

## Manon Antoniazzi

Prif Weithredwr a Chlerc y Senedd  
Chief Executive and Clerk of the Senedd

Nick Ramsay MS  
Chair of Public Accounts Committee  
Senedd Cymru  
Tŷ Hywel  
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26 March 2021

Dear Nick

Please find attached a copy of the December 2020 Commission Employee Survey results for your interest. The 2020 survey is the first annual survey to be delivered through a new partnership with an independent survey specialist, procured in partnership with Scottish Parliament. This will provide previously unavailable parliamentary benchmark data for comparison.

The report makes positive reading, and I am pleased that we compare favourably to both public sector and wider benchmark data across all themes, and during such a challenging period. Looking to the future, our commitments remain firmly focussed on the health, wellbeing, safety, and two-way dialogue with all our Commission colleagues.

These results have been shared with colleagues in a recent all-staff meeting and will be published on the intranet as usual. This year, as recommended by the Public Accounts Committee, we will also publish the results through the Senedd website.

I hope it provides the information you require.

Yours sincerely



Manon Antoniazzi

**Prif Weithredwr a Chlerc y Senedd / Chief Executive and Clerk of the Senedd**



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Senedd Cymru - Welsh Parliament

# Staff survey: Results for 2020

February 2021



**Senedd Cymru**  
**Welsh Parliament**

The Welsh Parliament is the democratically elected body that represents the interests of Wales and its people. Commonly known as the Senedd, it makes laws for Wales, agrees Welsh taxes and holds the Welsh Government to account.

# Staff survey:

# Results for 2020

February 2021

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# Summary

This Senedd Cymru staff survey took place between November and December 2020. With a survey response rate of **76%**, employees scored **77.2%** overall within the Six Steps to Workplace Happiness framework used within this survey, and **74.3%** in the Senedd core questions.



# 77.2%

## WORKPLACE HAPPINESS SCORE



### + 7.2%

Global Average



### + 8.2%

Public Sector  
Average



### + 12.2%

UK Average



# 379

## MEMBERS OF STAFF RESPONDED TO THE SURVEY



# 76%

Response  
Rate



# +14%

Response rate from  
2018-19



Llywodraeth Cymru  
Welsh Government

The Welsh  
Government had a  
response rate of  
**59%** in their most  
recent survey.



Senedd Cymru  
Welsh Parliament



## Workplace Happiness Index Themes



**77.2%**

Reward and Recognition



**75%**

Information Sharing



**75.5%**

Empowerment



**73.2%**

Well-being



**82.4%**

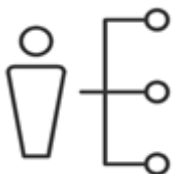
Instilling Pride



**80.2%**

Job Satisfaction

## Senedd Commission Themes



**76.3%**

My Manager



**68.3%**

Leadership and Managing Change



**66.6%**

Learning and Development



**80.1%**

Organisational Culture



**82%**

My Team



# Responses to all questions



# The Six Steps to Workplace Happiness

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The Six Steps to Workplace Happiness is a framework that encompasses the six key drivers of employee engagement, happiness and well-being: Reward and Recognition, Information Sharing, Empowerment, Well-being, Instilling Pride and Job Satisfaction.

Unlike previous surveys, which calculated a percentage based on positive percentage scores (the total sum of those who selected either agree, or strongly agree in their responses), the percentages in this section have been calculated by taking the mean score given for each question, which has been populated through the 10-point scale.



## Reward and Recognition: 77.2%

**Global score comparison: +7.2%**

**Public sector comparison: +8.2%**

Everyone in an organisation should enjoy the rewards of success. If you are not earning a fair salary, no amount of recognition will make you feel rewarded. Your pay scale must meet expectations and encourage discretionary effort.

- I am fairly paid - **78.3%**
- I am happy with the hours I work - **79.3%**
- I am recognised when I do something well - **74%**



## Information Sharing: 75%

**Global score comparison: +5%**

**Public sector comparison: +7%**

Not sharing information makes employees feel like an unimportant part of the business. We all need to have a realistic and well-sourced view of the organisations we work for, regardless of your job title. The level of detail we receive may be different, but information forms the basis of the decisions we make every day.

- I have enough information to do my job well - **77.5%**
- Information is freely and openly shared with me - **73.3%**
- My views are heard at work - **74.3%**





## Empowerment: 75.5%

Global score comparison: +3.5%

Public sector comparison: +5.5%

Empowering employees must be an indisputable aim of all organisations. All employees must be a part of the decision-making process, listening to their ideas and integrating their suggestions into the company's strategies. Personal experiences inevitably bring different solutions, and by listening to all views, the best outcome can be reached.

- I have what I need to do my job well - **78%**
- I am allowed to make decisions - **73.4%**
- I am trusted to make decisions - **75.1%**



## Well-being: 73.2%

Global score comparison: +6.2%

Public sector comparison: +7.2%

Health and well-being is broken down into three key areas; physical, emotional and financial. By addressing all three, employers will improve engagement levels and productivity.

- My employer cares for my well-being - **79.6%**
- I rarely feel anxious about work - **62.8%**
- I am happy with my working environment - **76.4%**
- I am happy at work - **73.9%**



## Instilling Pride: 82.4%

Global score comparison: +13.4%

Public sector comparison: +11.4%

Employees who love what they do and feel proud of where they work will speak openly and positively about it to colleagues, potential employees, customers and people in their community. When people ask that inevitable, getting-to-know-you question of 'where do you work?' - you will hear the pleasure in their voice when they reply.

- I do something worthwhile - **79.7%**
- I feel proud to work for my organisation - **84.5%**
- I would recommend my friends and family to work for my organisation - **83.1%**



## Job Satisfaction: 80.2%

Global score comparison: +8.2%

Public sector comparison: +10.2%

There are many elements to feeling satisfied at work, but time and again, two key reasons are cited: personal development and the strength of your relationship with your line manager.

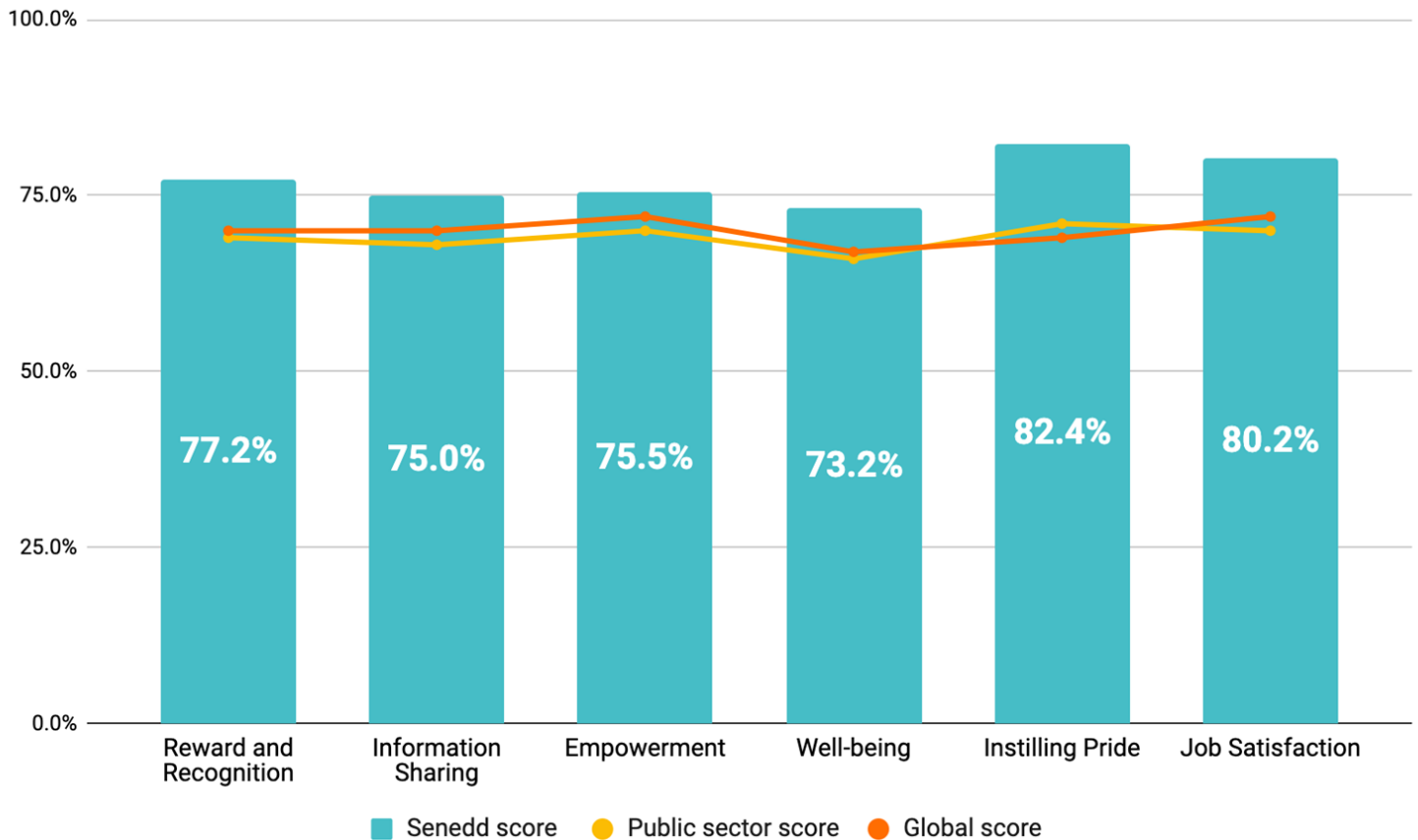
- I am treated with respect - **81.7%**
- I enjoy my job - **81.3%**
- I have a good relationship with my manager - **87.8%**
- I am being developed - **70.1%**

## Comparison to Public Sector and Global scores

The graph below illustrates the Senedd’s scores compared to the Public Sector and Global scores for each of the Six Steps to Workplace Happiness. It’s encouraging to see that the Senedd Commission’s overall scores in each of the Six Steps to Workplace Happiness are above the Public Sector and Global scores.

The most significant margin is seen in Instilling Pride, where Senedd employees’ score of **82.4%** is **+11.4%** and **+13.4%** above the Public sector and Global score averages. This is closely followed by Job Satisfaction, with Senedd employees’ score of **80.2%** rising **+10.2%** and **+7.8%** above the Public sector and Global scores respectively. Reward and Recognition and Well-being also saw a notable margins between Senedd employees against the Public sector and Global scores (**+8.2%** and **+7.2%**) and (**+7.2%** and **+6.2%**).

Public sector employees score below the industry average in five of the Six Steps to Workplace Happiness - Instilling Pride being the anomaly. This therefore credits the Senedd employees’ scores even further, given that they considerably outperform the global average for every Step to Workplace Happiness.



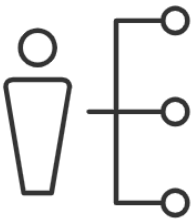
# Senedd Commission Themes

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The following questions are ones that have been used in the Senedd Commission's previous annual staff surveys, and are similar to questions found in the Civil Service People Survey. We have chosen to include these questions again, as they provide us some measure on how we have performed against previous years.

Like the previous sections, the percentages for these questions have been calculated by taking the mean score given for each question, which has been populated through the 10-point scale.

## My manager: 76.3%



- My manager motivates me to be more effective in my job - **76.7%**
- My manager helps me to understand my objectives and how I contribute to the Parliament's priorities - **77.3%**
- My manager listens to my views - **84.5%**
- Overall, I have confidence in the decisions made by my manager - **82.8%**
- Individual and team contributions are noted and celebrated by my manager - **80.8%**
- I receive regular feedback on my performance - **75.4%**
- The feedback I receive helps me to improve my performance - **75.2%**
- Poor performance is dealt with effectively in my team - **65.7%**
- I have regular, ongoing coaching conversations with my manager - **68.7%**

## Leadership and Managing change: 68.3%



- I feel that the Senedd as a whole is managed well - **69.6%**
- I believe the actions of Leadership Team are consistent with the Senedd Commission's values - **70.8%**
- I believe that Leadership Team have a clear strategy for the future - **67.4%**
- Overall, I have confidence in the decisions made by Leadership Team - **70.6%**
- When changes are made in the Senedd they are usually for the better - **68.8%**
- I think it is safe to challenge the way things are done in the Senedd Commission - **61.1%**
- I feel that the Senedd Commission as a whole is managed well - **69.4%**



## Learning and development: 66.6%



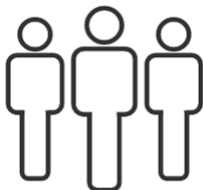
- I am able to access the right learning and development opportunities when I need to - **70.2%**
- I have used the learning and development opportunities completed in the last 12 months to expand my knowledge and performance - **64.2%**
- Learning and development activities I have completed while working for the Senedd are helping me to develop my career - **65.3%**

## Organisational culture: 80.1%



- I think that the Senedd respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.) - **79.4%**
- The Senedd Commission is committed to creating a diverse and inclusive workplace - **79.1%**
- I am proud when I tell others I am part of the Senedd Commission - **81.9%**

## My team: 82%

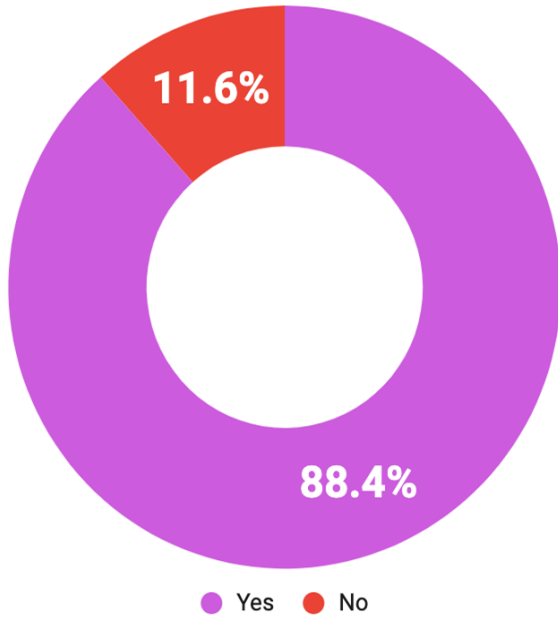


- To what extent do you agree that: I feel supported and connected to my team - **79.9%**
- The people in my team can be relied upon to help when things get difficult in my job - **85.1%**
- The people in my team work together to find ways to improve the service we provide - **83.1%**
- The people in my team are encouraged to come up with new and better ways of doing things - **79.9%**

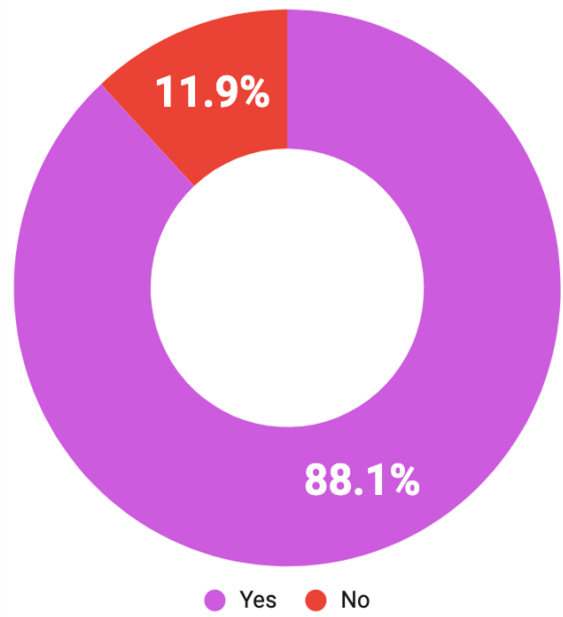


## Dignity and respect

I know how to access advice on inappropriate behaviour.



I know how to report inappropriate behaviour in the workplace.





## The new normal

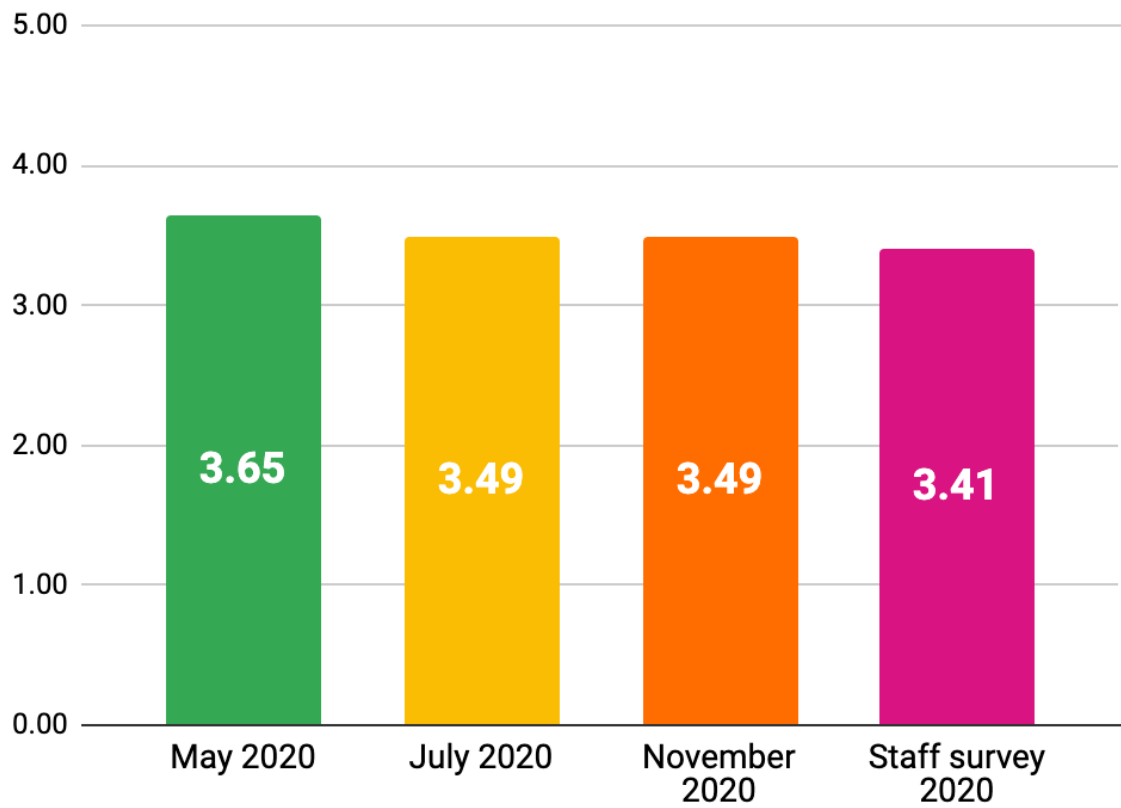
In response to the Covid-19 socially-distanced measures, the Senedd Commission began conducting three-monthly Pulse Surveys to measure the health, well-being, and engagement of staff across the organisation.

As well as the addition of a new questions (*I feel that I am being supported at work in light of the ongoing social distancing/lockdown measures*) we included a number of key questions from the Pulse Surveys as a way to continue benchmarking against ourselves and identify any areas for improvement.

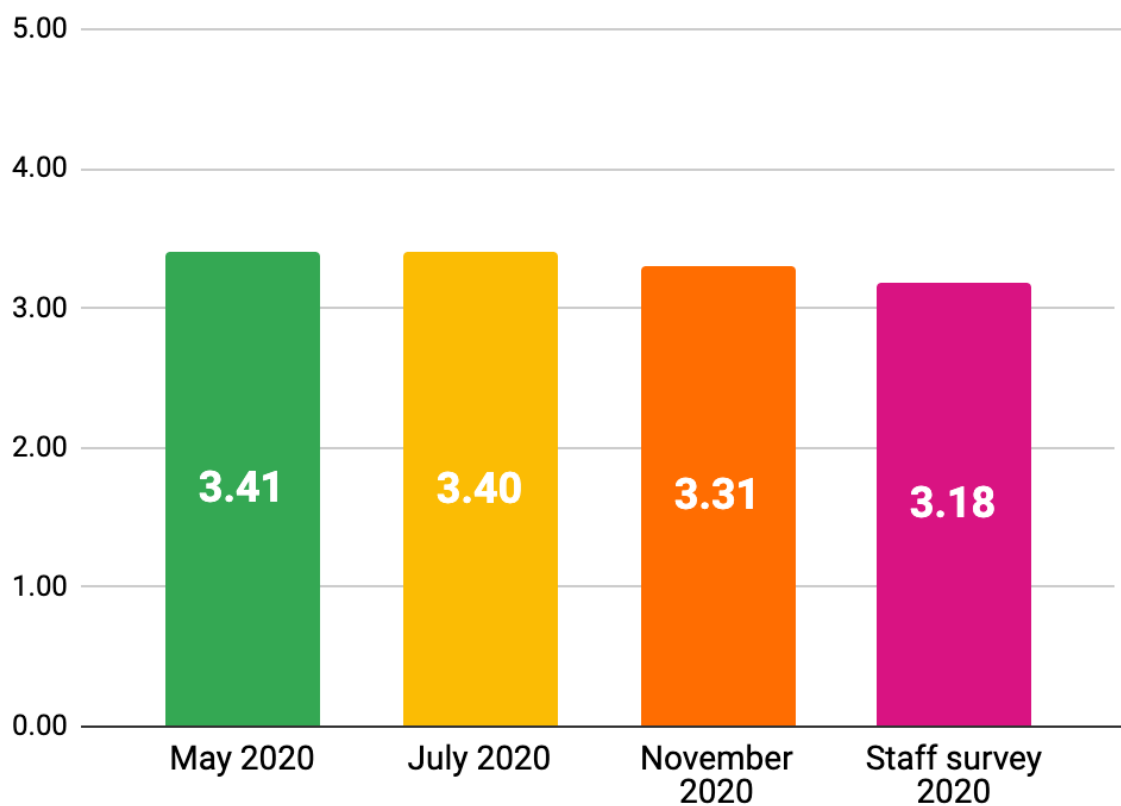
To ensure an accurate measure of comparison, the following responses have been calculated in the following way:

- The responses to *How would you rate your physical well-being(?)* and *How would you rate your mental well-being(?)* have been calculated by taking the average score for each question.
- The response to *My line manager communicates often, calmly and openly - I understand what's important and what to focus on* has been calculated by the proportion of employees who selected either 'agree' or 'strongly agree'.
- The response to the question *I feel that I am being supported at work in light of the ongoing social distancing/lockdown measures* has also been calculate by taking an average score to ensure we can accurately measure against it if it is used in future Pulse Surveys.

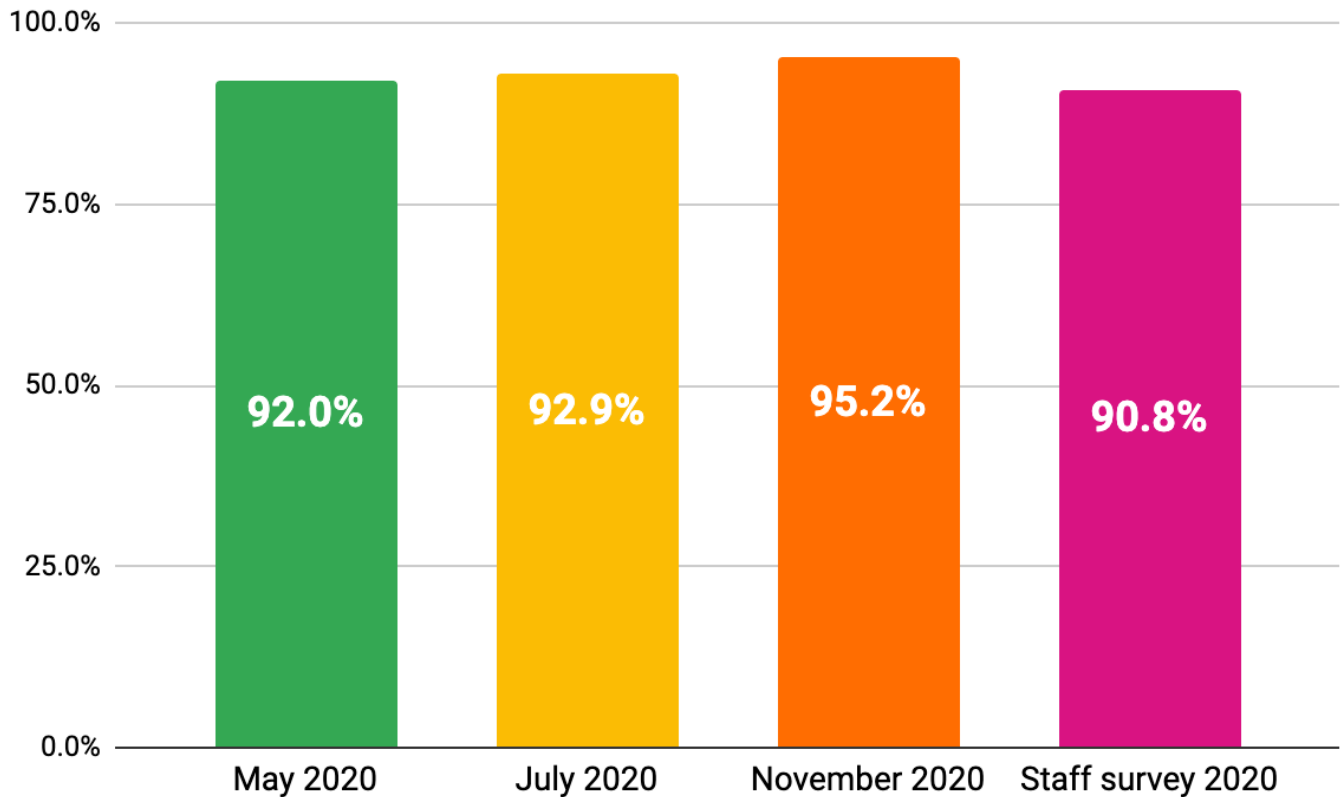
### How would you rate your physical well-being?



### How would you rate your mental well-being?

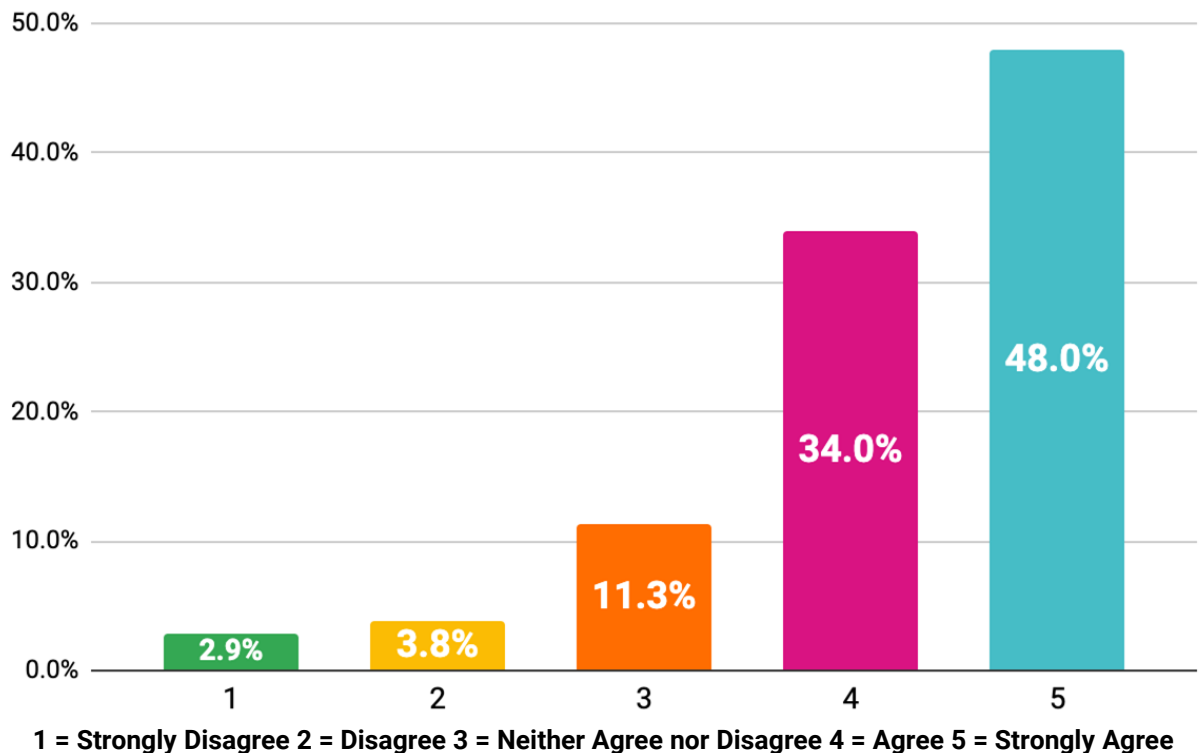


**My line manager communicates often, calmly and openly - I understand what's important and what to focus on.**



**I feel that I am being supported at work in light of the ongoing social distancing/lockdown measures.**

**Average score = 4.2**



# Highest and lowest scoring questions

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Based on **the average percentage response** for each question, the following table shows the questions with the highest and lowest responses.

These results are based on the mean score of each question.

## The five highest scoring questions in this survey were:

I have a good relationship with my line manager:	<b>87.8%</b>
The people in my team can be relied upon to help when things get difficult	<b>85.1%</b>
My manager listens to my views:	<b>84.5%</b>
I feel proud to work for my organisation	<b>84.5%</b>
I would recommend my friends and family to work for my organisation:	<b>83.1%</b>
The people in my team work together to find ways to improve the service we provide:	<b>83.1%</b>

## The five lowest scoring questions in this survey were:

Poor performance is dealt with effectively in my team	<b>65.7%</b>
Learning and development activities I have completed while working for the Senedd are helping me to develop my career	<b>65.3%</b>
I have used the learning and development opportunities undertaken in the last 12 months to expand my knowledge and performance:	<b>64.2%</b>
I rarely feel anxious about work:	<b>62.8%</b>
I think it is safe to challenge the way things are done in the Senedd Commission	<b>61.1%</b>







# Core questions

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There are 9 core questions that have been included in the staff survey since February 2012 (with the exception of, 'I am treated with respect by the people I work with' which was not included in the August 2013 survey). Between the February 2012 and 2020-21 surveys there has been improvement in the percentage of positive responses in all core questions.

To ensure accurate comparative measure with previous Senedd staff surveys, the proportion of employees who selected either 'agree' or 'strongly agree' has been calculated as an average percentage of positive responses for each of the core questions. As the 2020-21 survey responses required an answer of a 10-point scale, the agreed measures were put in place to calculate the average percentages.

**Strongly agree** = Scores between 9 and 10

**Agree** = Scores between 6 and 8

**Neither agree nor disagree** = Scores of 5

**Disagree** = Scores between 2 and 4

**Strongly disagree** = Scores between 0 and 1

As shown in both the following table and graph, all of the core questions in this year's survey had a positive increase from the Senedd's prior survey in 2018-19.

The most significant improvement came in "I think it is safe to challenge the way things are done in the Senedd Commission", as Senedd employees' positive response grew by **+22.7%** compared to the 2018/19 survey.

The question with the highest positive response was "My manager listens to my views", as **93.2%** of Senedd employees agreed or strongly agreed with this question.

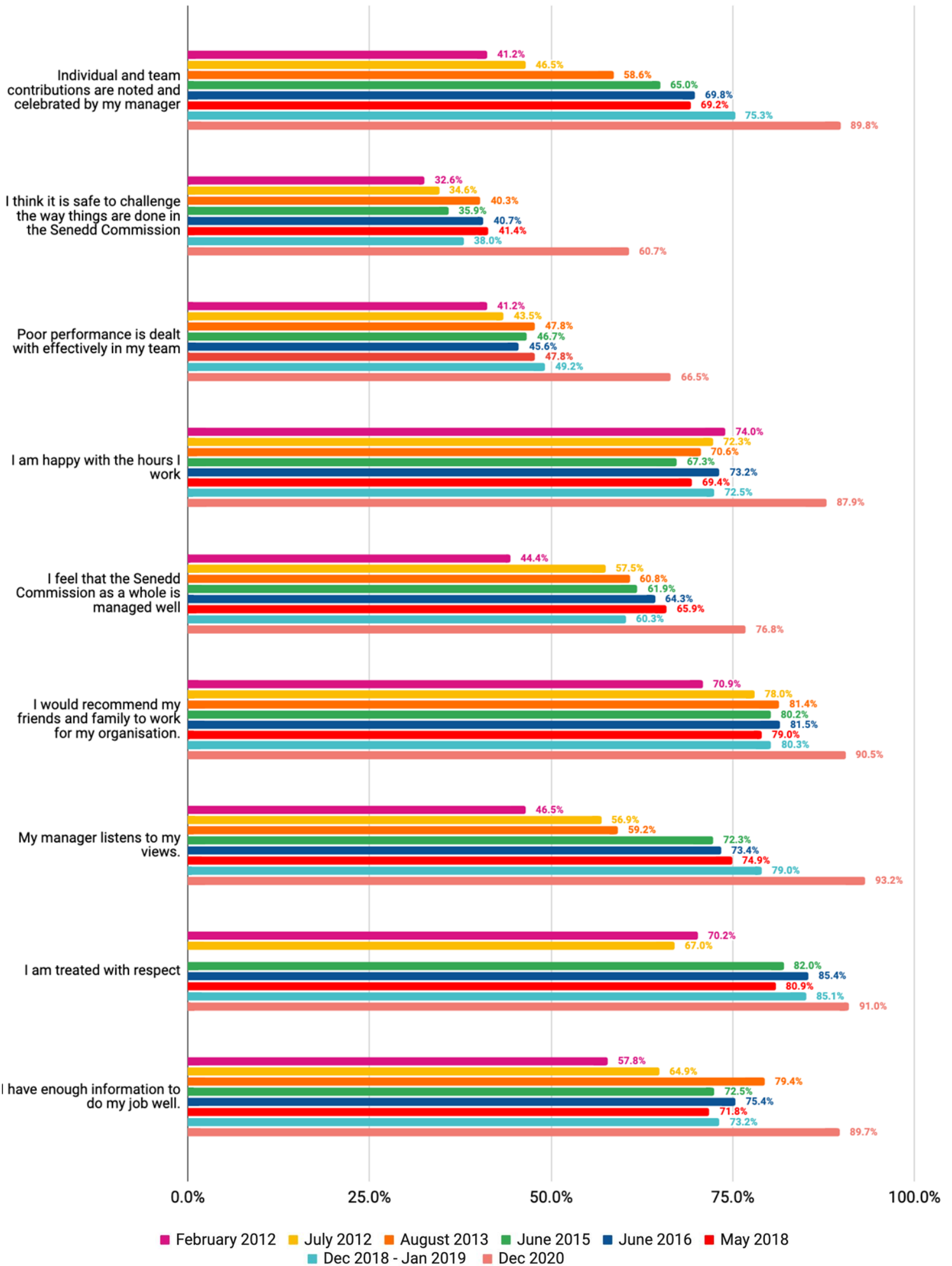
The question with the lowest positive response was "I think it is safe to challenge the way things are done at the Senedd Commission" - **60.7%** of Senedd employees either agreed or strongly agreed with this statement. Despite this low score, it is important to note that the **+22.7%** increase as previously noted is a sign of drastic improvement, when compared to prior survey scores. Similarly, the question "Poor performance is dealt effectively in my team" held the second lowest positivity score (**66.5%**), but also had the second highest positivity increase from the previous Senedd employee survey (**+17.3%**).

The smallest positivity increase of **+5.9%** came when employees were asked "I am treated with respect", but this is due to a strong scores in the last employee survey taken, which ultimately restricts the positivity growth.

# Core questions comparison

	Feb 2012	July 2012	Aug 2013	June 2015	June 2016	May 2018	Dec 2018 - Jan 2019	Dec 2020	Positive % change 2012 - 2021	Positive % change 2019 - 2020
<i>Individual and team contributions are noted and celebrated by my manager.</i>	41.2%	46.5%	58.6%	65.0%	69.8%	69.2%	75.3%	89.8%	<b>+48.6%</b>	<b>+14.5%</b>
<i>I think it is safe to challenge the way things are done in the Senedd Commission.</i>	32.6%	34.6%	40.3%	35.9%	40.7%	41.4%	38.0%	60.7%	<b>+28.1%</b>	<b>+22.7%</b>
<i>Poor performance is dealt with effectively in my team.</i>	41.2%	43.5%	47.8%	46.7%	45.6%	47.8%	49.2%	66.5%	<b>+25.3%</b>	<b>+17.3%</b>
<i>I am happy with the hours I work.</i>	74.0%	72.3%	70.6%	67.3%	73.2%	69.4%	72.5%	87.9%	<b>+13.9%</b>	<b>+15.4%</b>
<i>I feel that the Senedd Commission as a whole is managed well.</i>	44.4%	57.5%	60.8%	61.9%	64.3%	65.9%	60.3%	76.8%	<b>+32.4%</b>	<b>+16.5%</b>
<i>I would recommend my friends and family to work for my organisation.</i>	70.9%	78.0%	81.4%	80.2%	81.5%	79.0%	80.3%	90.5%	<b>+19.6%</b>	<b>+10.2%</b>
<i>My manager listens to my views.</i>	46.5%	56.9%	59.2%	72.3%	73.4%	74.9%	79.0%	93.2%	<b>+46.7%</b>	<b>+14.2%</b>
<i>I am treated with respect.</i>	70.2%	67.0%	N/A	82.0%	85.4%	80.9%	85.1%	91.0%	<b>+20.8%</b>	<b>+5.9%</b>
<i>I have enough information to do my job well.</i>	57.8%	64.9%	79.4%	72.5%	75.4%	71.8%	73.2%	89.7%	<b>+31.9%</b>	<b>+16.5%</b>





# Glossary



# Glossary

Term	Meaning
%	The percentages in this report for the <b>Six Steps to Workplace Happiness</b> and <b>The Senedd Commission Themes</b> have been calculated by taking the mean score given for each question, which has been populated through the 10-point scale.
10-point scale	The 10-point scale used in this survey offered respondents a scope to how strongly they agree or disagree with the questions they were asked. A score of 0 signals strong disagreement and contrastingly, a score of 10 signals strong agreement with the question at hand.
Demographic	Throughout this report, numerous demographic groups have been analysed and discussed. The demographics are particular sectors within the respondent population, such as age groups.
WorkL Engaging Business	The partner organisation for the survey whose goal is to help organisations have a happier, more engaged and more productive workforce.
Global score	The global scores in this report are made up by over 50,000+ independent Engaging Business survey results, from employees in over 25 different industries.
Happiness Index	The overall happiness score is calculated from the mean of the Six Steps to Happiness scores.
Public Sector score	The Public sector scores used in this report are a collection of survey results from employees working within this industry, including results from the Scottish Parliament, Home office and British council employees.



# Glossary

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Term	Meaning
Core questions	<p>There are nine core questions that have been included in the staff survey since February 2012 (with the exception of, 'I am treated with respect by the people I work with' which was not included in the August 2013 survey):</p> <p>Individual and team contributions are noted and celebrated by my manager</p> <p>I think it is safe to challenge the way things are done in the Senedd</p> <p>My manager listens to my views</p> <ul style="list-style-type: none"><li>-I feel that my opinion is valued (2012)</li><li>- My opinion is sought and I am involved in changes that affect my work (2013)</li><li>-I feel that my opinion is sought and valued by my manager (2015 onwards)</li></ul> <p>Poor performance is dealt with effectively in my team</p> <p>I am treated with respect</p> <ul style="list-style-type: none"><li>-I am treated with respect by the people I work with (2019)</li></ul> <p>I have enough information to do my job well.</p> <ul style="list-style-type: none"><li>-I get the information I need to do the job well (2019)</li></ul> <p>I am happy with the hours I work</p> <ul style="list-style-type: none"><li>-I achieve a good balance between my work life and my private life (2019)</li></ul> <p>I feel that the Senedd Commission as a whole is managed well</p> <p>I would recommend my friends and family to work for my organisation.</p> <ul style="list-style-type: none"><li>-I would recommend the Assembly as a great place to work (2019)</li></ul>

# Glossary

Term	Meaning
Senedd-specific themes	Themes containing questions chosen and created by the Senedd Commission, separate from the Happiness Index and Six Steps to Workplace Happiness.
Senedd theme - Dignity and Respect	Questions on dignity and respect were included for the first time in the 2018-19 Senedd survey. These questions pertain to a members of staff's understanding of the Senedd Commission's Dignity and Respect policy.
Senedd theme - Leadership and Managing Change	Questions pertaining to managerial relationships and effective organisational change management.
Senedd theme - Learning and Development	Questions to develop understanding around staff's access to and engagement with learning and development opportunities to develop their career.
Senedd theme - My Manager	Questions pertaining to a member of staff's relationship with their manager.
Senedd theme - My team	Questions pertaining to a member of staff's relationship with their immediate colleagues.
Senedd theme - Organisational culture	Questions pertaining to a member of staff's understanding of what the Senedd is here to do.
Senedd theme - The new normal	A new theme introduced into the survey as a response to the new working arrangements during the social distancing measures. These questions are a combination of questions that have been asked in previous annual survey and internal pulse surveys, as well as new questions pertaining particularly to experience during the social distancing measures.



# Glossary

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Term	Meaning
Six Steps to Happiness	The Six Steps to Workplace Happiness is a framework that encompasses the six key drivers of employee engagement, happiness and well-being.
Six Steps - Reward and Recognition	Questions pertaining to employees' views towards their salary, hours worked and the recognition they receive at work.
Six Steps - Information Sharing	Questions set out to illustrate the efficiency and effectiveness of information and communication channels.
Six Steps - Empowerment	Questions interpreting whether employees possess decision making opportunities as well as whether they're equipped to carry out their roles effectively.
Six Steps - Well-being	Questions pertaining to employees mental well-being and their views towards aspects of work.
Six Steps - Instilling Pride	Questions within this theme interpret employees' pride and the sense of worthwhile they achieve from working for their organisation.
Six Steps - Job Satisfaction	Questions aimed to comprehend employees' personal development and the strength of their relationships with their respective managers.

*The following data has been analysed and categorised, where permissible, according to the protected characteristics captured in the Equality Act (2010). This has been done to provide us a deeper and more meaningful understanding of employee's Happiness Score across the organisation; furthermore, it aligns with data presented in our Recruitment and Diversity Workforce Monitoring reports. No individuals have been identified in this process, and all data has been analysed in accordance with GDPR.*

*Where data has been aggregated and captured under an institutional term outside of the options available in the survey, it has been to enable the analysis of data about a collective group of people where there might otherwise be no data available, as per GDPR guidance.*