



✧ Statistically significant difference from comparison

Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.





✧ Statistically significant difference from comparison

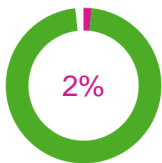
Statistical analysis has been used to explore the questions that have the strongest impact on engagement. By concentrating efforts on the drivers of engagement you are more likely to improve it.

Drivers of Engagement

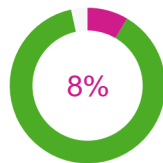
Rank			% Positive	Difference from CS2018	Difference from CS High Performers
1	B59	Senior managers in the Welsh Revenue Authority actively role model the behaviours set out in the Civil Service Leadership Statement	92%	+43 ✧	+34 ✧
2	B56	In the Welsh Revenue Authority, people are encouraged to speak up when they identify a serious policy or delivery risk	93%	+26 ✧	+20 ✧
3	B45	I have the opportunity to contribute my views before decisions are made that affect me	75%	+34 ✧	+26 ✧
4	B44	My organisation keeps me informed about matters that affect me	81%	+22 ✧	+16 ✧
5	B06	I have a clear understanding of the Welsh Revenue Authority's objectives	95%	+13 ✧	+9 ✧

Discrimination, bullying and harassment

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



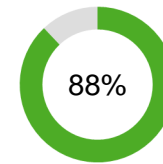
During the past 12 months have you personally experienced discrimination at work?



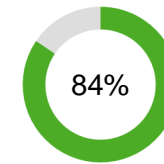
During the past 12 months have you personally experienced bullying or harassment at work?

Wellbeing

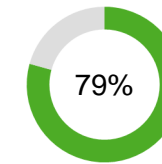
■ % responding positively (Answering 7,8,9 or 10 for W01 – W03)
 ■ % responding negatively (Answering 6,7,8,9 or 10 for W04)



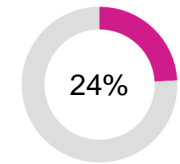
W01. Overall, how satisfied are you with your life nowadays?



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

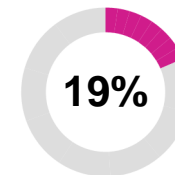


W03. Overall, how happy did you feel yesterday?

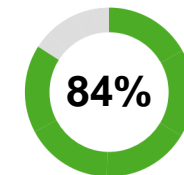


W04. Overall, how anxious did you feel yesterday?

Proxy Stress Index

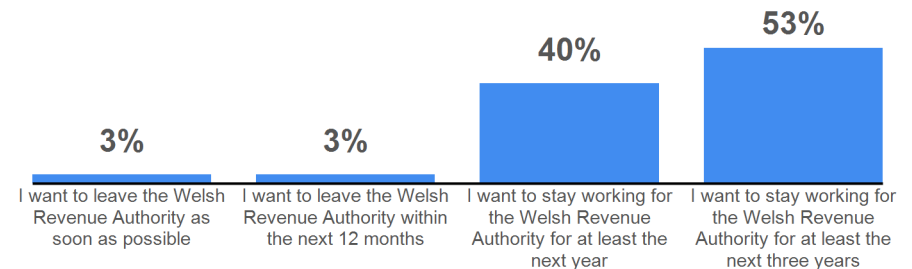


PERMA Index



For further information about these indices, please refer to page 15.

Your plans for the future





Headline scores

Highest positive scoring questions		% Positive	Highest neutral scoring questions		% Neutral	Highest negative scoring questions		% Negative
B19	The people in my team work together to find ways to improve the service we provide	100%	B53	Where I work, I think effective action has been taken on the results of the last survey	67%	F02	Does your office space fit your needs?	44%
B01	I am interested in my work	98%	B17	Poor performance is dealt with effectively in my team	42%	B21	I am able to access the right learning and development opportunities when I need to	19%
B18	The people in my team can be relied upon to help when things get difficult in my job	98%	B24	Learning and development activities I have completed while working for the Welsh Revenue Authority are helping me to develop my career	34%	B62	I understand how my work contributes to helping us become 'A Brilliant Civil Service'	19%
B09	My manager is considerate of my life outside work	97%	B23	There are opportunities for me to develop my career in the Welsh Revenue Authority	31%	B61	I am aware of the Civil Service vision for 'A Brilliant Civil Service'	17%
B03	My work gives me a sense of personal accomplishment	95%	B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	29%	B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	14%



All questions by theme

⬠ indicates statistically significant difference from comparison

My work

92%



B01	I am interested in my work	76	22				98%	+9 ⬠	+6
B02	I am sufficiently challenged by my work	66	27				93%	+12 ⬠	+10 ⬠
B03	My work gives me a sense of personal accomplishment	63	32				95%	+18 ⬠	+15 ⬠
B04	I feel involved in the decisions that affect my work	43	41	5	7		84%	+26 ⬠	+21 ⬠
B05	I have a choice in deciding how I do my work	56	32	7	5		88%	+11 ⬠	+7 ⬠

Organisational objectives and purpose

95%



B06	I have a clear understanding of the Welsh Revenue Authority's objectives	56	39	5			95%	+13 ⬠	+9 ⬠
B07	I understand how my work contributes to the Welsh Revenue Authority's objectives	64	31				95%	+11 ⬠	+7 ⬠



All questions by theme

⬠ indicates statistically significant difference from comparison

My manager

84%



B08	My manager motivates me to be more effective in my job	54	29	7	7	83%	+12 ⬠	+8 ⬠
B09	My manager is considerate of my life outside work	64	32			97%	+11 ⬠	+8 ⬠
B10	My manager is open to my ideas	58	34	5		92%	+9 ⬠	+5 ⬠
B11	My manager helps me to understand how I contribute to the Welsh Revenue Authority's objectives	49	32	8	7	81%	+14 ⬠	+9 ⬠
B12	Overall, I have confidence in the decisions made by my manager	63	27	7		90%	+14 ⬠	+9 ⬠
B13	My manager recognises when I have done my job well	59	32	8		92%	+12 ⬠	+8 ⬠
B14	I receive regular feedback on my performance	41	44	5	8	85%	+17 ⬠	+11 ⬠
B15	The feedback I receive helps me to improve my performance	44	46			90%	+26 ⬠	+21 ⬠
B16	I think that my performance is evaluated fairly	44	39	15		83%	+17 ⬠	+11 ⬠
B17	Poor performance is dealt with effectively in my team	10	37	42	8	47%	+7 ⬠	+4



All questions by theme

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My team

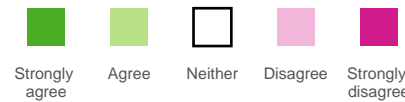
96%



Question ID	Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2018	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	64	34	0	0	0	98%	+13 ⚡	+11 ⚡
B19	The people in my team work together to find ways to improve the service we provide	66	34	0	0	0	100%	+18 ⚡	+15 ⚡
B20	The people in my team are encouraged to come up with new and better ways of doing things	68	22	7	0	0	90%	+13 ⚡	+10 ⚡

Learning and development

61%



Question ID	Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2018	Difference from CS High Performers
B21	I am able to access the right learning and development opportunities when I need to	19	49	14	14	5	68%	+4	-1
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	29	32	29	8	0	61%	+8 ⚡	+2
B23	There are opportunities for me to develop my career in the Welsh Revenue Authority	25	34	31	8	0	59%	+11 ⚡	+3
B24	Learning and development activities I have completed while working for the Welsh Revenue Authority are helping me to develop my career	22	34	34	8	0	56%	+9 ⚡	+3



All questions by theme

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Inclusion and fair treatment

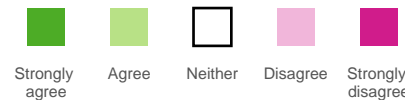
92%



B25	I am treated fairly at work	54	39				93%	+13 ◆	+9 ◆
B26	I am treated with respect by the people I work with	58	34	7			92%	+6 ◆	+4 ◆
B27	I feel valued for the work I do	54	36	8			90%	+22 ◆	+17 ◆
B28	I think that the Welsh Revenue Authority respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	58	36	5			93%	+17 ◆	+13 ◆

Resources and workload

88%



B29	I get the information I need to do my job well	24	66	7			90%	+19 ◆	+15 ◆
B30	I have clear work objectives	29	53	10	8		81%	+6 ◆	+2
B31	I have the skills I need to do my job effectively	41	53	5			93%	+5 ◆	+2
B32	I have the tools I need to do my job effectively	34	56	8			90%	+19 ◆	+13 ◆
B33	I have an acceptable workload	12	64	19			76%	+16 ◆	+10 ◆
B34	I achieve a good balance between my work life and my private life	35	60				95%	+26 ◆	+20 ◆



All questions by theme

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Pay and benefits

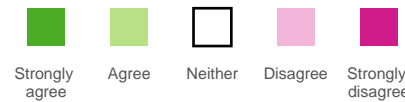
82%



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2018	Difference from CS High Performers
B35 I feel that my pay adequately reflects my performance	32	47	10	5	5	80%	+49 ◆	+42 ◆
B36 I am satisfied with the total benefits package	44	47	5	5	5	92%	+56 ◆	+48 ◆
B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable	36	41	10	10	5	76%	+49 ◆	+43 ◆

Leadership and managing change

85%



Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2018	Difference from CS High Performers
B38 Senior managers in the Welsh Revenue Authority are sufficiently visible	54	39	5	5	5	93%	+32 ◆	+22 ◆
B39 I believe the actions of senior managers are consistent with the Welsh Revenue Authority's values	51	39	8	5	5	90%	+37 ◆	+28 ◆
B40 I believe that the Executive Team has a clear vision for the future of the Welsh Revenue Authority	49	29	15	7	5	78%	+30 ◆	+21 ◆
B41 Overall, I have confidence in the decisions made by my organisation's senior managers	53	41	5	5	5	95%	+46 ◆	+37 ◆
B42 I feel that change is managed well in the Welsh Revenue Authority	27	56	10	5	5	83%	+50 ◆	+41 ◆
B43 When changes are made in the Welsh Revenue Authority they are usually for the better	40	48	10	5	5	88%	+53 ◆	+46 ◆
B44 My organisation keeps me informed about matters that affect me	37	44	14	5	5	81%	+22 ◆	+16 ◆
B45 I have the opportunity to contribute my views before decisions are made that affect me	31	44	14	10	5	75%	+34 ◆	+26 ◆
B46 I think it is safe to challenge the way things are done in the Welsh Revenue Authority	42	42	14	5	5	85%	+37 ◆	+31 ◆



All questions by theme

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Engagement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2018	Difference from CS High Performers
B47 I am proud when I tell others I am part of the Welsh Revenue Authority	51	44	5			95%	+30 ⚡	+25 ⚡
B48 I would recommend the Welsh Revenue Authority as a great place to work	61	31	8			92%	+34 ⚡	+26 ⚡
B49 I feel a strong personal attachment to the Welsh Revenue Authority	42	42	14			85%	+33 ⚡	+27 ⚡
B50 My organisation inspires me to do the best in my job	47	44	8			92%	+42 ⚡	+35 ⚡
B51 My organisation motivates me to help it achieve its objectives	43	45	12			88%	+40 ⚡	+34 ⚡

Taking action

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2018	Difference from CS High Performers
B52 I believe that senior managers in the Welsh Revenue Authority will take action on the results from this survey	53	36	7	5		88%	+39 ⚡	+29 ⚡
B53 Where I work, I think effective action has been taken on the results of the last survey	14	16	67			30%	-6 ⚡	-15 ⚡



All questions by theme

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Organisational culture

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2018	Difference from CS High Performers
B54 I am trusted to carry out my job effectively	53	37	7			90%	+1	-1
B55 I believe I would be supported if I try a new idea, even if it may not work	44	39	10	7		83%	+11 ⬠	+7 ⬠
B56 In the Welsh Revenue Authority, people are encouraged to speak up when they identify a serious policy or delivery risk	56	37	7			93%	+26 ⬠	+20 ⬠
B57 I feel able to challenge inappropriate behaviour in the workplace	34	46	17			80%	+14 ⬠	+10 ⬠
B58 My organisation is committed to creating a diverse and inclusive workplace	41	46	14			86%	+12 ⬠	+8 ⬠

Leadership statement

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2018	Difference from CS High Performers
B59 Senior managers in the Welsh Revenue Authority actively role model the behaviours set out in the Civil Service Leadership Statement	47	44	7			92%	+43 ⬠	+34 ⬠
B60 My manager actively role models the behaviours set out in the Civil Service Leadership Statement	53	32	8	7		85%	+17 ⬠	+12 ⬠

Civil Service vision

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from CS2018	Difference from CS High Performers
B61 I am aware of the Civil Service vision for 'A Brilliant Civil Service'	27	41	15	17		68%	+17 ⬠	+2
B62 I understand how my work contributes to helping us become 'A Brilliant Civil Service'	20	36	25	19		56%	+14 ⬠	+6 ⬠



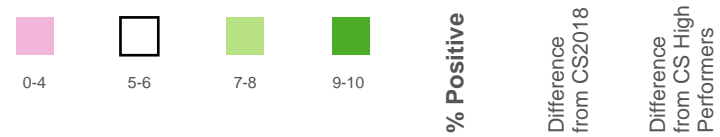
All questions by theme

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Wellbeing

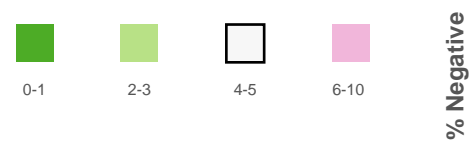
Unlike the questions B01-B62 which ask people to rate their agreement from strongly agree to strongly disagree, the four wellbeing questions use a 11-point scale. The scale ranges from 0 to 10 for each question, where 0 is equivalent to 'not at all' (e.g. 'not at all satisfied' or 'not at all worthwhile') 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.



Question	0-4	5-6	7-8	9-10	% Positive	Difference from CS2018	Difference from CS High Performers
W01 Overall, how satisfied are you with your life nowadays?	10		55	33	88%	+22 ◆	+19 ◆
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	14		47	38	84%	+13 ◆	+10 ◆
W03 Overall, how happy did you feel yesterday?	9	12	48	31	79%	+17 ◆	+14 ◆

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



Question	0-1	2-3	4-5	6-10	% Negative	Difference from CS2018	Difference from CS High Performers
W04 Overall, how anxious did you feel yesterday?	31	29	16	24	24%	-8 ◆	-6 ◆



All questions by theme

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Your plans for the future

C01. Which of the following statements most reflects your current thoughts about working for the Welsh Revenue Authority?

			Difference from CS2018	Difference from CS High Performers
I want to leave the Welsh Revenue Authority as soon as possible		3%	-4	-9
I want to leave the Welsh Revenue Authority within the next 12 months		3%	-11	-16
I want to stay working for the Welsh Revenue Authority for at least the next year		40%	+5 ⬠	0
I want to stay working for the Welsh Revenue Authority for at least the next three years		53%	+10 ⬠	+1

The Civil Service Code

Differences are based on '% Yes' score

	% Yes	% No	% Yes	Difference from CS2018	Difference from CS High Performers
D01. Are you aware of the Civil Service Code?			97%	+5	+2
D02. Are you aware of how to raise a concern under the Civil Service Code?		19	81%	+14 ⬠	+8 ⬠
D03. Are you confident that if you raised a concern under the Civil Service Code in the Welsh Revenue Authority it would be investigated properly?		7	93%	+23 ⬠	+17 ⬠

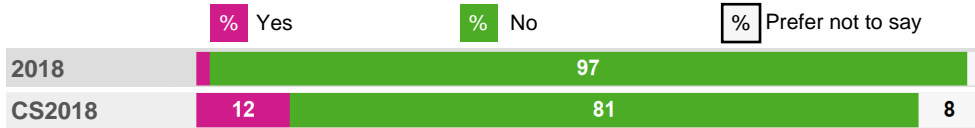


All questions by theme

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Discrimination, harassment and bullying

E01. During the past 12 months have you personally experienced discrimination at work?



E03. During the past 12 months have you personally experienced bullying or harassment at work?



For respondents who selected 'Yes' to question E03.

E05. Did you report the bullying and harassment you experienced?

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

For respondents who selected 'Yes' to question E03.

E06. In your opinion, has this issue been resolved?

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

For respondents who selected 'Yes' to question E01.

E02. On which of the following grounds have you personally experienced discrimination at work in the past 12 months? (multiple selection)

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

For respondents who selected 'Yes' to question E03.

E04. Who were you bullied or harassed by at work in the past 12 months? (multiple selection)

A colleague	--
Your manager	--
Another manager in my part of WRA	--
Someone you manage	--
Someone who works for another part of WRA	--
A member of the public	--
Someone else	--
Prefer not to say	--

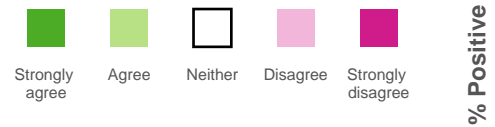
Please note: Counts of fewer than ten responses are suppressed and replaced with '--'



All questions by theme

✦ indicates statistically significant difference from comparison

Welsh Revenue Authority questions

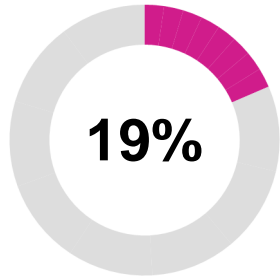


Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive
F01	Only answer if you are on loan, would you be interested in staying permanently should the opportunity rise?	Yes: 90%		No: 10%			90%
F02	Does your office space fit your needs?	Yes: 56%		No: 44%			56%
F03	The organisation is committed to supporting the Welsh language to thrive	55	36			7	91%
F04	I think that generally the different parts of the organisation work well together	45	40			12	84%
F05	I believe the WRA is able to recruit the right people to achieve our business aims	40	50			9	90%



Proxy Stress Index and PERMA Index

✦ indicates statistically significant difference from comparison

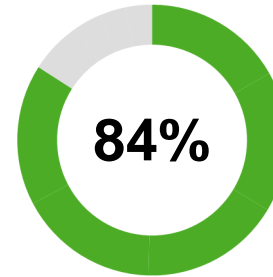


Difference from CS2018 -11 ✦
Difference from CS High Performers -8 ✦

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.



Difference from CS2018 +10 ✦
Difference from CS High Performers +9 ✦

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

B05	I have a choice in deciding how I do my work	88%
B08	My manager motivates me to be more effective in my job	83%
B18	The people in my team can be relied upon to help when things get difficult in my job	98%
B26	I am treated with respect by the people I work with	92%
B30	I have clear work objectives	81%
B33	I have an acceptable workload	76%
B45	I have the opportunity to contribute my views before decisions are made that affect me	75%
E03	During the past 12 months have you personally experienced bullying or harassment at work?	88%

% positive

B01	I am interested in my work	98%
B03	My work gives me a sense of personal accomplishment	95%
B18	The people in my team can be relied upon to help when things get difficult in my job	98%
W01	Overall, how satisfied are you with your life nowadays?	88%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	84%



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).
CS2018	The CS2018 benchmark is the median percent positive across all organisations that participated in the 2018 Civil Service People Survey.
CS High Performers	For each question, this is the upper quartile score across all organisations that have taken part in the 2018 Civil Service People Survey. The 'CS High Performer' comparator for the Proxy Stress Index has been corrected (reissued 23/11/2018).

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.

*Note, there needs to be 30 responses at question level, 20 responses at theme level or 10 responses at index level for statistical testing to be carried out on the corresponding scores.

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.

The drivers of engagement

While the engagement index shows the average level of engagement, it does not show what you can do to improve engagement. A statistical technique (a form of regression) is used to identify the extent to which each question in the survey has an association with engagement. Questions identified as having an association are called 'Drivers of engagement': page 2 of this report shows the questions that had the strongest association with engagement in this unit.

Confidentiality

The survey was carried out as part of the 2018 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. The Cabinet Office commissioned ORC International to carry out the survey. ORC International 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.

ORC's Privacy Policy (www.orcinternational.co.uk/privacy) tells you how they keep personal data safe and who to contact to exercise your rights of control under the new GDPR regulations.