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Welsh Revenue Authority
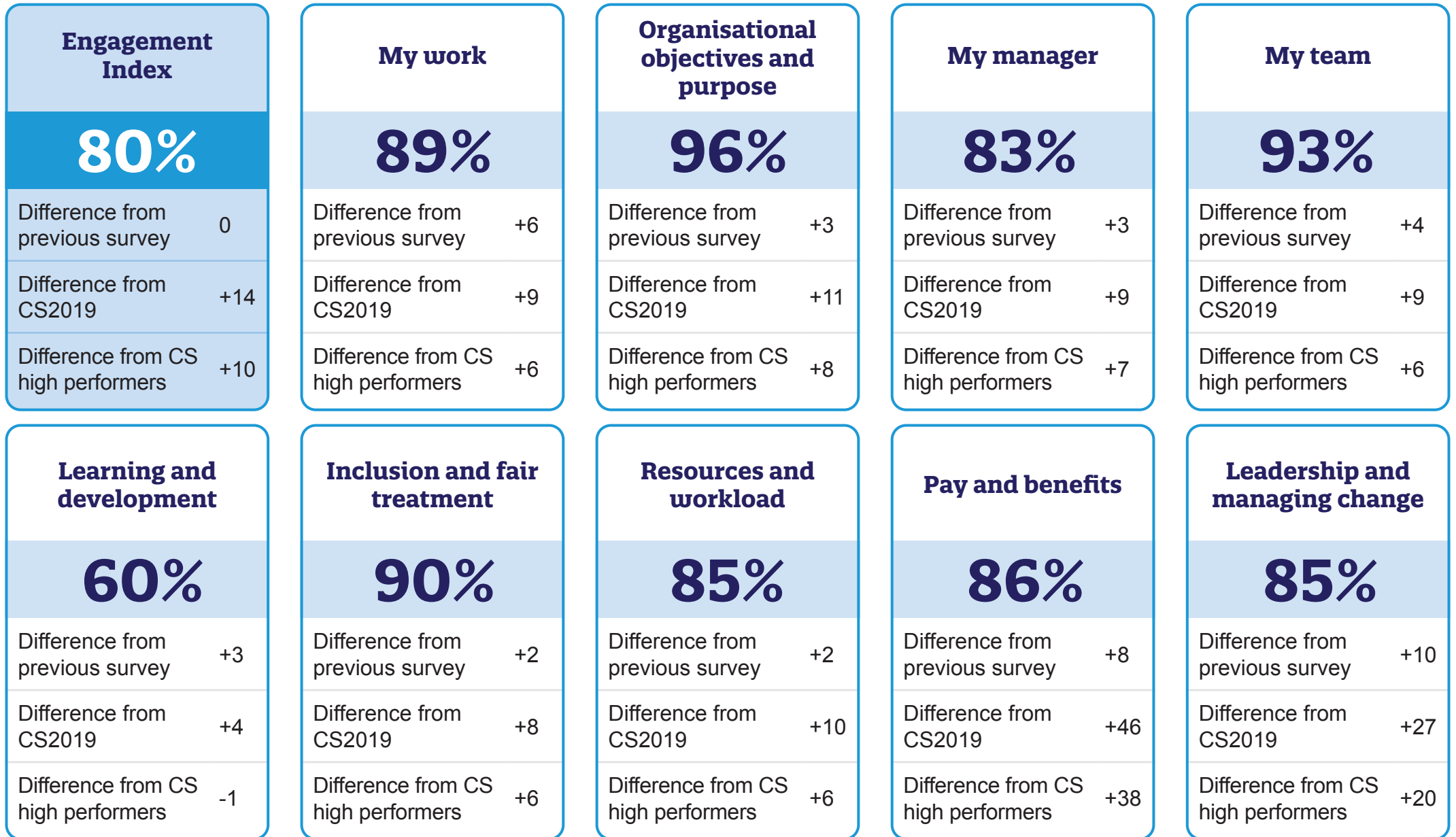
People Survey 2020

Cydweithio | Cadarnhau | Cywiro

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Headline results   **91%** response rate

Engagement Index
80%
Difference from previous survey — 0
Difference from CS2019 — +14
Difference from CS high performers — +10

My work
89%
Difference from previous survey — +6
Difference from CS2019 — +9
Difference from CS high performers — +6

Organisational objectives and purpose
96%
Difference from previous survey — +3
Difference from CS2019 — +11
Difference from CS high performers — +8

My manager
83%
Difference from previous survey — +3
Difference from CS2019 — +9
Difference from CS high performers — +7

My team
93%
Difference from previous survey — +4
Difference from CS2019 — +9
Difference from CS high performers — +6

Learning and development
60%
Difference from previous survey — +3
Difference from CS2019 — +4
Difference from CS high performers — -1

Inclusion and fair treatment
90%
Difference from previous survey — +2
Difference from CS2019 — +8
Difference from CS high performers — +6

Resources and workload
85%
Difference from previous survey — +2
Difference from CS2019 — +10
Difference from CS high performers — +6

Pay and benefits
86%
Difference from previous survey — +8
Difference from CS2019 — +46
Difference from CS high performers — +38

Leadership and managing change
85%
Difference from previous survey — +10
Difference from CS2019 — +27
Difference from CS high performers — +20

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Discrimination, bullying and harassment

**E01.
Discriminated
against at
work in 2020**

Prefer not to say: 3%

% responding yes: 1%

% responding no: 96%
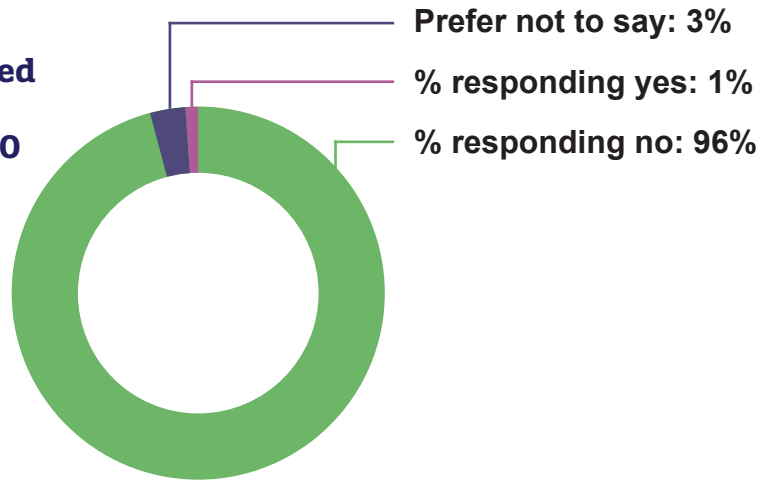
**E03.
Bullied and/
or harassed at
work in 2020**

Prefer not to say: 9%

% responding yes: 1%

% responding no: 90%
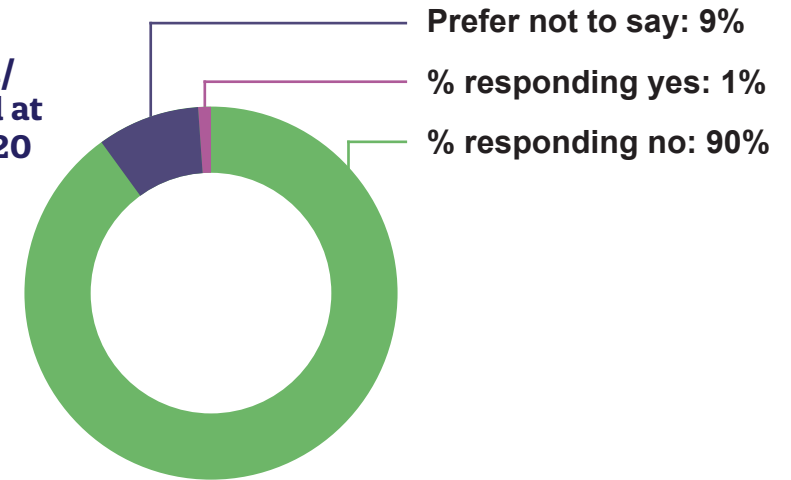
Wellbeing	Favourable	Neutral	Unfavourable	2019 survey	All Civil Service respondents
W01. Overall, how satisfied are you with your life nowadays?	67%	25%	7%	-10	9
W02. Overall, to what extent do you feel that things you do in your life are worthwhile?	69%	27%	4%	-4	2
W03. Overall, how happy did you feel yesterday?	69%	24%	7%	1	12
W04. Overall, how anxious did you feel yesterday?	45%	25%	30%	-11	1

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Stressful work environments

We use something called the Proxy Stress Index to measure conditions that can contribute to stressful environments. It is based on the following Health and Safety Executive stress management standards and People Survey insights:

Demands – "I have an acceptable workload" (B33)

**Control over work** – "I have a choice in deciding how I do my work" (B05)

Support – "My manager motivates me to be more effective in my job" (B08) and "I am treated with respect by the people I work with" (B26)

Relationships – "The people in my team can be relied upon to help when things get difficult in my job" (B18) and "During the past 12 months have you experienced bullying or harassment at work?" (E03)

Role in organisation – "I have clear work objectives" (B30)

Change – "I have the opportunity to contribute my views before decisions are made that affect me" (B45)

Proxy stress index

19%
2020

20%
2019
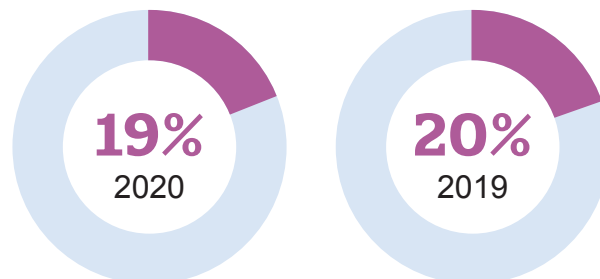
A score of 100% tells you that respondents gave the most negative response possible to all eight questions, suggesting they're operating in a highly stressful environment. A score of 0% tells you the opposite.

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Flourishing work environments

We use the PERMA Index to measure the extent to which employees are flourishing 'at work'. It's based on the work of psychologist Martin Seligman and looks at the following 5 dimensions of wellbeing and happiness, and People Survey insights:

Positive emotion – "Overall, how satisfied are you with your life nowadays?" (W01)

Meaning – "Overall, to what extent do you feel the things you do in your life are worthwhile?" (W02)

Engagement – "I am interested in my work" (B01)

Relationships – "The people in my team can be relied upon to help when things get difficult in my job" (B18)

Accomplishment – "My work gives me a sense of personal accomplishment" (B03)

Change – "I have the opportunity to contribute my views before decisions are made that affect me" (B45)

PERMA Index

79% 2020

77% 2019
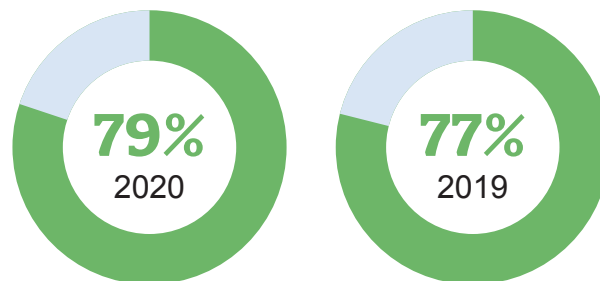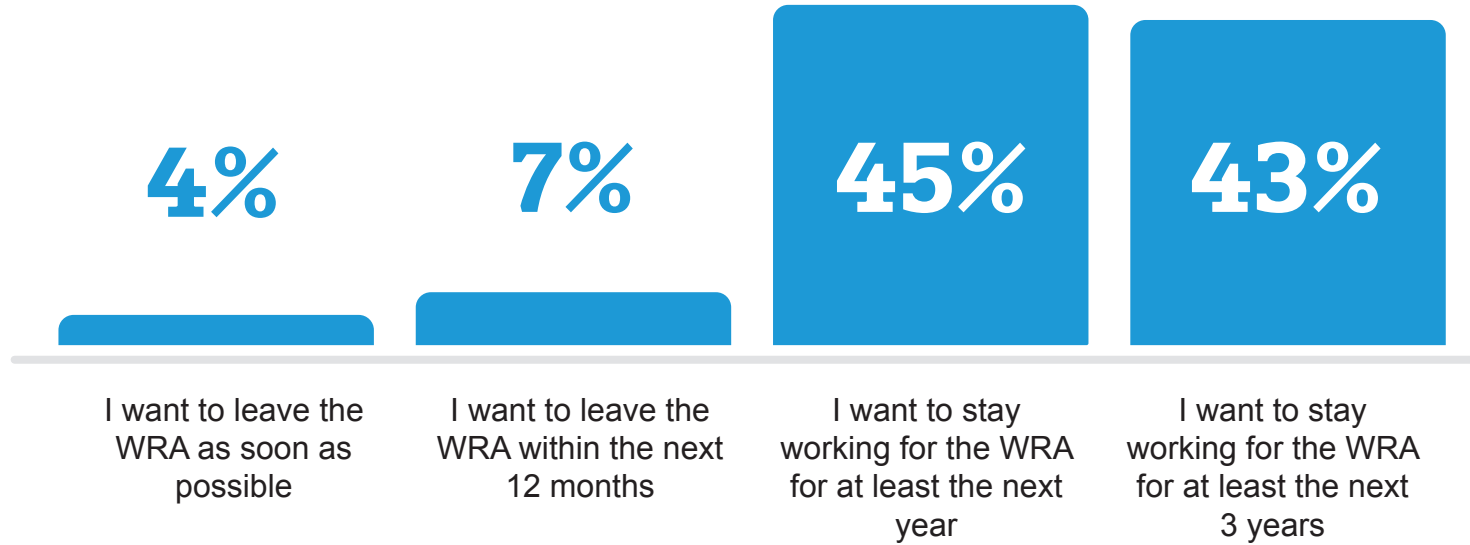
A score of 100% tells you that respondents gave the most positive response possible to all 5 questions, whereas a score of 0% tells you the opposite.

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Your plans for the future

4%

7%

45%

43%

I want to leave the WRA as soon as possible

I want to leave the WRA within the next 12 months

I want to stay working for the WRA for at least the next year

I want to stay working for the WRA for at least the next 3 years

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Highest positive scoring questions % positive	Highest neutral scoring questions % neutral	Highest negative scoring questions % negative
B09. My manager is considerate of my life outside work — **97%**	B17. Poor performance is dealt with effectively in my team — **34%**	B23. There are opportunities for me to develop my career in my organisation — **24%**
B28. I think that my organisation respects individual differences (for example cultures, working styles, backgrounds, and ideas) — **97%**	B23. There are opportunities for me to develop my career in my organisation — **27%**	B21. I am able to access the right learning and development opportunities when I need to — **18%**
B01. I am interested in my work — **96%**	B22. Learning and development activities I have completed in the past 12 months have helped to improve my performance? — **25%**	B24. Learning and development activities I have completed while working for my organisation are helping me to develop my career — **16%**
B06. I have a clear understanding of my organisation's objectives — **96%**	B21. I am able to access the right learning and development opportunities when I need to — **22%**	B17. Poor performance is dealt with effectively in my team — **13%**
B07. I understand how my work contributes to my organisation's objectives — **96%**	B33. I have an acceptable workload — **17%**	B22. Learning and development activities I have completed in the past 12 months have helped to improve my performance? — **12%**

My work

	Favourable	Neutral	Unfavourable	2019 survey	All civil servants	CS high performers
B01. I am interested in my work	96%	4%	0%	2	6	4
B02. I am sufficiently challenged by my work	91%	9%	0%	8	8	7
B03. My work gives me a sense of personal accomplishment	87%	10%	3%	5	8	7
B04. I feel involved in the decisions that affect my work	81%	7%	12%	13	23	17
B05. I have a choice in deciding how I do my work	90%	4%	6%	0	16	9

Organisation objectives and purpose

	Favourable	Neutral	Unfavourable	2019 survey	All civil servants	CS high performers
B06. I have a clear understanding of my organisation's objectives	96%	3%	1%	2	14	12
B07. I understand how my work contributes to my organisation's objectives	96%	1%	3%	3	11	9

My manager

	Favourable	Neutral	Unfavourable	2019 survey	All civil servants	CS high performers
B08. My manager motivates me to be more effective in my job	87%	3%	10%	5	13	11
B09. My manager is considerate of my life outside work	97%	3%	0%	6	12	8
B10. My manager is open to my ideas	91%	3%	6%	-1	9	5
B11. My manager helps me to understand how I contribute to my organisation's objectives	85%	10%	4%	4	16	14
B12. Overall, I have confidence in the decisions made by my manager	93%	4%	3%	5	14	12
B13. My manager recognises when I have done my job well	91%	6%	3%	5	10	7
B14. I receive regular feedback on my performance	81%	9%	10%	4	11	9
B15. The feedback I receive helps me to improve my performance	75%	16%	9%	1	8	7
B16. I think that my performance is evaluated fairly	84%	9%	7%	4	14	12
B17. Poor performance is dealt with effectively in my team	52%	34%	13%	-2	10	11

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My team

	Favourable	Neutral	Unfavourable	2019 survey	All civil servants	CS high performers
B18. The people in my team can be relied upon to help when things get difficult in my job	94%	4%	1%	2	7	6
B19. The people in my team work together to find ways to improve the service we provide	94%	1%	4%	7	10	8
B20. The people in my team are encouraged to come up with new and better ways of doing things	90%	7%	3%	2	13	10

Learning and development

	Favourable	Neutral	Unfavourable	2019 survey	All civil servants	CS high performers
B21. I am able to access the right learning and development opportunities when I need to	60%	22%	18%	-5	-7	-6
B22. Learning and development activities I have completed in the past 12 months have helped to improve my performance?	63%	25%	12%	0	11	11
B23. There are opportunities for me to develop my career in my organisation	49%	27%	24%	5	-8	-3
B24. Learning and development activities I have completed while working for my organisation are helping me to develop my career	67%	16%	16%	12	17	15

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Inclusion and fair treatment

	Favourable	Neutral	Unfavourable	2019 survey	All civil servants	CS high performers
B25. I am treated fairly at work	90%	6%	4%	-4	8	6
B26. I am treated with respect by the people I work with	91%	6%	3%	-1	4	2
B27. I feel valued for the work I do	84%	10%	6%	8	13	10
B28. I think that my organisation respects individual differences (for example cultures, working styles, backgrounds, and ideas)	97%	1%	1%	8	19	17

Resources and workload

	Favourable	Neutral	Unfavourable	2019 survey	All civil servants	CS high performers
B29. I get the information I need to do my job well	85%	10%	4%	-3	15	12
B30. I have clear work objectives	87%	7%	6%	10	9	8
B31. I have the skills I need to do my job effectively	89%	9%	2%	-1	2	-1
B32. I have the tools I need to do my job effectively	90%	7%	3%	0	17	14
B33. I have an acceptable workload	71%	17%	12%	-1	7	7
B34. I achieve a good balance between my work life and my private life	87%	10%	3%	3	15	15

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Pay and benefits

	Favourable	Neutral	Unfavourable	2019 survey	All civil servants	CS high performers
B35. I feel that my pay adequately reflects my performance	87%	9%	4%	8	50	47
B36. I am satisfied with the total benefits package	87%	12%	1%	5	44	40
B37. Compared to people doing a similar job in other organisations I feel my pay is reasonable	85%	9%	6%	10	54	52

Leadership and managing change

Leadership and managing change	Favourable	Neutral	Unfavourable	2019 survey	All civil servants	CS high performers
B38. Senior managers in my organisation are sufficiently visible	96%	1%	3%	8	27	20
B39. I believe the actions of senior managers are consistent with my organisation's values	91%	4%	4%	11	28	22
B40. I believe that my organisation's senior leaders have a clear vision for the future	82%	13%	4%	8	28	22
B41. Overall, I have confidence in the decisions made by my organisation's senior mangers	91%	6%	3%	10	36	28
B42. I feel that change is managed well in my organisation	78%	15%	7%	13	37	34
B43. When changes are made in my organisation they are usually for the better	82%	15%	3%	5	45	40
B44. My organisation keeps me informed about matters that affect me	88%	6%	6%	14	22	17
B45. I have the opportunity to contribute my views before decisions are made that affect me	76%	15%	9%	13	37	30
B46. I think it is safe to challenge the way things are done in my organisation	85%	4%	10%	11	36	31

Appendix

Glossary of main terms

% positive	The proportion who chose "agree" or "strongly agree", averaged across all questions within the theme
Previous survey	Comparisons with the previous survey relate to the results of the 2019 Civil Service People Survey
CS2020	Benchmark CS2020 is the median of the positive percentage across all organisations that participated in the Civil Service People Survey 2020
CS high performers	For each theme, this is the highest quartile score across all organisations that participated in the Civil Service People Survey 2020

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.

The employee engagement index

The survey includes 5 questions that make up the engagement index. 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 5 engagement questions and a score of 100 represents all respondents saying they strongly agree to all 5 engagement questions.

Confidentiality

The survey was carried out as part of the 2020 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. An external organisation is commissioned by Cabinet Office to carry out the Survey. To protect the anonymity of individuals, 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.

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