



Awdurdod Cyllid Cymru
Welsh Revenue Authority

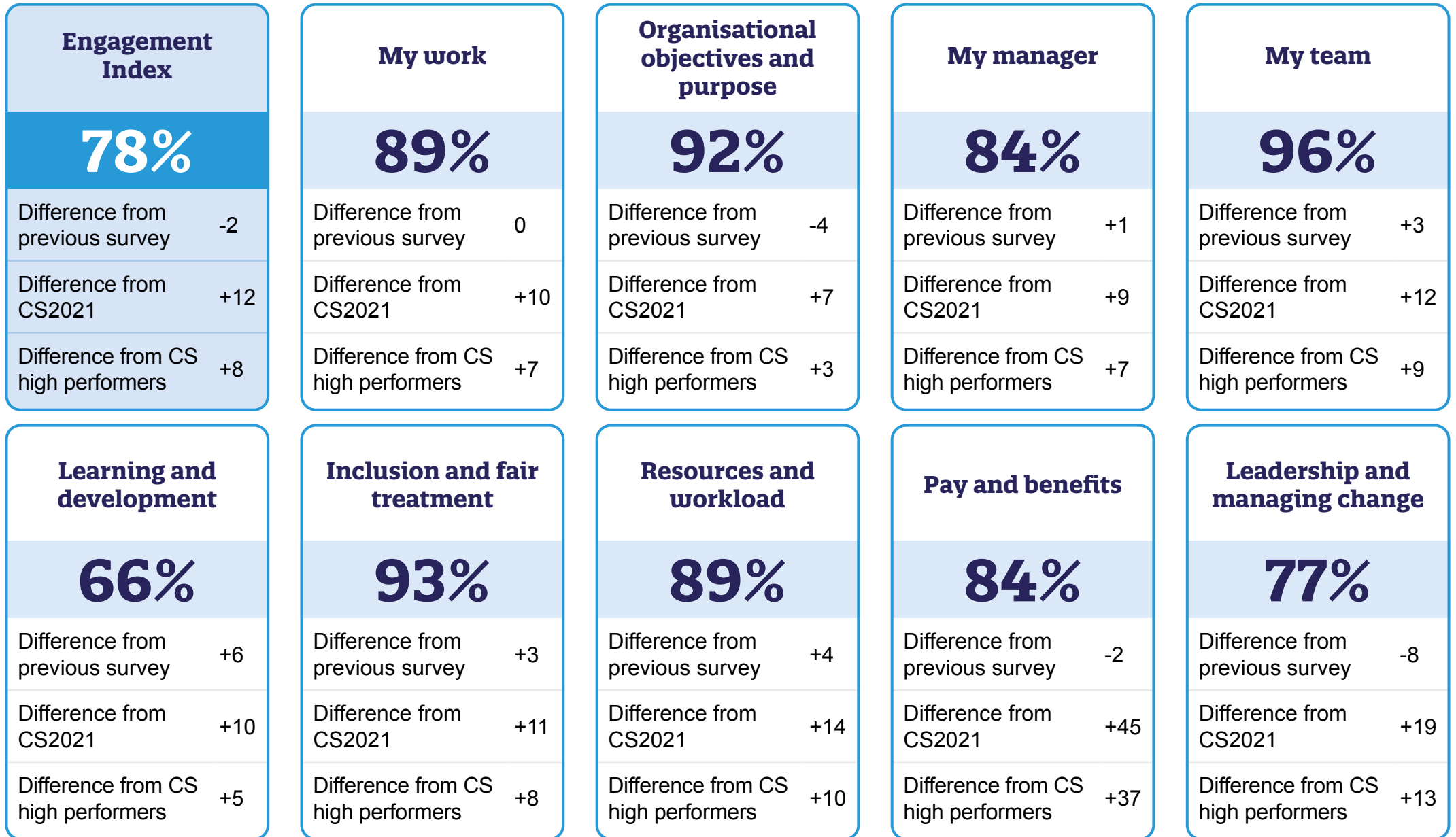
People Survey 2021



Cydweithio | Cadarnhau | Cywiro

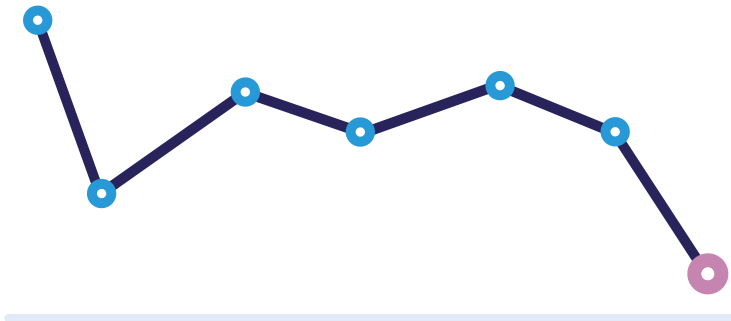


Headline results 96% response rate





Discrimination, bullying and harassment



E01. Discriminated against at work in 2020

E03. Bullied and/or harassed at work in 2020

% responding
yes

% responding
no

Prefer not
to say

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Figures too low to disclose

Wellbeing

	Favourable	Neutral	Unfavourable	2020 survey	All Civil Service respondents
W01. Overall, how satisfied are you with your life nowadays?	75%	19%	6%	8	11
W02. Overall, to what extent do you feel that things you do in your life are worthwhile?	79%	18%	3%	11	10
W03. Overall, how happy did you feel yesterday?	59%	24%	17%	0	9
W04. Overall, how anxious did you feel yesterday?	54%	22%	24%	10	8

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)

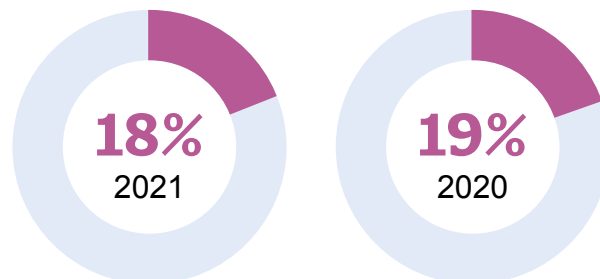
Support – “My manager motivates me to be more effective in my job” (B08) and “I am treated with respect by the people I work with” (B26)

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



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.

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)

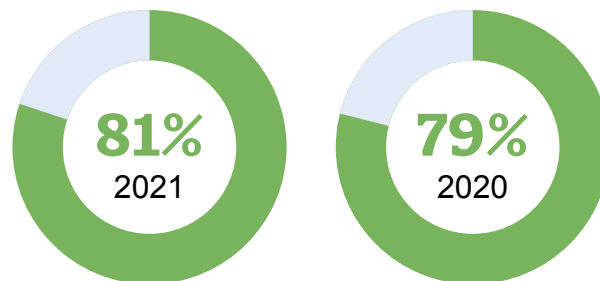
Meaning – “Overall, to what extent do you feel the things you do in your life are worthwhile?” (W02)

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)

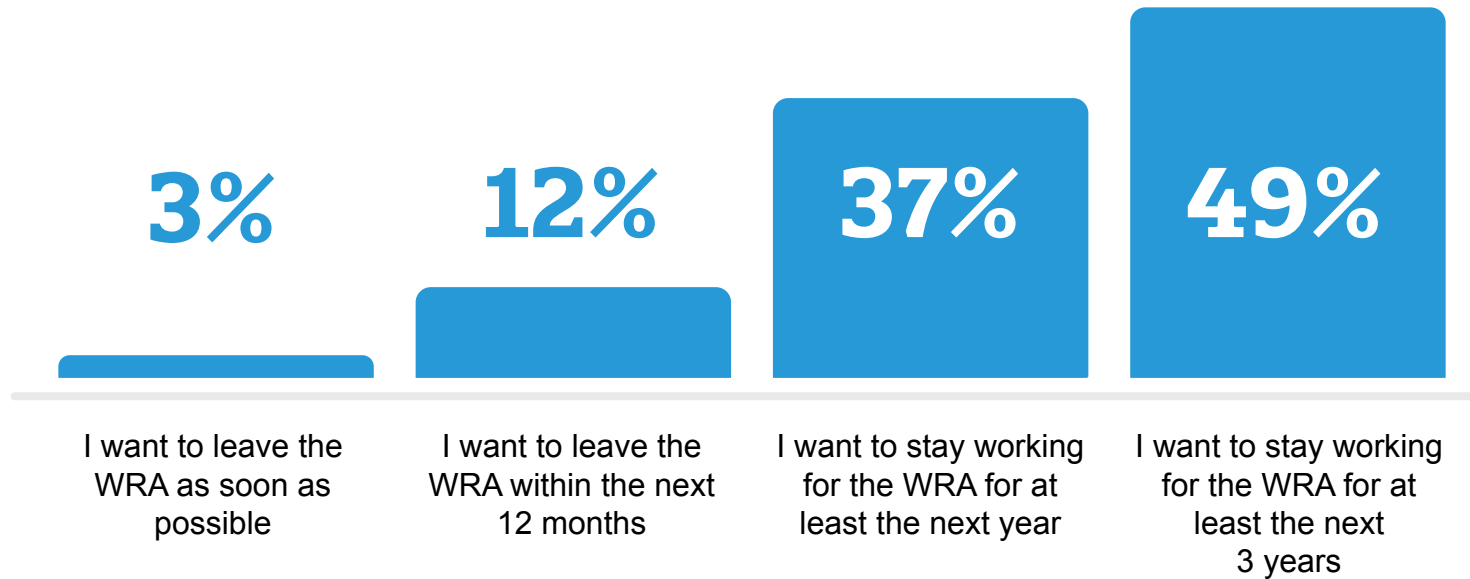
PERMA Index


















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.



Your plans for the future





Highest positive scoring questions % positive	Highest neutral scoring questions % neutral	Highest negative scoring questions % negative
<p>B09. My manager is considerate of my life outside work</p>  <p>97%</p>	<p>B17. Poor performance is dealt with effectively in my team</p>  <p>40%</p>	<p>B42. I feel that change is managed well in my organisation</p>  <p>19%</p>
<p>B18: The people in my team can be relied upon to help when things get difficult in my job</p>  <p>97%</p>	<p>B43. When changes are made in my organisation they are usually for the better</p>  <p>26%</p>	<p>B21. I am able to access the right learning and development opportunities when I need to</p>  <p>16%</p>
<p>B19: The people in my team work together to find ways to improve the service we provide</p>  <p>97%</p>	<p>B23. There are opportunities for me to develop my career in my organisation</p>  <p>25%</p>	<p>B24. Learning and development activities I have completed while working for my organisation are helping me to develop my career</p>  <p>13%</p>
<p>B01: I am interested in my work</p>  <p>94%</p>	<p>B24. Learning and development activities I have completed while working for my organisation are helping me to develop my career</p>  <p>21%</p>	<p>B46. I think it is safe to challenge the way things are done in my organisation</p>  <p>12%</p>
<p>B07: I understand how my work contributes to my organisation's objectives</p>  <p>94%</p>	<p>B42. I feel that change is managed well in my organisation</p>  <p>19%</p>	<p>B33. I have an acceptable workload</p>  <p>12%</p>

My work

	Favourable	Neutral	Unfavourable	2020 survey	All civil servants	CS high performers
B01. I am interested in my work	94%	3%	3%	-1	3	1
B02. I am sufficiently challenged by my work	91%	4%	4%	0	7	4
B03. My work gives me a sense of personal accomplishment	90%	4%	6%	3	11	8
B04. I feel involved in the decisions that affect my work	81%	7%	12%	0	19	13
B05. I have a choice in deciding how I do my work	88%	7%	4%	-1	7	3

Organisation objectives and purpose

B06. I have a clear understanding of my organisation's objectives	90%	7%	3%	-6	6	2
B07. I understand how my work contributes to my organisation's objectives	94%	1%	4%	-1	8	4

My manager

	Favourable	Neutral	Unfavourable	2020 survey	All civil servants	CS high performers
B08. My manager motivates me to be more effective in my job	87%	7%	7%	-1	8	5
B09. My manager is considerate of my life outside work	97%	0%	3%	0	7	5
B10. My manager is open to my ideas	93%	3%	4%	2	6	4
B11. My manager helps me to understand how I contribute to my organisation's objectives	88%	6%	6%	3	16	11
B12. Overall, I have confidence in the decisions made by my manager	93%	4%	3%	0	11	8
B13. My manager recognises when I have done my job well	94%	4%	1%	3	10	7
B14. I receive regular feedback on my performance	84%	10%	6%	3	12	8
B15. The feedback I receive helps me to improve my performance	81%	13%	6%	6	12	10
B16. I think that my performance is evaluated fairly	79%	13%	7%	-4	6	3
B17. Poor performance is dealt with effectively in my team	50%	40%	10%	-2	9	5



My team

	Favourable	Neutral	Unfavourable	2020 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	97%	1%	1%	3	9	7
B19. The people in my team work together to find ways to improve the service we provide	97%	1%	1%	3	11	9
B20. The people in my team are encouraged to come up with new and better ways of doing things	93%	3%	4%	3	14	9

Learning and development

B21. I am able to access the right learning and development opportunities when I need to	72%	12%	16%	12	5	0
B22. Learning and development activities I have completed in the past 12 months have helped to improve my performance?	74%	15%	12%	11	23	17
B23. There are opportunities for me to develop my career in my organisation	53%	25%	22%	4	-1	-9
B24. Learning and development activities I have completed while working for my organisation are helping me to develop my career	66%	21%	13%	-1	16	10

Inclusion and fair treatment

	Favourable	Neutral	Unfavourable	2020 survey	All civil servants	CS high performers
B25. I am treated fairly at work	94%	1%	4%	5	9	6
B26. I am treated with respect by the people I work with	94%	4%	1%	3	5	3
B27. I feel valued for the work I do	90%	6%	4%	6	17	12
B28. I think that my organisation respects individual differences (for example cultures, working styles, backgrounds, and ideas)	93%	6%	1%	-4	13	8

Resources and workload

B29. I get the information I need to do my job well	91%	4%	4%	6	18	14
B30. I have clear work objectives	85%	10%	4%	-1	7	2
B31. I have the skills I need to do my job effectively	93%	6%	1%	3	3	1
B32. I have the tools I need to do my job effectively	90%	4%	6%	0	14	9
B33. I have an acceptable workload	82%	6%	12%	11	20	15
B34. I achieve a good balance between my work life and my private life	94%	4%	1%	8	22	18

Pay and benefits

	Favourable	Neutral	Unfavourable	2020 survey	All civil servants	CS high performers
B35. I feel that my pay adequately reflects my performance	79%	12%	9%	-7	41	31
B36. I am satisfied with the total benefits package	87%	12%	1%	0	42	34
B37. Compared to people doing a similar job in other organisations I feel my pay is reasonable	85%	7%	7%	0	53	45



Leadership and managing change

	Favourable	Neutral	Unfavourable	2020 survey	All civil servants	CS high performers
B38. Senior managers in my organisation are sufficiently visible	88%	6%	6%	-7	16	8
B39. I believe the actions of senior managers are consistent with my organisation's values	84%	7%	9%	-7	16	10
B40. I believe that my organisation's senior leaders have a clear vision for the future	76%	15%	9%	-6	16	9
B41. Overall, I have confidence in the decisions made by my organisation's senior managers	79%	10%	10%	-12	17	10
B42. I feel that change is managed well in my organisation	62%	19%	19%	16	21	11
B43. When changes are made in my organisation they are usually for the better	66%	26%	7%	-16	25	17
B44. My organisation keeps me informed about matters that affect me	85%	7%	7%	-3	15	9
B45. I have the opportunity to contribute my views before decisions are made that affect me	76%	16%	7%	0	30	20
B46. I think it is safe to challenge the way things are done in my organisation	74%	15%	12%	-12	19	13

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 2020 Civil Service People Survey
CS2021	Benchmark CS2021 is the median of the positive percentage across all organisations that participated in the Civil Service People Survey 2021
CS High Performers	For each theme, this is the highest quartile score across all organisations that participated in the Civil Service People Survey 2021

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 five 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 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 2021 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>