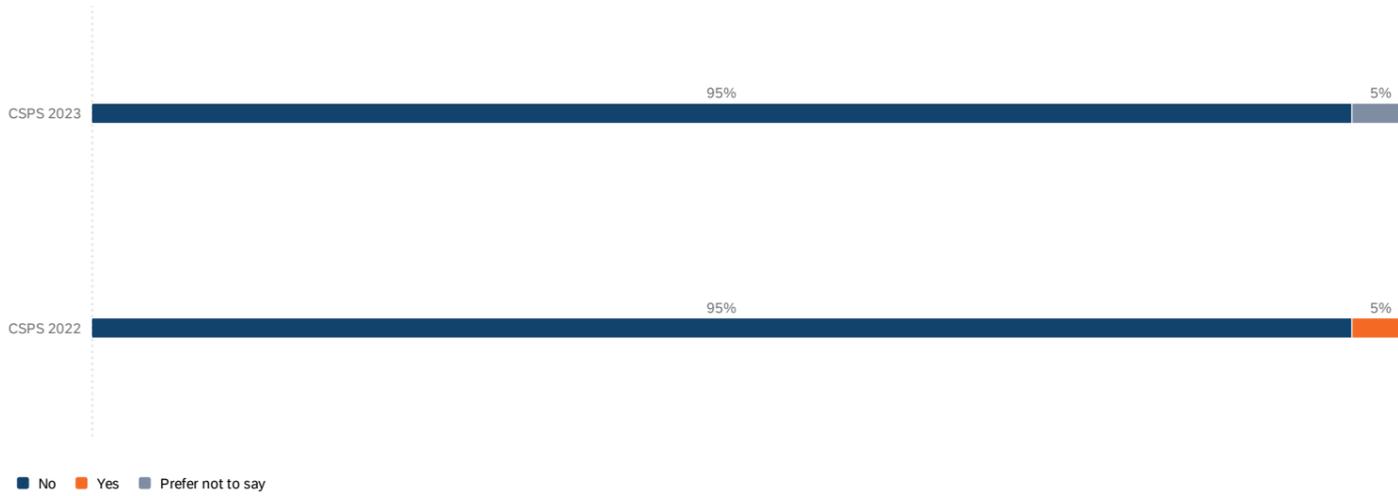


## 2023 Local questions: Safe to Challenge

OFFICIAL SENSITIVE

Local questions focuses on specific topics that your organisation wanted to explore in more detail. The graph presents the scores for the organisation or team you have selected. The scores are presented in the following order: your percent positive theme score first (in blue), then your percent neutral (in grey), and at the end your percent negative (in orange).

LQB1. In the last 12 months, I have seen someone else being bullied or treated unfairly in my organisation 2023 vs 2022



### Local question results: Safe to challenge

Name	Distribution	Civil Service Benchmark 2023	vs 2022	SG Scottish Government (Corporate Report)
LQB5. If I see or experience any form of wrongdoing in my organisation, I know how to raise a concern	91% No, 7% Yes	+13 ^	-5	+15 ^
LQB2. I make a point of tackling bullying, harassment and other inappropriate behaviours when I see it happening around me	82% No, 18% Yes	+9	+14	+13
LQB3. I feel comfortable speaking to those more senior than me about their actions and impact	81% No, 12% Yes, 7% Prefer not to say	+22 ^	+11	+26 ^
LQB4. I feel confident that if I challenged someone more senior than me in my Area, Directorate or Division they would be open to receiving the challenge	73% No, 20% Yes, 7% Prefer not to say	+28 ^	+5	+27 ^



### 2023 Local questions: Collaboration and Team Performance

OFFICIAL SENSITIVE

Local questions focuses on specific topics that your organisation wanted to explore in more detail. The graph presents the scores for the organisation or team you have selected. The scores are presented in the following order: your percent positive theme score first (in blue), then your percent neutral (in grey), and at the end your percent negative (in orange).

#### Local question results: Collaboration and Team Performance

Name	Distribution	Civil Service Benchmark 2023	SG Scottish Government (Corporate Report)	vs 2022
LQL1. My team works well together to achieve shared objectives	95% 2% 2%	+11 ^	+7	+7
LQL3. I believe my team works well with other parts of my organisation	93% 2% 5%	+15 ^	+8	+7
LQL4. I work with people from different teams or professions to improve the services we deliver	86% 11% 2%	+10 ^	+2	+5
LQL2. We regularly review our performance as a team	86% 9% 5%	+15 ^	+11	+7



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 select 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 blue, and those that are 5 or 10 percentage points below the average will be highlighted in light and dark orange/red.

### **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 select the 'breakout' filter at the top of any heatmap table, there will be a drop-down list with your demographic variables listed. Select 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.

You'll notice that in your demographic heatmap tables, an extra column called "[no value]" will appear. This represents the results for respondents who chose not to answer the demographic question(s) you've selected.

### **Exporting your results**

We'd recommend exporting these tables to CSV (which you can open in Excel), because exporting to JPG or PDF sometimes (though not always) cuts off some of the rows and columns. This is a known limitation of the platform that we hope to improve.

### **Engagement questions Heatmaps**

In the next sections there 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** Breakout:  ▼

SHR0000 Scottish H...  
SHR0001 Regulation  
SHR0002 Digital and ...

Response Counts	44	31	12
B49. I feel a strong personal attachment to my organisation	<b>68%</b>	68%	67%
B50. My organisation inspires me to do the best in my job	<b>80%</b>	77%	83%
B51. My organisation motivates me to help it achieve its objectives	<b>80%</b>	77%	83%
B47. I am proud when I tell others I am part of my organisation	<b>75%</b>	74%	75%
B48. I would recommend my organisation as a great place to work	<b>79%</b>	81%	73%

Engagement Questions Heatmap (percentage points difference) 🔍

Comparison: **vs Current** Breakout:  ▼

SHR0000 Scottish H...  
SHR0001 Regulation  
SHR0002 Digital and ...

Response Counts	44	31	12
B49. I feel a strong personal attachment to my organisation	<b>68%</b>	0	-2
B50. My organisation inspires me to do the best in my job	<b>80%</b>	-2	+4
B51. My organisation motivates me to help it achieve its objectives	<b>80%</b>	-2	+4
B47. I am proud when I tell others I am part of my organisation	<b>75%</b>	-1	0
B48. I would recommend my organisation as a great place to work	<b>79%</b>	+2	-6

**Core Themes Heatmap**

In the next sections there are two heatmaps for the core themes questions: percent favourable results and percentage point difference. Please select the arrow next to each theme, e.g. > My Work, to access 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** Breakout:

SHR0000 Scottish H...  
SHR0001 Regulation  
SHR0002 Digital and ...

Response Counts	44	31	12
> My Work	94%	94%	92%
> Organisational objectives and purpose	98%	100%	92%
> My Manager	91%	94%	84%
> My Team	93%	94%	92%
> Learning and development	74%	73%	75%
> Inclusion and fair treatment	93%	94%	90%
> Resources and workload	91%	90%	90%
> Pay and benefits	74%	83%	50%
> Leadership and managing change	85%	85%	84%

Core Themes Heatmap (percentage points difference) ▾

Comparison: **vs Current** Breakout:

SHR0000 Scottish H...  
SHR0001 Regulation  
SHR0002 Digital and ...

Response Counts	44	31	12
> My Work	94%	+1	-2
> Organisational objectives and purpose	98%	+2	-6
> My Manager	91%	+2	-7
> My Team	93%	0	-2
> Learning and development	74%	-1	+1
> Inclusion and fair treatment	93%	+1	-4
> Resources and workload	91%	0	0
> Pay and benefits	74%	+9	-24

**Personal Wellbeing and Health & Wellbeing Heatmap**

In the next sections there are two heatmaps for the wellbeing questions: percent favourable results and percentage point difference. Please select the arrow next to each theme, e.g. > Personal Wellbeing, to access 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 and Wellbeing Heatmap (percent favourable results) 🗒

Comparison:

Breakout:

vs Current

One level below ▾

SHR0000 Scottish H...  
SHR0001 Regulation  
SHR0002 Digital and ...

Response Counts	44	31	12
> Personal wellbeing	78%	81%	69%
> Health and wellbeing	53%	54%	47%

Personal Wellbeing and Health and Wellbeing Heatmap (percentage points difference) 🗒

Comparison:

Breakout:

vs Current

One level below ▾

SHR0000 Scottish H...  
SHR0001 Regulation  
SHR0002 Digital and ...

Response Counts	44	31	12
> Personal wellbeing	78%	+3	-9
> Health and wellbeing	53%	+1	-6



Local Grade Heatmaps: how to use them

Because different departments have different grade structures, we've had to present your results by grade in separate heatmap tables on this page. You need to select the "breakout" filter at the top of each table, and select your organisation from the list. Apologies that the dashboard is not able to list these in alphabetical order. The table will then present a breakdown of your results by your organisation's grade system.

If you select a different organisation from the list, then a column with "[no value]" will be presented. This is expected, because your employees won't have answered another organisation's question on their grade.

Engagement questions Heatmaps

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

Select your organisation from the 'breakout' filter at the top of this table. If you select a different organisation's grade structure, all of your results will appear in a column called "[no value]". Unfortunately it is not possible to display organisations in alphabetical order.

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:

Breakout:

vs Current

Grade - MCA

SHR0000 Scottish H...  
Grade - MCA

Response Counts	44	-
B49. I feel a strong personal attachment to my organisation	68%	-
B50. My organisation inspires me to do the best in my job	80%	-
B51. My organisation motivates me to help it achieve its objectives	80%	-
B47. I am proud when I tell others I am part of my organisation	75%	-
B48. I would recommend my organisation as a great place to work	79%	-

Engagement Questions Heatmap (percentage point difference) ▾

Comparison:

vs **Current**

Breakout:

Grade - MCA ▾

SHR0000 Scottish H...  
Grade - MCA

Response Counts	44	-
B49. I feel a strong personal attachment to my organisation	<b>68%</b>	-
B50. My organisation inspires me to do the best in my job	<b>80%</b>	-
B51. My organisation motivates me to help it achieve its objectives	<b>80%</b>	-
B47. I am proud when I tell others I am part of my organisation	<b>75%</b>	-
B48. I would recommend my organisation as a great place to work	<b>79%</b>	-

**Core Themes Heatmap**

The next sections present two heatmaps for the core themes questions: percent favourable results and percentage point difference.

Select your organisation from the 'breakout' filter. If you select a different organisation's grade structure, all of your results will appear in a column called "[no value]". Unfortunately it is not possible to display organisations in alphabetical order.

Select 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**

Breakout:

Grade - MCA ▾

SHR0000 Scottish H...  
Grade - MCA

Response Counts	44	-
> My Work	<b>94%</b>	-
> Organisational objectives and purpose	<b>98%</b>	-
> My Manager	<b>91%</b>	-
> My Team	<b>93%</b>	-
> Learning and development	<b>74%</b>	-
> Inclusion and fair treatment	<b>93%</b>	-
> Resources and workload	<b>91%</b>	-
> Pay and benefits	<b>74%</b>	-
> Leadership and managing change	<b>85%</b>	-
> Taking action	<b>71%</b>	-

Core Themes Heatmap (percentage point difference) ⌵

Comparison: **vs Current**

Breakout:  ⌵

*SHR0000 Scottish H...*  
*Grade - MCA*

Response Counts	44	-
> My Work	<b>94%</b>	-
> Organisational objectives and purpose	<b>98%</b>	-
> My Manager	<b>91%</b>	-
> My Team	<b>93%</b>	-
> Learning and development	<b>74%</b>	-
> Inclusion and fair treatment	<b>93%</b>	-
> Resources and workload	<b>91%</b>	-

**Personal Wellbeing and Health & Wellbeing Heatmap**

The next sections present two heatmaps for the wellbeing questions: percent favourable results and percent point difference.

Select your organisation from the 'breakout' filter. If you select a different organisation's grade structure, all of your results will appear in a column called "[no value]". Unfortunately it is not possible to display organisations in alphabetical order. Select 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**

Breakout:  ⌵

*SHR0000 Scottish H...*  
*Grade - MCA*

Response Counts	44	-
W03. Overall, how happy did you feel yesterday?	<b>79%</b>	-
W06. In the last 12 months I have experienced musculoskeletal problems (for example MSD)	<b>18%</b>	-
W10. How often do you discuss your personal wellbeing and or work-related stress with your manager?	<b>77%</b>	-
W05. In general, how would you rate your overall physical health now?	<b>41%</b>	-
W04. Overall, how anxious did you feel yesterday?	<b>63%</b>	-
W01. Overall, how satisfied are you with your life nowadays?	<b>86%</b>	-
W02. Overall, to what extent do you feel that things you do in your life are worthwhile?	<b>84%</b>	-

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

Comparison:

Breakout:

**vs Current**

Grade - MCA ▾

SHR0000 Scottish H...

Grade - MCA

Response Counts	44	-
W03. Overall, how happy did you feel yesterday?	<b>79%</b>	-
W06. In the last 12 months I have experienced musculoskeletal problems (for example MSD)	<b>18%</b>	-
W10. How often do you discuss your personal wellbeing and or work-related stress with your manager?	<b>77%</b>	-
W05. In general, how would you rate your overall physical health now?	<b>41%</b>	-
W04. Overall, how anxious did you feel yesterday?	<b>63%</b>	-
W01. Overall, how satisfied are you with your life nowadays?	<b>86%</b>	-
W02. Overall, to what extent do you feel that things you do in your life are worthwhile?	<b>84%</b>	-

The Scottish Housing Regulator Board surveyed staff in December 2023. In previous years, the topics covered were part of the Civil Service People survey, however are now not included in the People Survey.

You can read the results below. We received 33 responses (69.70% from the Reg Group and 30.30% from DaBS). Responses to the five questions posed and summaries of the related open comments are set out below:

1. I feel the Board sets specific and understandable priorities for SHR.				
Answer Choices			Response Percent	Response Total
1	Strongly Agree		39.39%	13
2	Agree		48.48%	16
3	Neither		6.06%	2
4	Disagree		6.06%	2
5	Strongly Disagree		0.00%	0

2. The Board works to ensure SHR is an effective, independent regulator.				
Answer Choices			Response Percent	Response Total
1	Strongly Agree		54.55%	18
2	Agree		42.42%	14
3	Neither		3.03%	1
4	Disagree		0.00%	0
5	Strongly Disagree		0.00%	0

3. The Board provides strategic leadership.				
Answer Choices			Response Percent	Response Total
1	Strongly Agree		45.45%	15
2	Agree		48.48%	16
3	Neither		6.06%	2
4	Disagree		3.03%	1
5	Strongly Disagree		0.00%	0