



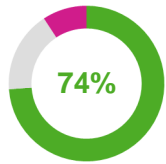
✧ Statistically significant difference from comparison



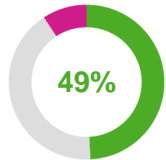


Taking action

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



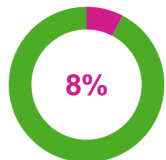
B52. I believe that senior managers in the Welsh Revenue Authority will take action on the results from this survey



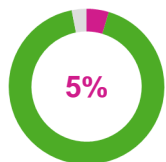
B53. Where I work, I think effective action has been taken on the results of the last survey

Discrimination, bullying and harassment

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



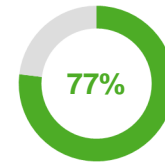
E01. Have you been discriminated against at work, in the past 12 months?



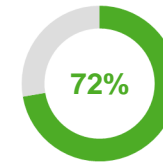
E03. Have you been bullied or harassed at work, in the past 12 months?

Wellbeing

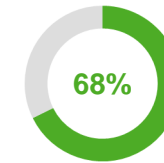
■ % responding positively to W01 - W03 ■ % responding negatively to W04



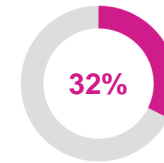
W01. Overall, how satisfied are you with your life nowadays?



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

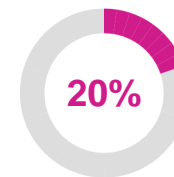


W03. Overall, how happy did you feel yesterday?

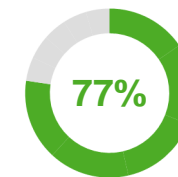


W04. Overall, how anxious did you feel yesterday?

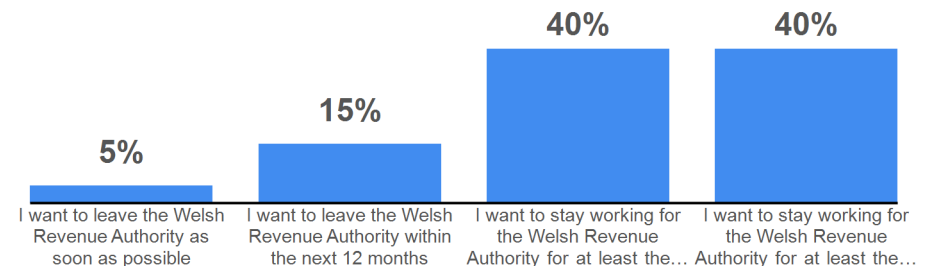
Proxy Stress Index



PERMA Index



Your plans for the future





Headline scores

Highest positive scoring questions		Highest neutral scoring questions		Highest negative scoring questions	
	% Positive		% Neutral		% Negative
B01 I am interested in my work	94%	B53 Where I work, I think effective action has been taken on the results of the last survey	42%	B23 There are opportunities for me to develop my career in the Welsh Revenue Authority	32%
B06 I have a clear understanding of the Welsh Revenue Authority's objectives	94%	B17 Poor performance is dealt with effectively in my team	29%	B21 I am able to access the right learning and development opportunities when I need to	25%
B25 I am treated fairly at work	94%	B24 Learning and development activities I have completed while working for the Welsh Revenue Authority are helping me to develop my career	26%	B24 Learning and development activities I have completed while working for the Welsh Revenue Authority are helping me to develop my career	18%
B07 I understand how my work contributes to the Welsh Revenue Authority's objectives	92%	B22 Learning and development activities I have completed in the past 12 months have helped to improve my performance	23%	B15 The feedback I receive helps me to improve my performance	17%
B10 My manager is open to my ideas	92%	B23 There are opportunities for me to develop my career in the Welsh Revenue Authority	23%	B17 Poor performance is dealt with effectively in my team	17%

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

83%

-9 ◆ 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	57	37	5	0	0	94%	-4	+4 ◆	+1
B02 I am sufficiently challenged by my work	47	36	9	5	0	83%	-10	+3	0
B03 My work gives me a sense of personal accomplishment	38	43	8	9	0	82%	-13	+4 ◆	+1
B04 I feel involved in the decisions that affect my work	29	38	20	9	0	68%	-17 ◆	+8 ◆	+3
B05 I have a choice in deciding how I do my work	52	37	6	0	0	89%	+1	+11 ◆	+7 ◆

Organisational objectives and purpose

93%

-2 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 the Welsh Revenue Authority's objectives	60	34	0	0	0	94%	-1	+12 ◆	+8 ◆
B07 I understand how my work contributes to the Welsh Revenue Authority's objectives	60	32	0	0	0	92%	-3	+8 ◆	+4 ◆



All questions by theme

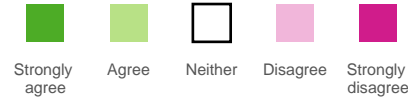
◇ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My manager

80%

-3

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B08	My manager motivates me to be more effective in my job	43	38	9	9	9	82%	-2	+10 ◇	+6 ◇
B09	My manager is considerate of my life outside work	68	23	5	5	5	91%	-6	+4 ◇	+2
B10	My manager is open to my ideas	57	35	6	6	6	92%	+1	+9 ◇	+6 ◇
B11	My manager helps me to understand how I contribute to the Welsh Revenue Authority's objectives	42	40	12	5	5	82%	0	+15 ◇	+10 ◇
B12	Overall, I have confidence in the decisions made by my manager	55	32	11	11	11	88%	-2	+11 ◇	+7 ◇
B13	My manager recognises when I have done my job well	40	46	9	5	5	86%	-5 ◇	+6 ◇	+3
B14	I receive regular feedback on my performance	40	37	9	12	12	77%	-8 ◇	+8 ◇	+5 ◇
B15	The feedback I receive helps me to improve my performance	42	32	9	17	17	74%	-16 ◇	+9 ◇	+6 ◇
B16	I think that my performance is evaluated fairly	42	38	15	15	15	80%	-3	+12 ◇	+8 ◇
B17	Poor performance is dealt with effectively in my team	25	29	29	9	8	54%	+6 ◇	+14 ◇	+10 ◇



All questions by theme

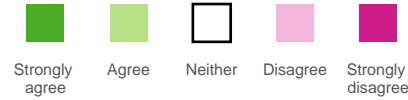
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My team

89%

-7

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

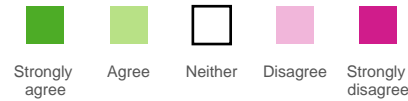
Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B18	The people in my team can be relied upon to help when things get difficult in my job	61	31	5	5	5	92%	-6	+6 ◆	+3 ◆
B19	The people in my team work together to find ways to improve the service we provide	58	30	5	8	5	88%	-13	+5 ◆	+1
B20	The people in my team are encouraged to come up with new and better ways of doing things	56	31	6	6	6	88%	-2	+11 ◆	+7 ◆

Learning and development

57%

-4

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	32	32	11	17	8	65%	-3	0	-6 ◆
B22	Learning and development activities I have completed in the past 12 months have helped to improve my performance	29	34	23	9	5	63%	+2	+9 ◆	+4
B23	There are opportunities for me to develop my career in the Welsh Revenue Authority	12	32	23	22	11	45%	-15 ◆	-6 ◆	-13 ◆
B24	Learning and development activities I have completed while working for the Welsh Revenue Authority are helping me to develop my career	26	29	26	11	8	55%	-1	+5 ◆	-1



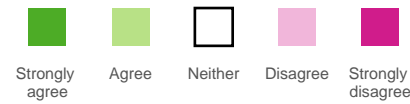
All questions by theme

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^ indicates a variation in question wording from your previous survey

Inclusion and fair treatment

88%

-4 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

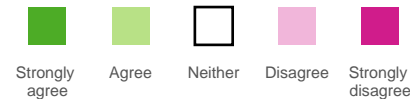
Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B25	I am treated fairly at work	54	40				94%	+1	+12 ◆	+10 ◆
B26	I am treated with respect by the people I work with	58	34		5		92%	+1	+7 ◆	+4 ◆
B27	I feel valued for the work I do	43	32	12	11		75%	-14 ◆	+7 ◆	+2
B28	I think that the Welsh Revenue Authority respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	58	31		6	5	89%	-4	+11 ◆	+8 ◆

Resources and workload

83%

-4 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B29	I get the information I need to do my job well	32	55		6	5	88%	-2	+17 ◆	+12 ◆
B30	I have clear work objectives	35	42	12	9		77%	-4	+1	-2
B31	I have the skills I need to do my job effectively	43	48		8		91%	-2	+2	-1
B32	I have the tools I need to do my job effectively	45	45		5	5	89%	-1	+17 ◆	+11 ◆
B33	I have an acceptable workload	20	52	14	12		72%	-4	+9 ◆	+5 ◆
B34	I achieve a good balance between my work life and my private life	42	42		8	9	83%	-12	+12 ◆	+7 ◆



All questions by theme

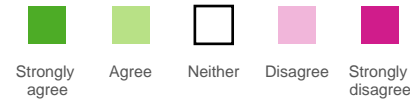
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Pay and benefits

78%

-4

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

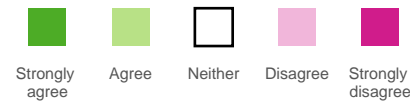
B35	I feel that my pay adequately reflects my performance	38	40	11	9	78%	-1	+44 ◇	+38 ◇
B36	I am satisfied with the total benefits package	43	38	9	8	82%	-10 ◇	+43 ◇	+33 ◇
B37	Compared to people doing a similar job in other organisations I feel my pay is reasonable	40	35	14	8	75%	-1	+48 ◇	+40 ◇

Leadership and managing change

75%

-10 ◇

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

B38	Senior managers in the Welsh Revenue Authority are sufficiently visible	48	40	8	4	88%	-6	+25 ◇	+15 ◇
B39	I believe the actions of senior managers are consistent with the Welsh Revenue Authority's values	40	40	8	11	80%	-10 ◇	+25 ◇	+16 ◇
B40	I believe that the Tîm Arwain has a clear vision for the future of the Welsh Revenue Authority	40	34	20	5	74%	-4	+24 ◇	+13 ◇
B41	Overall, I have confidence in the decisions made by my organisation's senior managers	40	42	8	9	82%	-13	+30 ◇	+19 ◇
B42	I feel that change is managed well in the Welsh Revenue Authority	29	35	20	15	65%	-18 ◇	+30 ◇	+19 ◇
B43	When changes are made in the Welsh Revenue Authority they are usually for the better	32	45	17	6	77%	-11 ◇	+41 ◇	+33 ◇
B44	My organisation keeps me informed about matters that affect me	32	42	14	9	74%	-8 ◇	+14 ◇	+6 ◇
B45	I have the opportunity to contribute my views before decisions are made that affect me	32	31	20	12	63%	-11 ◇	+23 ◇	+13 ◇
B46	I think it is safe to challenge the way things are done in the Welsh Revenue Authority	37	37	14	9	74%	-11 ◇	+24 ◇	+17 ◇

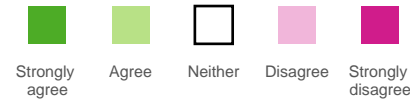


All questions by theme

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Engagement

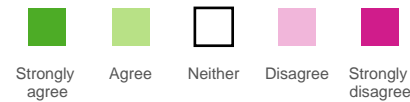
The following five questions, measuring pride, advocacy, attachment, inspiration and motivation, are used to create your Employee Engagement Index score.



% 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
B47 I am proud when I tell others I am part of the Welsh Revenue Authority	49	31	20			80%	-15	+13 ◆	+7 ◆
B48 I would recommend the Welsh Revenue Authority as a great place to work	58	34	6			92%	+1	+31 ◆	+23 ◆
B49 I feel a strong personal attachment to the Welsh Revenue Authority	45	29	12	11		74%	-11 ◆	+21 ◆	+16 ◆
B50 My organisation inspires me to do the best in my job	38	40	12	8		78%	-13 ◆	+26 ◆	+19 ◆
B51 My organisation motivates me to help it achieve its objectives	41	36	16	8		77%	-11 ◆	+26 ◆	+20 ◆

Taking action



Question	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 in the Welsh Revenue Authority will take action on the results from this survey	29	45	17	9		74%	-14 ◆	+23 ◆	+14 ◆
B53 Where I work, I think effective action has been taken on the results of the last survey	17	32	42	9		49%	+19 ◆	+11 ◆	+5 ◆



All questions by theme

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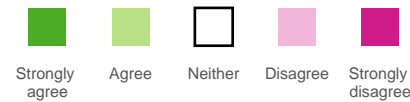
Organisational culture



% Positive
Difference from previous survey
Difference from CS2019
Difference from CS High Performers

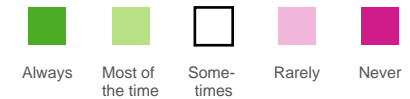
Question ID	Statement	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from previous survey	Difference from CS2019	Difference from CS High Performers
B54	I am trusted to carry out my job effectively	55	35	8	0	0	91%	+1	+1	0
B55	I believe I would be supported if I try a new idea, even if it may not work	43	45	8	0	0	88%	+5 ◆	+15 ◆	+11 ◆
B56	In the Welsh Revenue Authority, people are encouraged to speak up when they identify a serious policy or delivery risk	49	43	5	0	0	92%	-1	+22 ◆	+17 ◆
B57	I feel able to challenge inappropriate behaviour in the workplace	33	42	14	9	0	75%	-5	+8 ◆	+5 ◆
B58	My organisation is committed to creating a diverse and inclusive workplace	40	48	11	0	0	88%	+1	+12 ◆	+8 ◆

Civil Service vision



Question ID	Statement	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'	37	35	15	11	0	72%	+5	+15 ◆	+3

Leadership statement



Question ID	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^	46	37	17	0	0	83%	New	+17 ◆	+10 ◆

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



All questions by theme

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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?	8	15	51	26	77%	-11 ◇	+10 ◇	+6 ◇
W02 Overall, to what extent do you feel that the things you do in your life are worthwhile?	9	18	45	28	72%	-12 ◇	+1	-1
W03 Overall, how happy did you feel yesterday?	14	18	43	25	68%	-12 ◇	+5 ◇	+3

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?	32	23	12	32	32%	+8 ◇	0	+2



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 previous survey	Difference from CS2019
I want to leave the Welsh Revenue Authority as soon as possible		5%	+1	-3
I want to leave the Welsh Revenue Authority within the next 12 months		15%	+12	+1
I want to stay working for the Welsh Revenue Authority for at least the next year		40%	0	+7 ◇
I want to stay working for the Welsh Revenue Authority for at least the next three years		40%	-13	-4

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?			97%	0	+5 ◇	+2
D02. Are you aware of how to raise a concern under the Civil Service Code?			78%	-3	+13 ◇	+7 ◇
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?			88%	-6	+16 ◇	+12 ◇



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		8%	+6	-3
No		92%	-4	+11 ↗
Prefer not to say		0%	-2	-8

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		5%	-4
No		92%	+4 ↗ +10 ↗
Prefer not to say		3%	0

For respondents who selected 'Yes' to E03.

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

	Response Count	
Comments about my personal appearance	--	
Sexual harassment (e.g. sexual comments or jokes, unwelcome sexual advances, touching or assault)	--	
Spreading gossip or making false accusations about me	--	
Intimidation or verbal aggression (e.g. shouting, swearing, making threats)	--	
Physical assault (e.g. object thrown at me, pushed, hit)	--	
Humiliated in front of team or others	--	
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 the Welsh Revenue Authority	--	
My manager	--	
Another senior member of staff in the Welsh Revenue Authority	--	
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 CS2019

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

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

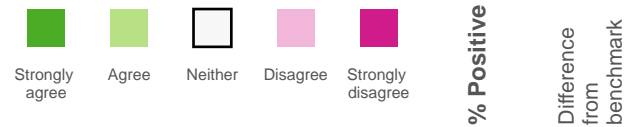
Yes	Results for this response have been suppressed as there are fewer than ten responses
No	Results for this response have been suppressed as there are fewer than ten responses
Prefer not to say	Results for this response have been suppressed as there are fewer than ten responses



Additional questions selected by organisation

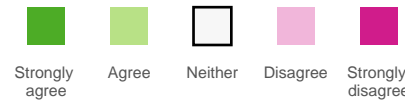
⚡ indicates statistically significant difference from comparison

Smarter Working



Question ID	Question Text	Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from benchmark
LQD1	My manager trusts me to do my job effectively even if working in a different location to them (for example, in a different office, or from home)	65	28	5			92%	+2
LQD2	My manager supports me to work as flexibly as possible in line with the requirements of my role	65	25	6			89%	+2
LQD3	Smarter Working allows me to be more productive in my role	57	32	8			89%	+10 ⚡
LQD4	I feel confident in using modern workplace technologies to connect and collaborate with colleagues	55	38				94%	+12 ⚡

Continuous Learning



Question ID	Question Text	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	25	48	5	22		72%	+11 ⚡
LQJ2	I am learning on a regular basis from working with my colleagues	43	43	6	8		86%	+8 ⚡
LQJ3	My manager coaches me regularly to support my continuous learning and to improve the services/work we deliver	31	34	15	17		65%	+10 ⚡
LQJ4	Investing time in learning and development activities is given priority in my Area/Directorate/Division	25	31	18	18	8	55%	+3

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

Collaboration

		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from benchmark
LQL1	My team works well together to achieve shared objectives	51	38	5	6		89%	+4 ⬠
LQL2	We regularly review our performance as a team	34	43	8	12		77%	+12 ⬠
LQL3	I believe my team works well with other parts of the Welsh Revenue Authority	57	38				95%	+18 ⬠
LQL4	I work with people from different teams or professions to improve the services we deliver	52	35	8	5		88%	+7 ⬠

Customer Service

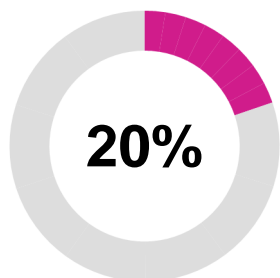
		Strongly agree	Agree	Neither	Disagree	Strongly disagree	% Positive	Difference from benchmark
LQM1	I understand my customers' / service users' needs	40	55				95%	+4 ⬠
LQM2	My Area/Directorate/Division sets goals that are appropriately aligned to customer / service user requirements	32	51		14		83%	+14 ⬠
LQM3	In the Welsh Revenue Authority, ideas and innovation are increasingly driven by customer / service user experience	38	54		5		92%	+37 ⬠
LQM4	I feel supported when faced by unacceptable actions from customers / service users	35	26	35			62%	+1

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	+1
Difference from CS2019	-9 ◇
Difference from CS High Performers	-6 ◇

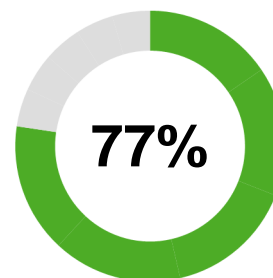
Proxy Stress Index

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	89%
B08	My manager motivates me to be more effective in my job	82%
B18	The people in my team can be relied upon to help when things get difficult in my job	92%
B26	I am treated with respect by the people I work with	92%
B30	I have clear work objectives	77%
B33	I have an acceptable workload	72%
B45	I have the opportunity to contribute my views before decisions are made that affect me	63%
E03	Have you been bullied or harassed at work, in the past 12 months? **	92%



Difference from previous survey	-7 ◇
Difference from CS2019	+4 ◇
Difference from CS High Performers	+2 ◇

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	94%
B03	My work gives me a sense of personal accomplishment	82%
B18	The people in my team can be relied upon to help when things get difficult in my job	92%
W01	Overall, how satisfied are you with your life nowadays?	77%
W02	Overall, to what extent do you feel that the things you do in your life are worthwhile?	72%



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>)