



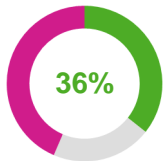
✧ Statistically significant difference from comparison



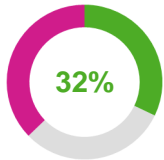


Taking action

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



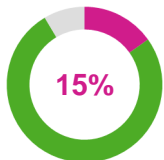
B52. I believe that senior managers in HMRC will take action on the results from this survey



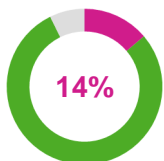
B53. Where I work, I think effective action has been taken on the results of the last survey

Discrimination, bullying and harassment

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



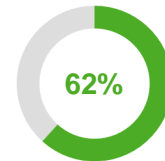
E01. Have you been discriminated against at work, in the past 12 months?



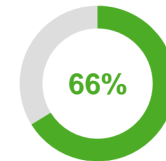
E03. Have you been bullied or harassed at work, in the past 12 months?

Wellbeing

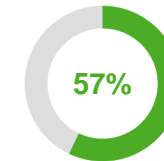
■ % responding positively to W01 - W03 ■ % responding negatively to W04



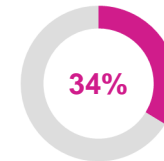
W01. Overall, how satisfied are you with your life nowadays?



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

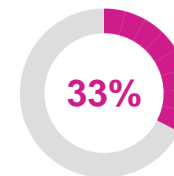


W03. Overall, how happy did you feel yesterday?

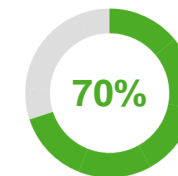


W04. Overall, how anxious did you feel yesterday?

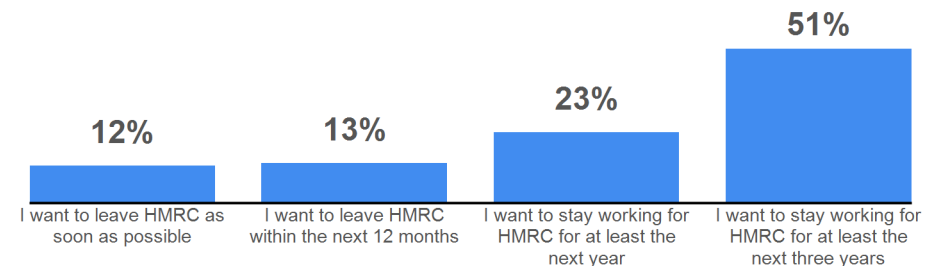
Proxy Stress Index



PERMA Index








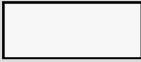









Your plans for the future





Headline scores

| Highest positive scoring questions | | % Positive | Highest neutral scoring questions | | % Neutral | Highest negative scoring questions | | % Negative |
|------------------------------------|--|---|-----------------------------------|---|---|------------------------------------|---|---|
| B18 | The people in my team can be relied upon to help when things get difficult in my job |  88% | B40 | I believe that ExCom has a clear vision for the future of HMRC |  38% | B37 | Compared to people doing a similar job in other organisations I feel my pay is reasonable |  71% |
| B54 | I am trusted to carry out my job effectively |  86% | B17 | Poor performance is dealt with effectively in my team |  34% | B35 | I feel that my pay adequately reflects my performance |  70% |
| B09 | My manager is considerate of my life outside work |  84% | B53 | Where I work, I think effective action has been taken on the results of the last survey |  31% | B36 | I am satisfied with the total benefits package |  59% |
| B19 | The people in my team work together to find ways to improve the service we provide |  84% | B50 | HMRC inspires me to do the best in my job |  29% | B42 | I feel that change is managed well in HMRC |  54% |
| B26 | I am treated with respect by the people I work with |  84% | B51 | HMRC motivates me to help it achieve its objectives |  29% | B45 | I have the opportunity to contribute my views before decisions are made that affect me |  50% |

Please note that only questions B01-B60 are included in the above rankings



All questions by theme

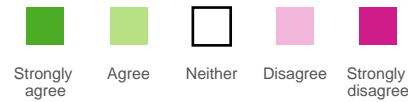
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My work

66%

0

Difference from previous survey



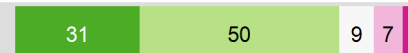
% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

B01 I am interested in my work



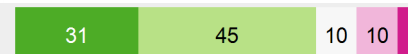
81%

-1 ◆

-9 ◆

-11 ◆

B02 I am sufficiently challenged by my work



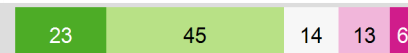
75%

-1 ◆

-5 ◆

-8 ◆

B03 My work gives me a sense of personal accomplishment



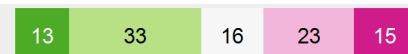
67%

0

-10 ◆

-13 ◆

B04 I feel involved in the decisions that affect my work



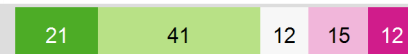
46%

0

-13 ◆

-18 ◆

B05 I have a choice in deciding how I do my work



61%

+1 ◆

-17 ◆

-21 ◆

Organisational objectives and purpose

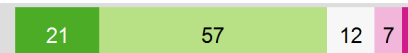
79%

-1

Difference from previous survey



B06 I have a clear understanding of HMRC's objectives



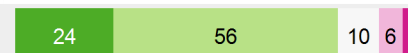
78%

-1 ◆

-4 ◆

-8 ◆

B07 I understand how my work contributes to HMRC's objectives



81%

-1 ◆

-3 ◆

-7 ◆



All questions by theme

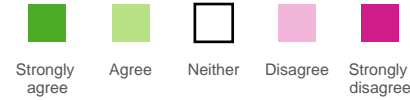
◇ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My manager

69%

0

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 | 26 | 43 | 15 | 10 | 5 | 69% | +1 ◇ | -2 ◇ | -6 ◇ |
| B09 | My manager is considerate of my life outside work | 44 | 40 | 9 | | | 84% | +1 ◇ | -2 ◇ | -5 ◇ |
| B10 | My manager is open to my ideas | 35 | 44 | 12 | 5 | | 79% | 0 | -5 ◇ | -7 ◇ |
| B11 | My manager helps me to understand how I contribute to HMRC's objectives | 23 | 43 | 21 | 9 | | 66% | 0 | -1 ◇ | -6 ◇ |
| B12 | Overall, I have confidence in the decisions made by my manager | 31 | 42 | 14 | 8 | 5 | 73% | +1 ◇ | -3 ◇ | -7 ◇ |
| B13 | My manager recognises when I have done my job well | 34 | 44 | 11 | 7 | | 78% | +1 ◇ | -3 ◇ | -6 ◇ |
| B14 | I receive regular feedback on my performance | 25 | 44 | 13 | 13 | 5 | 69% | -2 ◇ | 0 | -3 ◇ |
| B15 | The feedback I receive helps me to improve my performance | 23 | 39 | 21 | 11 | 6 | 62% | -1 ◇ | -3 ◇ | -6 ◇ |
| B16 | I think that my performance is evaluated fairly | 23 | 44 | 19 | 9 | 5 | 67% | +1 ◇ | -1 ◇ | -5 ◇ |
| B17 | Poor performance is dealt with effectively in my team | 12 | 29 | 34 | 14 | 10 | 42% | -2 ◇ | +2 ◇ | -2 ◇ |



All questions by theme

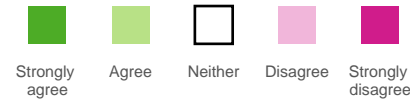
◆ indicates statistically significant difference from comparison
^ indicates a variation in question wording from your previous survey

My team

82%

0

Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

Difference from CS High Performers

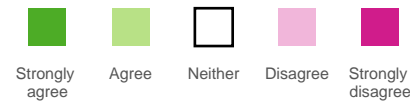
| Question ID | Question Text | Strongly agree | Agree | Neither | Disagree | Strongly disagree | % Positive | Difference from previous survey | Difference from CS2019 | Difference from CS High Performers |
|-------------|--|----------------|-------|---------|----------|-------------------|------------|---------------------------------|------------------------|------------------------------------|
| B18 | The people in my team can be relied upon to help when things get difficult in my job | 44 | 44 | 7 | 1 | 1 | 88% | 0 ◆ | +2 ◆ | -1 ◆ |
| B19 | The people in my team work together to find ways to improve the service we provide | 39 | 45 | 9 | 5 | 1 | 84% | 0 | +1 ◆ | -2 ◆ |
| B20 | The people in my team are encouraged to come up with new and better ways of doing things | 32 | 42 | 14 | 8 | 1 | 74% | -1 ◆ | -2 ◆ | -6 ◆ |

Learning and development

52%

-1 ◆

Difference from previous survey



| 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 | 13 | 48 | 18 | 15 | 6 | 61% | -2 ◆ | -3 ◆ | -10 ◆ |
| B22 | Learning and development activities I have completed in the past 12 months have helped to improve my performance | 13 | 37 | 24 | 18 | 8 | 50% | -1 ◆ | -5 ◆ | -9 ◆ |
| B23 | There are opportunities for me to develop my career in HMRC | 14 | 41 | 19 | 15 | 11 | 54% | -1 ◆ | +4 ◆ | -3 ◆ |
| B24 | Learning and development activities I have completed while working for HMRC are helping me to develop my career | 11 | 32 | 26 | 20 | 11 | 44% | 0 ◆ | -6 ◆ | -12 ◆ |



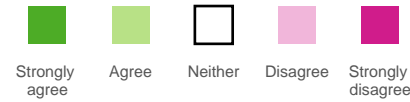
All questions by theme

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

Inclusion and fair treatment

72%

-1 ◆ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

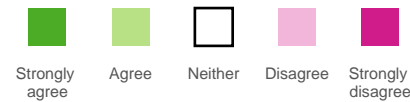
Difference from CS High Performers

| Question | Strongly agree | Agree | Neither | Disagree | Strongly disagree | % Positive | Difference from previous survey | Difference from CS2019 | Difference from CS High Performers |
|---|----------------|-------|---------|----------|-------------------|------------|---------------------------------|------------------------|------------------------------------|
| B25 I am treated fairly at work | 25 | 51 | 10 | 8 | 5 | 76% | 0 ◆ | -6 ◆ | -8 ◆ |
| B26 I am treated with respect by the people I work with | 31 | 53 | 8 | 8 | 5 | 84% | -1 ◆ | -2 ◆ | -4 ◆ |
| B27 I feel valued for the work I do | 19 | 38 | 16 | 16 | 10 | 58% | +1 ◆ | -10 ◆ | -15 ◆ |
| B28 I think that HMRC respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.) | 24 | 47 | 15 | 8 | 6 | 71% | -1 ◆ | -7 ◆ | -10 ◆ |

Resources and workload

68%

0 Difference from previous survey



| Question | 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 | 11 | 50 | 16 | 16 | 6 | 62% | 0 | -9 ◆ | -14 ◆ |
| B30 I have clear work objectives | 16 | 57 | 13 | 10 | 6 | 72% | -1 ◆ | -3 ◆ | -7 ◆ |
| B31 I have the skills I need to do my job effectively | 21 | 58 | 11 | 8 | 6 | 79% | -1 ◆ | -10 ◆ | -13 ◆ |
| B32 I have the tools I need to do my job effectively | 13 | 49 | 15 | 16 | 6 | 62% | +1 ◆ | -10 ◆ | -16 ◆ |
| B33 I have an acceptable workload | 12 | 53 | 15 | 14 | 6 | 65% | +1 ◆ | +1 ◆ | -3 ◆ |
| B34 I achieve a good balance between my work life and my private life | 19 | 52 | 13 | 10 | 6 | 71% | +1 ◆ | -1 ◆ | -5 ◆ |



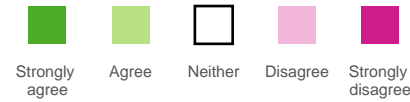
All questions by theme

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

Pay and benefits

20%

-1 ◇ Difference from previous survey



% Positive

Difference from previous survey

Difference from CS2019

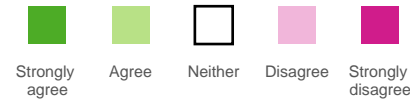
Difference from CS High Performers

| Question | Strongly agree | Agree | Neither | Disagree | Strongly disagree | % Positive | Difference from previous survey | Difference from CS2019 | Difference from CS High Performers |
|---|----------------|-------|---------|----------|-------------------|--|---|---|------------------------------------|
| B35 I feel that my pay adequately reflects my performance | 16 | 11 | 28 | 42 | 19% | -1 ◇ | -15 ◇ | -22 ◇ | |
| B36 I am satisfied with the total benefits package | 20 | 16 | 26 | 33 | 24% | -1 ◇ | -15 ◇ | -24 ◇ | |
| B37 Compared to people doing a similar job in other organisations I feel my pay is reasonable | 14 | 13 | 27 | 43 | 17% | -2 ◇ | -11 ◇ | -18 ◇ | |

Leadership and managing change

37%

-1 ◇ 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 |
|--|----------------|-------|---------|----------|-------------------|--|---|---|---|
| B38 Senior managers in HMRC are sufficiently visible | 12 | 43 | 16 | 18 | 12 | 55% | 0 | -8 ◇ | -18 ◇ |
| B39 I believe the actions of senior managers are consistent with HMRC's values | 9 | 36 | 28 | 16 | 12 | 45% | -1 ◇ | -10 ◇ | -19 ◇ |
| B40 I believe that ExCom has a clear vision for the future of HMRC | 6 | 28 | 38 | 15 | 13 | 34% | -3 ◇ | -16 ◇ | -27 ◇ |
| B41 Overall, I have confidence in the decisions made by HMRC's senior managers | 6 | 28 | 27 | 20 | 18 | 34% | -1 ◇ | -17 ◇ | -28 ◇ |
| B42 I feel that change is managed well in HMRC | 22 | 20 | 33 | 21 | 25% | -1 ◇ | -10 ◇ | -20 ◇ | |
| B43 When changes are made in HMRC they are usually for the better | 20 | 28 | 30 | 19 | 23% | -2 ◇ | -13 ◇ | -21 ◇ | |
| B44 HMRC keeps me informed about matters that affect me | 6 | 45 | 21 | 17 | 11 | 50% | 0 | -10 ◇ | -18 ◇ |
| B45 I have the opportunity to contribute my views before decisions are made that affect me | 25 | 22 | 29 | 21 | 29% | 0 | -12 ◇ | -22 ◇ | |
| B46 I think it is safe to challenge the way things are done in HMRC | 6 | 32 | 23 | 22 | 17 | 38% | -1 ◇ | -11 ◇ | -18 ◇ |



All questions by theme

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

Engagement

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

| | 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 HMRC | 10 | 29 | 28 | 20 | 13 | 40% | 0 ◆ | -27 ◆ | -33 ◆ |
| B48 I would recommend HMRC as a great place to work | 9 | 29 | 25 | 21 | 15 | 38% | 0 | -23 ◆ | -31 ◆ |
| B49 I feel a strong personal attachment to HMRC | 11 | 27 | 25 | 22 | 15 | 38% | -1 ◆ | -14 ◆ | -20 ◆ |
| B50 HMRC inspires me to do the best in my job | 8 | 27 | 29 | 22 | 14 | 35% | -1 ◆ | -17 ◆ | -24 ◆ |
| B51 HMRC motivates me to help it achieve its objectives | 8 | 27 | 29 | 22 | 14 | 34% | -1 ◆ | -16 ◆ | -22 ◆ |

Taking action

| | 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 HMRC will take action on the results from this survey | 7 | 28 | 21 | 21 | 23 | 36% | -4 ◆ | -15 ◆ | -24 ◆ |
| B53 Where I work, I think effective action has been taken on the results of the last survey | 8 | 24 | 31 | 18 | 19 | 32% | -4 ◆ | -6 ◆ | -12 ◆ |



All questions by theme

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

Organisational culture

| | 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 | 29 | 57 | 7 | 5 | | 86% | +1 ◆ | -3 ◆ | -5 ◆ |
| B55 I believe I would be supported if I try a new idea, even if it may not work | 18 | 45 | 19 | 13 | 5 | 63% | 0 | -9 ◆ | -13 ◆ |
| B56 In HMRC, people are encouraged to speak up when they identify a serious policy or delivery risk | 16 | 48 | 18 | 11 | 7 | 64% | -1 ◆ | -6 ◆ | -11 ◆ |
| B57 I feel able to challenge inappropriate behaviour in the workplace | 15 | 47 | 16 | 14 | 8 | 62% | -1 ◆ | -5 ◆ | -8 ◆ |
| B58 HMRC is committed to creating a diverse and inclusive workplace | 21 | 52 | 17 | 6 | 5 | 72% | -1 ◆ | -4 ◆ | -7 ◆ |

Civil Service vision

| | 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' | 12 | 48 | 17 | 16 | 7 | 60% | +2 ◆ | +2 ◆ | -9 ◆ |

Leadership 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^ | 18 | 40 | 28 | 10 | | 58% | New | -9 ◆ | -15 ◆ |

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



All questions by theme

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

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? | 16 | 22 | 47 | 15 | 62% | +1 ◆ | -6 ◆ | -9 ◆ |
| W02 Overall, to what extent do you feel that the things you do in your life are worthwhile? | 14 | 20 | 45 | 22 | 66% | 0 | -5 ◆ | -8 ◆ |
| W03 Overall, how happy did you feel yesterday? | 21 | 22 | 38 | 19 | 57% | -1 ◆ | -5 ◆ | -8 ◆ |

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? | 21 | 26 | 19 | 34 | 34% | +1 ◆ | +2 ◆ | +3 ◆ |



All questions by theme

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

Your plans for the future

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

| | | | Difference from previous survey | Difference from CS2019 |
|---|--|-----|---------------------------------|------------------------|
| I want to leave HMRC as soon as possible | | 12% | 0 | +5 ◇ |
| I want to leave HMRC within the next 12 months | | 13% | +2 ◇ | -1 ◇ |
| I want to stay working for HMRC for at least the next year | | 23% | +1 ◇ | -10 ◇ |
| I want to stay working for HMRC for at least the next three years | | 51% | -3 ◇ | +7 ◇ |

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? | | 7 | 93% | 0 | +1 ◇ | -1 ◇ |
| D02. Are you aware of how to raise a concern under the Civil Service Code? | | 30 | 70% | -3 ◇ | +5 ◇ | -1 ◇ |
| D03. Are you confident that if you raised a concern under the Civil Service Code in HMRC it would be investigated properly? | | 39 | 61% | -3 ◇ | -10 ◇ | -15 ◇ |



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 | | 15% | -1 ✧ | +4 ✧ |
| No | | 76% | 0 ✧ | -5 ✧ |
| Prefer not to say | | 9% | 0 | 0 ✧ |

Of those who said they had experienced discrimination at work in the last 12 months, 93% said it occurred in HMRC while 7% said it occurred in another organisation.

For respondents who selected 'Yes' to E01.

E02. On which of the following grounds were you discriminated against?^ (multiple selection)

| | Response Count | |
|---|----------------|--|
| Age | 1,305 | |
| Caring responsibilities | 790 | |
| Disability | 1,056 | |
| Ethnic background | 632 | |
| Gender | 712 | |
| Gender reassignment or perceived gender | 18 | |
| Grade or responsibility level | 1,182 | |
| Main spoken/ written language or language ability | 190 | |
| Marital status or civil partnership | 82 | |
| Mental health | 1,001 | |
| Pay | 735 | |
| Pregnancy, maternity or paternity | 94 | |
| Religion or belief | 266 | |
| Sex | 236 | |
| Sexual orientation | 189 | |
| Social or educational background | 283 | |
| Working location | 693 | |
| Working pattern | 1,310 | |
| Any other grounds | 802 | |
| Prefer not to say | 559 | |



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?^

Table with 5 columns: Response, Percentage, Difference from previous survey, Difference from CS2019. Rows: Yes (14%, +2), No (79%, -3), Prefer not to say (7%, +1).

For respondents who selected 'Yes' to E03.

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

Table with 3 columns: Description, Response Count, Bar chart. Rows include: Comments about my personal appearance (655), Sexual harassment (307), Spreading gossip (1,485), Intimidation (1,507), Physical assault (64), Humiliated in front of team (2,267), Negative Micromanagement (2,472), Removal of job responsibilities (1,429), Treated less favourably (2,319), Ignored, excluded (2,074), Undermining (1,266), Denied time off (294), Denied time off for family (358), Disclosure of personal info (651), Something else (644), Prefer not to say (278).

Of those who said they had experienced bullying and/or harassment at work in the last 12 months, 95% said it occurred in HMRC while 5% said it occurred in another organisation.



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 | 2,158 | |
| A colleague in a different Area/Directorate/ Division of HMRC | 474 | |
| My manager | 1,779 | |
| Another senior member of staff in HMRC | 1,573 | |
| Someone I manage | 230 | |
| Someone working in a different Civil Service organisation | 79 | |
| Someone working for a non-Civil Service organisation | 91 | |
| A contractor | 28 | |
| A service user (e.g. customer, claimant, offender) | 70 | |
| A member of the public | 78 | |
| Someone else not listed here | 178 | |
| Prefer not to say | 601 | |

For respondents who selected 'Yes' to E03.
 E05. Did you report your experience of bullying and/or harassment?^

| | | Difference from previous survey | Difference from CS2019 |
|-------------------|-----|---------------------------------|------------------------|
| Yes | 46% | +9 ◇ | -5 ◇ |
| No | 48% | -3 ◇ | +5 ◇ |
| Prefer not to say | 6% | -6 ◇ | 0 |

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 | 14% | -2 ◇ |
| No | 66% | +4 ◇ |
| Prefer not to say | 20% | -1 ◇ |
| The bullying and/or harassment has stopped | | |
| Yes | 39% | +2 ◇ |
| No | 38% | +1 |
| Prefer not to say | 23% | -1 ◇ |
| The culture in my area allows this kind of behaviour to continue | | |
| Yes | 59% | +4 ◇ |
| No | 23% | -2 ◇ |
| Prefer not to say | 18% | -1 |
| I felt like I was punished for reporting the incident | | |
| Yes | 19% | +2 ◇ |
| No | 54% | -1 |
| Prefer not to say | 27% | 0 |
| I moved to another team or role to avoid the behaviour | | |
| Yes | 25% | +4 ◇ |
| No | 60% | -1 |
| Prefer not to say | 15% | -1 ◇ |



Additional questions selected by organisation

⚡ indicates statistically significant difference from comparison

Change Management

| | | Strongly agree | Agree | Neither | Disagree | Strongly disagree | % Positive | Difference from benchmark |
|------|--|----------------|-------|---------|----------|-------------------|------------|---------------------------|
| LQC1 | I get to find out the reasons behind key changes that happen in HMRC | 6 | 35 | 24 | 25 | 11 | 40% | -6 ⚡ |
| LQC2 | I understand what support is available to me as I am affected by organisational change | 7 | 48 | 22 | 16 | 7 | 55% | +3 ⚡ |
| LQC3 | I feel that change is managed well in my Area/Directorate/Division | 6 | 30 | 24 | 24 | 16 | 36% | -7 ⚡ |
| LQC4 | I feel positive about the future of HMRC | 7 | 28 | 26 | 22 | 19 | 34% | -20 ⚡ |

Smarter Working

| | | 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) | 43 | 42 | 8 | | | 85% | -5 ⚡ |
| LQD2 | My manager supports me to work as flexibly as possible in line with the requirements of my role | 40 | 42 | 9 | 5 | | 82% | -5 ⚡ |
| LQD3 | Smarter Working allows me to be more productive in my role | 31 | 31 | 24 | 8 | 5 | 62% | -17 ⚡ |
| LQD4 | I feel confident in using modern workplace technologies to connect and collaborate with colleagues | 30 | 41 | 15 | 10 | | 71% | -11 ⚡ |

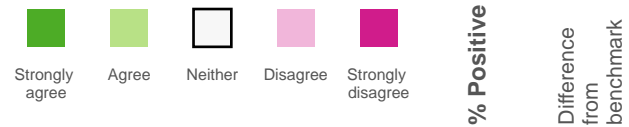
Please note that the benchmark for the questions on this page is the average score across the organisations that chose to include them in their survey, so it is not representative of the whole Civil Service.



Additional questions selected by organisation

◆ indicates statistically significant difference from comparison

Performance Management

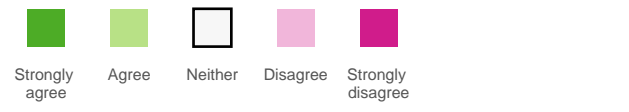


| | | | | | | | |
|------|---|----|----|----|----|-----|------|
| LQH1 | I feel empowered by my manager to do my job | 27 | 43 | 17 | 8 | 71% | -6 ◆ |
| LQH2 | The one-to-one conversations I have with my manager are helping me to achieve my full potential | 20 | 37 | 24 | 12 | 57% | -6 ◆ |



| | | | | | | | |
|-------|---|----|----|----|----|---|---|
| LQH3a | In general, how often do you discuss the following with your manager: How well I am meeting my work objectives? | 14 | 49 | 25 | 5 | 7 | - |
| LQH3b | In general, how often do you discuss the following with your manager: My development needs and career goals? | 44 | 32 | 8 | 11 | - | |
| LQH3c | In general, how often do you discuss the following with your manager: My personal wellbeing and/or work-related stress? | 24 | 41 | 18 | 13 | - | |

Customer Service



| | | | | | | | | |
|------|--|----|----|----|-----|------|------|-------|
| LQM1 | I understand my customers' / service users' needs | 26 | 62 | 9 | 88% | -3 ◆ | | |
| LQM2 | My Area/Directorate/Division sets goals that are appropriately aligned to customer / service user requirements | 13 | 46 | 26 | 11 | 5 | 59% | -11 ◆ |
| LQM3 | In HMRC, ideas and innovation are increasingly driven by customer / service user experience | 11 | 41 | 31 | 12 | 6 | 51% | -4 ◆ |
| LQM4 | I feel supported when faced by unacceptable actions from customers / service users | 13 | 45 | 30 | 8 | 58% | -2 ◆ | |

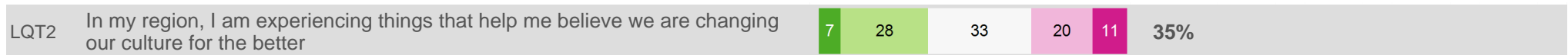
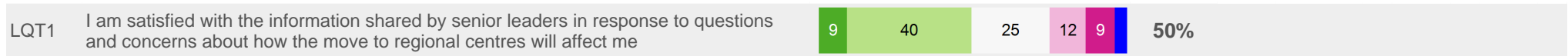
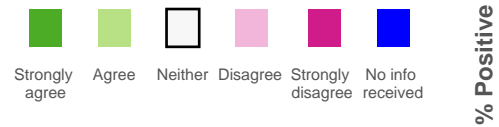
Please note that the benchmark for the questions on this page is the average score across the organisations that chose to include them in their survey, so it is not representative of the whole Civil Service.



Additional questions selected by organisation

⚡ indicates statistically significant difference from comparison

HMRC Questions

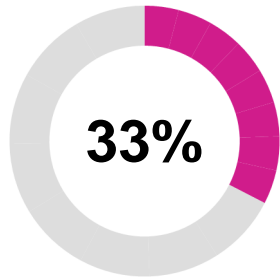




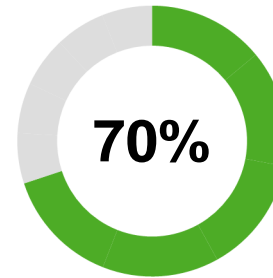
Proxy Stress Index and PERMA Index

◇ indicates statistically significant difference from comparison

** this is a negatively phrased question where % positive is the proportion who selected "no"



| | |
|------------------------------------|------|
| Difference from previous survey | 0 ◇ |
| Difference from CS2019 | +4 ◇ |
| Difference from CS High Performers | +6 ◇ |



| | |
|------------------------------------|------|
| Difference from previous survey | 0 |
| Difference from CS2019 | -4 ◇ |
| Difference from CS High Performers | -5 ◇ |

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.

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

| | % positive |
|--|-------------------|
| B05 I have a choice in deciding how I do my work | 61% |
| B08 My manager motivates me to be more effective in my job | 69% |
| B18 The people in my team can be relied upon to help when things get difficult in my job | 88% |
| B26 I am treated with respect by the people I work with | 84% |
| B30 I have clear work objectives | 72% |
| B33 I have an acceptable workload | 65% |
| B45 I have the opportunity to contribute my views before decisions are made that affect me | 29% |
| E03 Have you been bullied or harassed at work, in the past 12 months?* | 79% |

% positive

| | % positive |
|---|-------------------|
| B01 I am interested in my work | 81% |
| B03 My work gives me a sense of personal accomplishment | 67% |
| B18 The people in my team can be relied upon to help when things get difficult in my job | 88% |
| W01 Overall, how satisfied are you with your life nowadays? | 62% |
| W02 Overall, to what extent do you feel that the things you do in your life are worthwhile? | 66% |



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>)