



Rialtas na hÉireann
Government of Ireland



Civil Service Employee Engagement Survey 2020

Prepared by the Department of Public Expenditure and Reform
gov.ie

Contents

Executive Summary	2
Message from the Civil Service Management Board	3
Top 5 positive/ challenging results for the Civil Service	5
The Results for 2020	6
Key Messages 2020	8
The Results	
Quick Guide	10
My Organisation	
Employee Engagement	12
Commitment to the Organisation	14
Well-being	16
Coping with Change	18
My Job	
Autonomy	20
Meaningfulness	22
Competence	24
Job Demands	26
Job Skills Match	28
Career Development and Mobility	30
Your Pay	32
Performance Standards	34
My Supports	
Manager Career Support	36
Social Support	38
Leadership	40
Organisational Support	42
Learning and Development	44
My Environment	
Innovative Climate	46
Involvement Climate	48
My Views on the Civil Service	
Citizen Impact	50
Public Perception of the Civil Service	52
Identification with the Civil Service	54
Civil Service Renewal Awareness	56
Awareness of Civil Service Renewal	58
Commitment to Civil Service Renewal	60
2020 Civil Service Key Drivers and Position	62
What are the results telling us?	63
How do the results vary across the Civil Service?	64
Response Rates Statistics	68
Brief insights into Gender	69
Brief insights into Grade	70
How do the results vary by Grade?	71
How do the results vary by Age?	72
How do the results vary by Length of Service?	73
How do the results vary by Gender?	74
Methodology	75
Endnotes	77
Acknowledgements	78

Executive Summary

Message from the Civil Service Management Board

Welcome to the results of the 2020 Civil Service Employee Engagement Survey. This is the third in a series of three surveys carried out in the Civil Service since 2015.

Employee engagement surveys help us to understand and build on the strengths and talents of our workforce. They also enable us to identify areas for improvement that may be hampering our success. The actions we take on foot of the findings of these surveys allow us to create a more effective and efficient Civil Service.

We would like to thank the 26,822 civil servants who took the time to complete this survey which was conducted during the COVID-19 pandemic, when approximately half of our staff were working from home. The timing of the survey provided us with an ideal opportunity to include a module of questions to capture the experience of staff while remote working. The findings of this module have been published in a separate report¹. To date, this is the largest workplace survey on COVID-19 and remote working held in Ireland.

65% of the Civil Service population responded to the 2020 Employee Engagement Survey, up 26 points since the first iteration in 2015 (2015: 39%, 2017: 56%, 2020: 65%). This provides us with a robust body of data that tells us what we are doing well, what has improved since 2015 and where we need to focus our attention to drive further improvements. This report compares the results of all three surveys carried out to date and the impact of the changes that have taken place in the intervening periods is evident.

The results are very positive overall and reflect the level of departmental initiatives and action plans that have taken place since 2015. We are happy to report sustained high scores in Employee Well-being (76%) and Employee Engagement (75%). The majority of civil servants feel confident in their ability to do their job and can cope with the demands of their role, despite the disruption caused by COVID-19 and the resulting changes to their working environment.

Across the board, themes with the lowest scores in the 2015 and 2017 surveys have experienced an improvement, reflecting the commitment made in Departments and Offices to continue to tackle these challenging areas.

While the results of the survey are trending upwards, there are areas that could be further improved. Continuing to provide staff with opportunities for greater levels of involvement, sustained efforts to foster a more innovative culture and improving how we manage performance will ensure sustained improvement in the future.

The steady progression in the survey results since 2015 demonstrates that we are continuing on our journey to becoming a more innovative, professional and agile Civil Service. We will continue to take an active interest in consolidating the improvements made to date and to effect change in areas where it is most required.

¹ www.gov.ie/en/publication/9f6a3-civil-service-employee-engagement-survey-covid-19-remote-working-report-august-2020/

The Civil Service Management Board



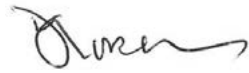
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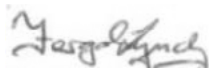
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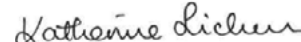
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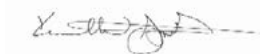
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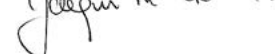
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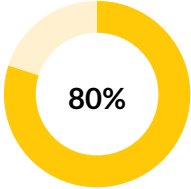
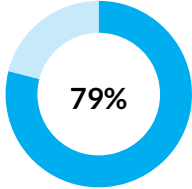
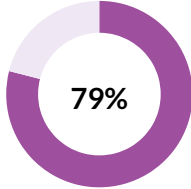
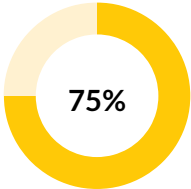
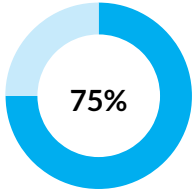
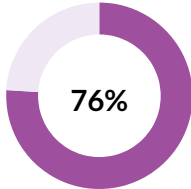
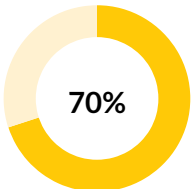
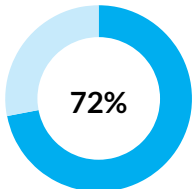
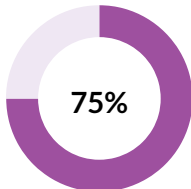
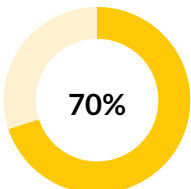
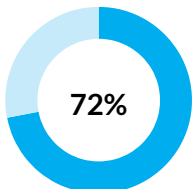
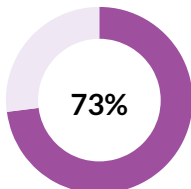
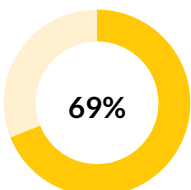
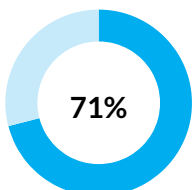
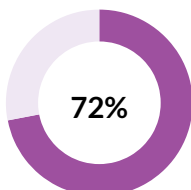


Kevin McCarthy
Secretary General
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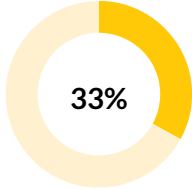
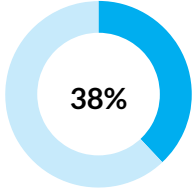
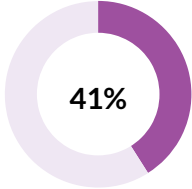
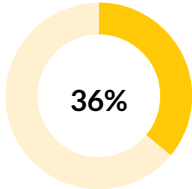
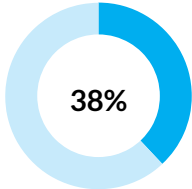
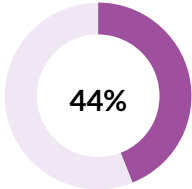
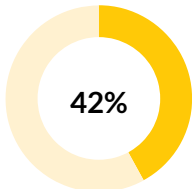
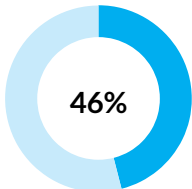
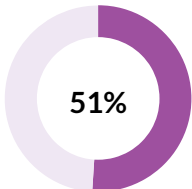
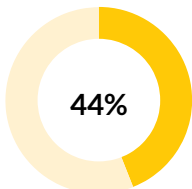
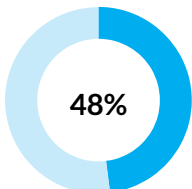
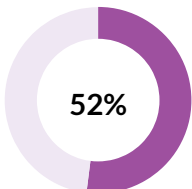
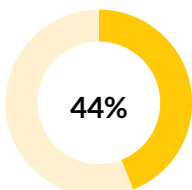
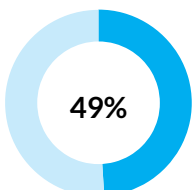
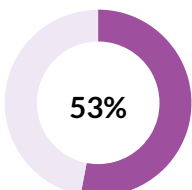
Jim Breslin
Secretary General
Department of Further and Higher
Education, Research, Innovation and Science

Positive Results – Top 5

2015	2017	2020
1. Competence  80%	1. Competence  79%	1. Competence  79%
2. Well-being  75%	2. Well-being  75%	2. Well-being  76%
3. Employee Engagement  70%	3. Employee Engagement  72%	3. Employee Engagement  75%
4. Social Support  70%	4. Social Support  72%	4. Citizen Impact  73%
5. Coping with Change  69%	5. Coping with Change  71%	5. Coping with Change  72%

The ranking of the 2020 Most Positive themes may differ from some of the 2017 and 2015 themes. As such, the 2015, 2017 and 2020 Most Positive themes are not directly comparable.

Challenging Results – Top 5

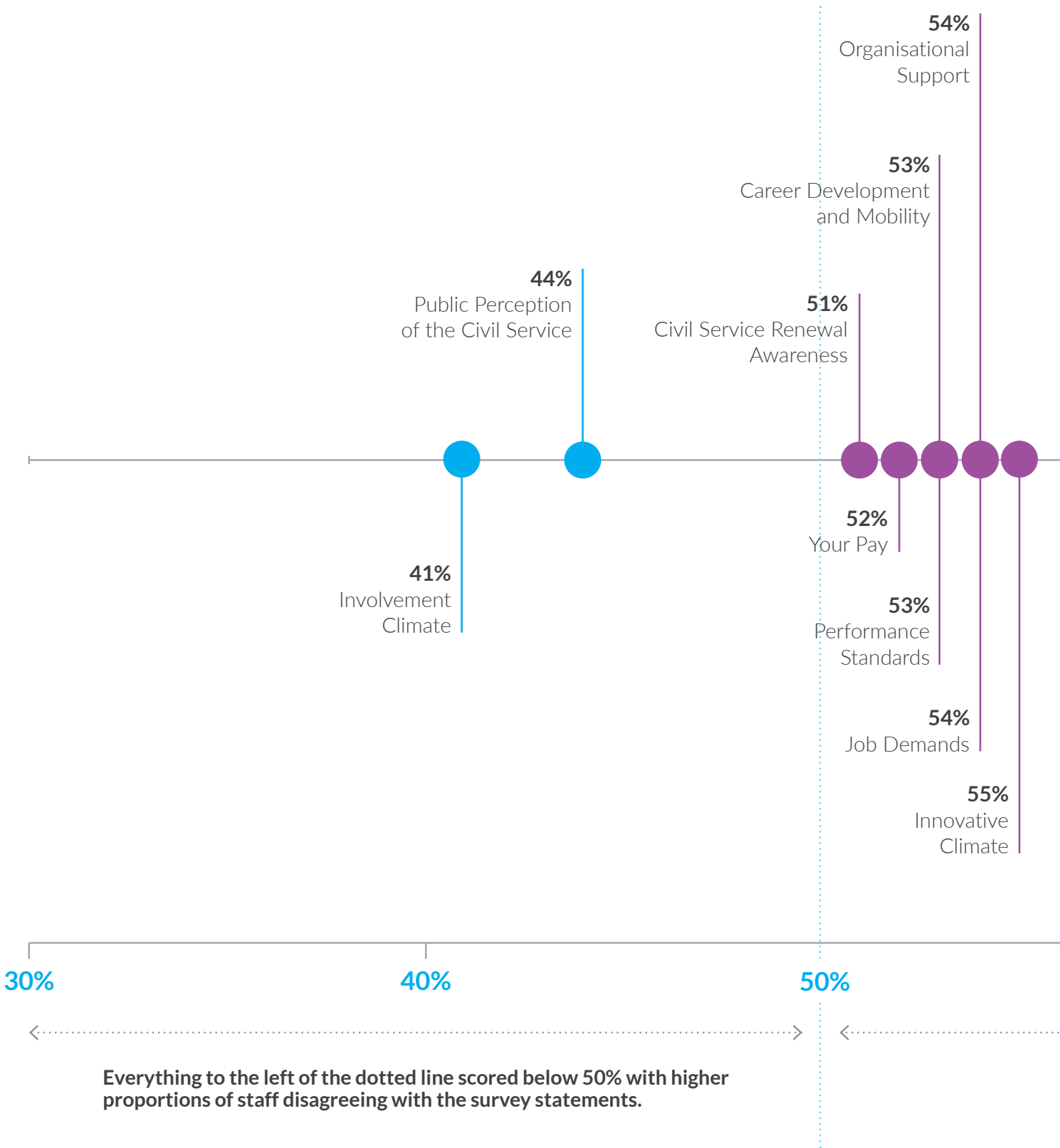
2015	2017	2020
1. Public Perception of the Civil Service  33%	1. Involvement Climate  38%	1. Involvement Climate  41%
2. Involvement Climate  36%	2. Public Perception of the Civil Service  38%	2. Public Perception of the Civil Service  44%
3. Your Pay  42%	3. Your Pay  46%	3. Civil Service Renewal Awareness*  51%
4. Organisational Support  44%	4. Performance Standards  48%	4. Your Pay  52%
5. Career Development and Mobility  44%	5. Innovative Climate  49%	5. Performance Standards  53%

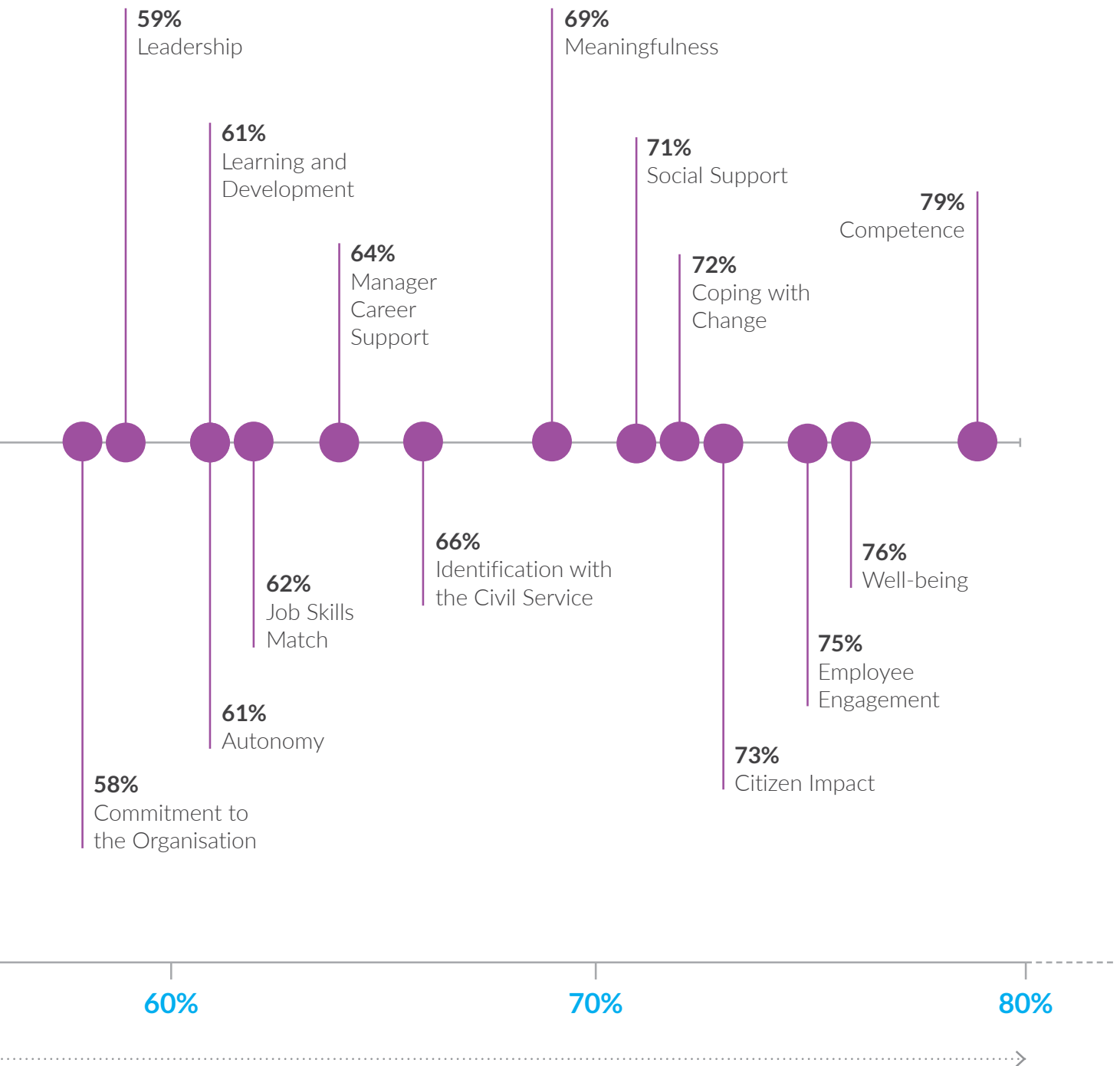
The ranking of the 2020 Most Challenging themes may differ from 2017 and 2015. As such, the 2015, 2017 and 2020 Most Challenging themes are not directly comparable!

* This is a new theme in CSEES 2020 consisting of three new statements. It is not comparable to either of the two themes relating to Civil Service Renewal from the 2015 and 2017 surveys; namely, Awareness of Civil Service Renewal and Commitment to Civil Service Renewal.

The Results for 2020

What are the headline results for each theme?





Everything to the right of the dotted line scored above 50% with higher proportions of staff agreeing with the survey statements.

Key Messages 2020

What do the results tell us about the Civil Service in 2020 compared to 2017 and 2015?

1. The results of the 2020 Civil Service Employee Engagement Survey are very positive:

Scores for 21 of the 23 themes measured have increased from their 2015 level and reflect the impact of the Civil Service Renewal Plan and the interventions implemented by organisations in response to their 2015 and 2017 survey results. These positive results also reflect the value of the interventions implemented by the Civil Service Management Board (CSMB) since 2017.

2. The Civil Service reacted positively to the challenges of COVID-19:

The 2020 survey was held in September-October 2020 when approximately 50% of the Civil Service was working remotely. Despite these challenges staff reported feeling similar levels of competence as in 2017 (2015: 80%, 2017: 79%, 2020: 79%).

3. The Civil Service is becoming a more innovative place to work:

Innovative Climate at 55% is no longer in the top 5 most challenging results and has improved 10 points since 2015 (2015: 45%, 2017: 49%). Just under half (49%) of civil servants feel that their organisation is quick to make changes when they are necessary. This is up from 33% in 2017. Continued leadership on making innovation a core characteristic of the Civil Service will ensure that this upward trend continues.

4. Civil servants continue to feel highly engaged:

A key aim of this survey was to measure levels of engagement. Engagement levels across the Civil Service continue to be high (2015: 70%, 2017: 72%, 2020: 75%) and show that civil servants have a strong sense of connection with their work. The increase in response rates from 56% in 2017 to 65% in 2020 is an indicator of the increase in engagement by civil servants and an appreciation of the value of consultation and subsequent action.

5. Civil servants feel more positive about the impact of their work:

The overall theme score for Citizen Impact has improved again (2015: 68%, 2017: 70%, 2020: 73%). Feelings of making a positive difference to citizens' lives and awareness of how their work benefits the public have both experienced significant increases. The widely publicised continuity of service delivery during the COVID-19 pandemic may have contributed to this positive increase.

6. Themes with the lowest scores in 2017 have all experienced positive increases:

Themes with the lowest scores in the 2017 Employee Engagement Survey have all experienced large increases. Improvements in these challenging areas are evidence of ongoing improvements as a result of the Civil Service Renewal Plan. These improvements also reflect a commitment made by the Civil Service Management Board following the 2017 Survey to continue to tackle these areas.

7. Civil servants are becoming more positive about the leadership of their organisations:

Staff are becoming more positive about Senior Leadership in their organisation (2015: 50%, 2017: 55%, 2020: 59%). Sustained interventions will ensure leadership scores continue to improve.

8. Civil servants have reported that social supports remain strong despite the challenges of the COVID-19 pandemic:

Although staff have reported that social supports have slightly regressed since the 2017 Survey (2015: 70%, 2017: 72%, 2020: 71%), this remains one of the more positive results in the survey. The slight decrease is most likely a result of not being able to work from the office during the COVID-19 pandemic which could potentially hamper relationship building.

9. Civil servants continue to feel that the involvement culture in the Civil Service could be strengthened:

Although this theme has improved by 5 points since the 2015 survey, Involvement Climate (2015: 36%, 2017: 38%, 2020: 41%) remains the most challenging result from the 2020 survey. This result shows that only a minority of civil servants feel openly involved in decision making in their organisation.

10. Civil servants continue to feel that the public does not value their contribution:

Although this theme has improved by 11 points since the 2015 survey (2015: 33%, 2017: 38%, 2020: 44%), the majority of staff continue to feel that the public does not value the work of the Civil Service. This challenging finding stands in contrast to the results of the Civil Service Customer Service Survey 2019 and previous iterations which have consistently shown that citizens are highly satisfied with the work of the Civil Service.

11. A level of frustration with the promotion process is evident amongst civil servants:

Only 42% of staff believe that they will have the opportunity to be promoted if they perform well, while only 36% of staff believe that their Department has a clear and fair promotion process. Senior managers are generally more positive than colleagues at lower grades with fewer than 40% of EOs and COs (39% and 38% respectively) agreeing that they have all the opportunities they need for promotion.

12. Civil Servants continue to feel unhappy with how performance is managed:

Scores under this theme have improved by 9 points since 2015 (2015: 44%, 2017: 48%, 2020 53%) but it remains one of the more challenging themes in the survey. Only 20% of respondents agreed that poor performance is effectively addressed throughout their Department (2015: 12%, 2017: 15%), with just 46% agreeing that people in their Department are held accountable for achieving goals and meeting expectations (2015: 35%, 2017: 40%).

Quick Guide: How to read this report

Terminology

This report uses some statistical terms to explain the results. Terms used regularly include:

- ‘Outcomes’: These are the four main areas which the CSMB wanted to understand throughout the Survey (Employee Engagement, Well-being, Commitment to the Organisation, Coping with Change)
- ‘Drivers’: These are the themes that strongly influence and impact each outcome
- ‘Themes’: These represent each group of related survey statements
- ‘Statements’: This refers to the 104 statements which staff were asked to rate during the survey

Definition

This explains what is specifically measured under each theme. These definitions are based on international research.

Key Driver

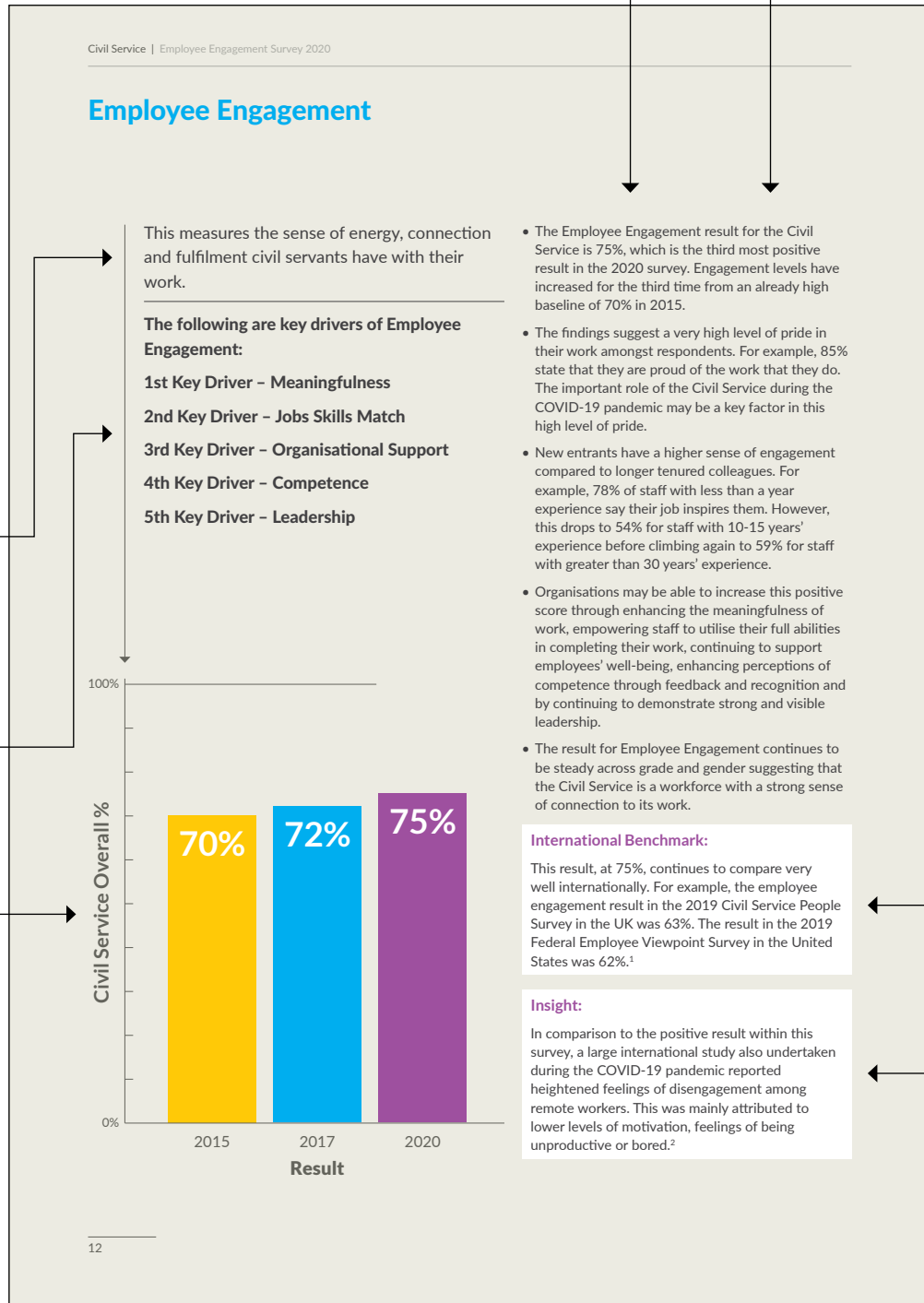
This explains what outcome the theme influences and impacts as a key driver.

Overall theme result

This result, or ‘index’, is a percentage which represents the average score for a particular outcome or theme.

A score over 50% means that more staff selected positive responses. A score under 50% means that more staff selected negative responses.

Some of the theme scores seem lower than you would expect when looking at the percentages per statement. This is because a number of statements within the theme were asked negatively. To ensure robustness this is a standard scoring methodology overall. The more positive responses, the higher the theme score will be. The more negative responses, the lower the theme score will be. Involvement Climate (p.48) is a good example of this.



Commentary

This text summarises the results under each theme, highlighting some key issues and insights.

In this report, the percentage or score stated in the text, relates to the strength of agreement, or disagreement depending on the wording, of each statement. It is not a reference to the number or proportion of responses to the statements but is presented as such for ease of interpretation.

The following example will assist readers in understanding the concept of the strength of agreement as opposed to the proportion of respondents.

In a statement with only three responses; Strongly Agreed, Neither Agreed nor Disagreed, and Disagreed, the scores, in this case are 100 (Strongly Agree) + 50 (Neither Agree nor Disagree) + 25 (Disagree). This would give the statement a score of 58.3333 derived from $((100 + 50 + 25) / 3)$. This score of 58.33%, is not the proportion of responses that agreed with the statement, but rather, a score of the level of agreement with it, based on the Likert scale explained above!

Detailed results

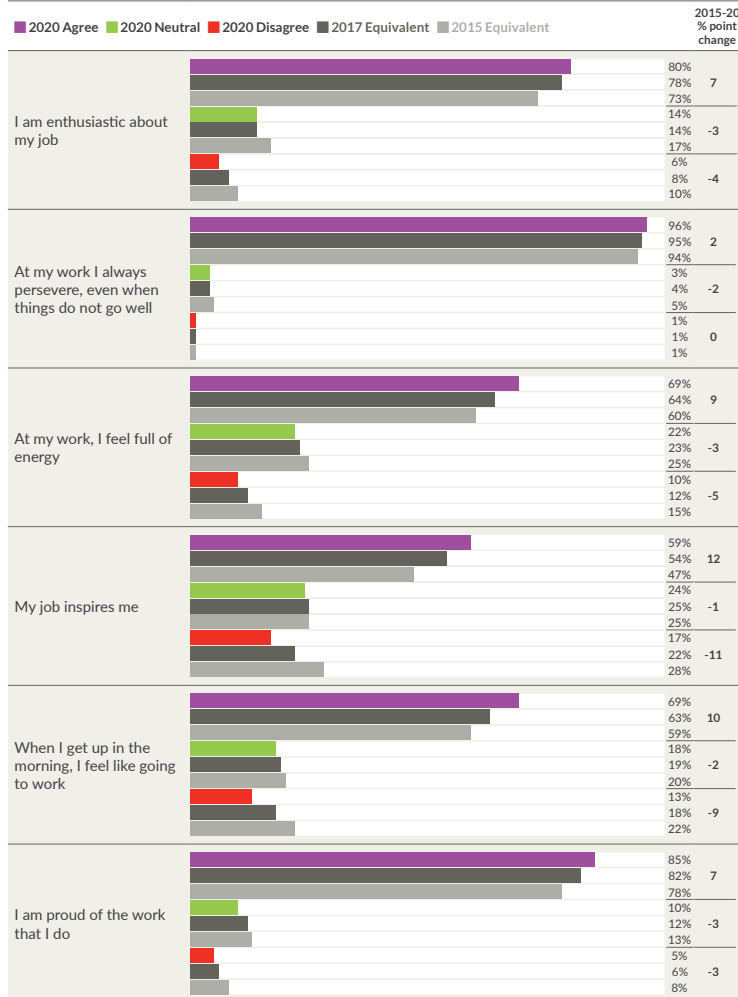
These bar charts summarise the results for each survey statement categorising them as 'agree' (where staff responded *Agree/Strongly Agree*), 'neutral' (where staff responded *Neither Agree nor Disagree*), and 'disagree' (where staff responded *Disagree / Strongly Disagree*).

These figures may sum to a total slightly above or below 100% due to rounding.

Insight

To add context to the results, this report includes references to academic studies where relevant.

Civil Service | Employee Engagement Survey 2020



Note: Due to rounding, not all percent positives add up to 100%.

My Organisation
My Job
My Supports
My Environment
My Views on the Civil Service

International Benchmark

To add context to the results, this report includes references to international questions and results where relevant.

It should be noted, no survey is exactly alike, and methodologies can differ hugely. These pieces of information provide context only.

Employee Engagement

This measures the sense of energy, connection and fulfilment civil servants have with their work.

The following are key drivers of Employee Engagement:

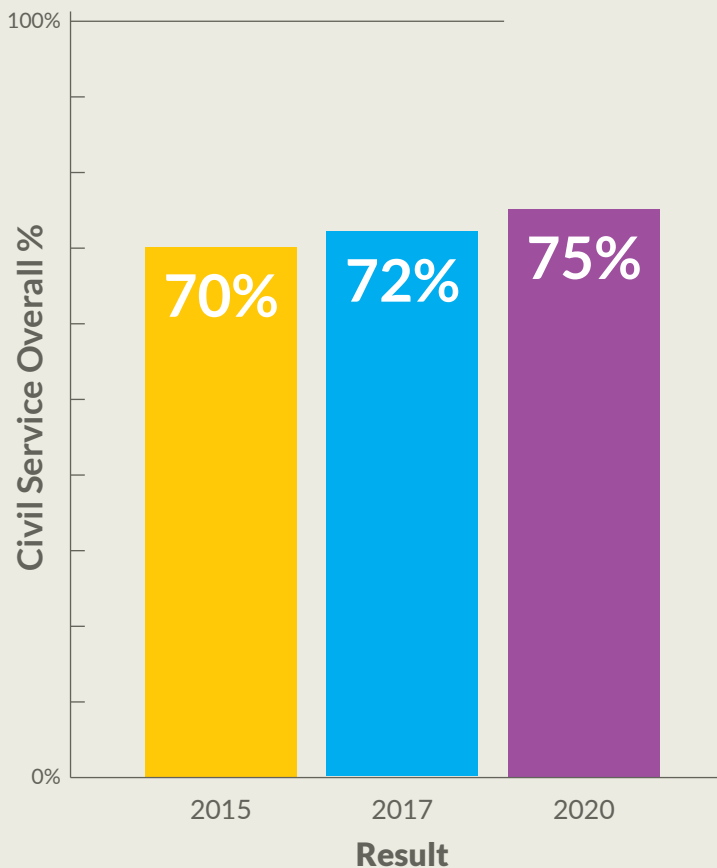
1st Key Driver – Meaningfulness

2nd Key Driver – Jobs Skills Match

3rd Key Driver – Organisational Support

4th Key Driver – Competence

5th Key Driver – Leadership



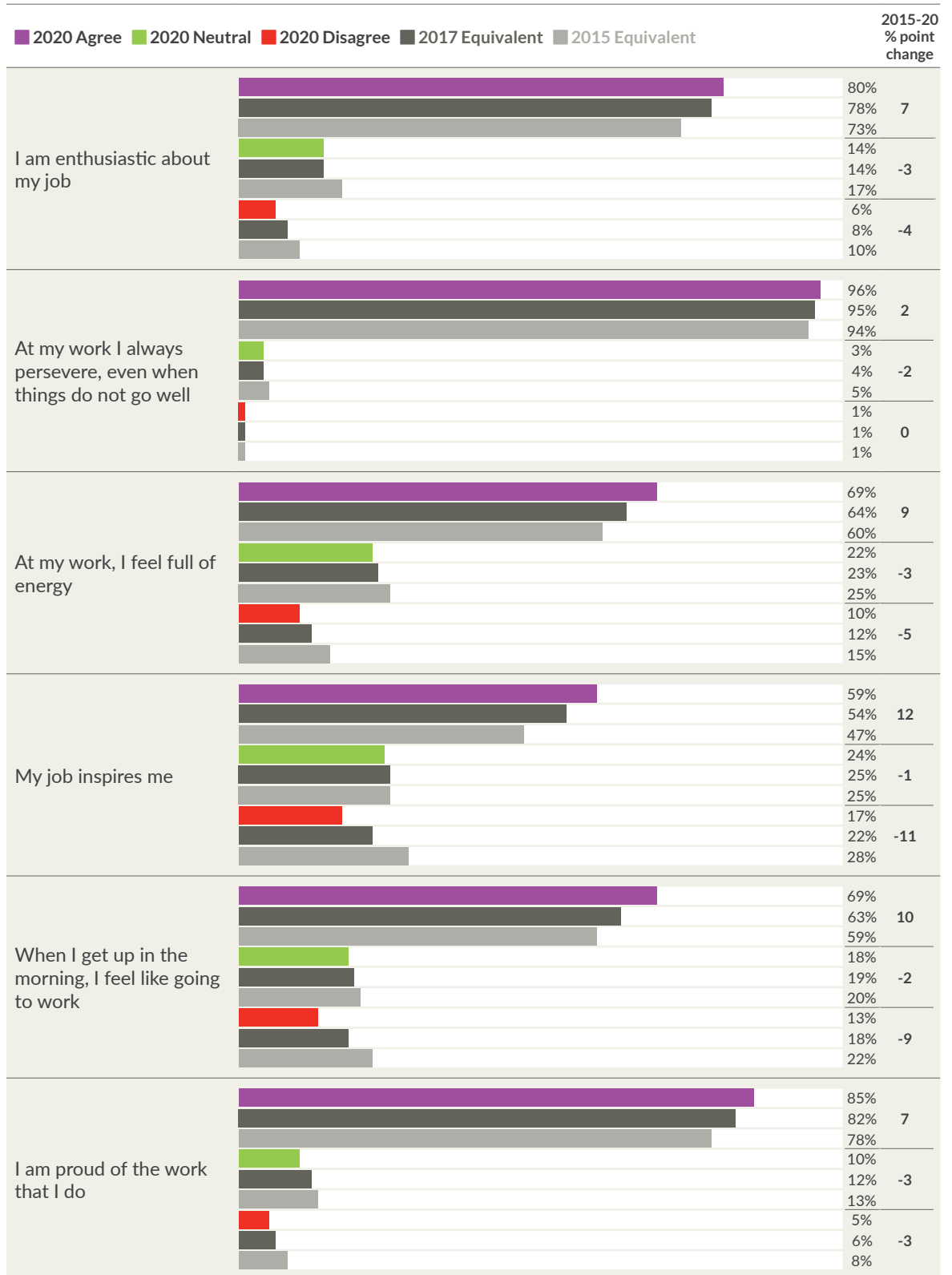
- The Employee Engagement result for the Civil Service is 75%, which is the third most positive result in the 2020 survey. Engagement levels have increased for the third time from an already high baseline of 70% in 2015.
- The findings suggest a very high level of pride in their work amongst respondents. For example, 85% state that they are proud of the work that they do. The important role of the Civil Service during the COVID-19 pandemic may be a key factor in this high level of pride.
- New entrants have a higher sense of engagement compared to longer tenured colleagues. For example, 78% of staff with less than a year experience say their job inspires them. However, this drops to 54% for staff with 10-15 years' experience before climbing again to 59% for staff with greater than 30 years' experience.
- Organisations may be able to increase this positive score through enhancing the meaningfulness of work, empowering staff to utilise their full abilities in completing their work, continuing to support employees' well-being, enhancing perceptions of competence through feedback and recognition and by continuing to demonstrate strong and visible leadership.
- The result for Employee Engagement continues to be steady across grade and gender suggesting that the Civil Service is a workforce with a strong sense of connection to its work.

International Benchmark:

This result, at 75%, continues to compare very well internationally. For example, the employee engagement result in the 2019 Civil Service People Survey in the UK was 63%. The result in the 2019 Federal Employee Viewpoint Survey in the United States was 62%.¹

Insight:

In comparison to the positive result within this survey, a large international study also undertaken during the COVID-19 pandemic reported heightened feelings of disengagement among remote workers. This was mainly attributed to lower levels of motivation, feelings of being unproductive or bored.²



Note: Due to rounding, not all percent positives add up to 100%.

Commitment to the Organisation

This measures the level of attachment that civil servants have to the Department/Office they work for.

The following are key drivers of Commitment to the Organisation:

1st Key Driver – Organisational Support

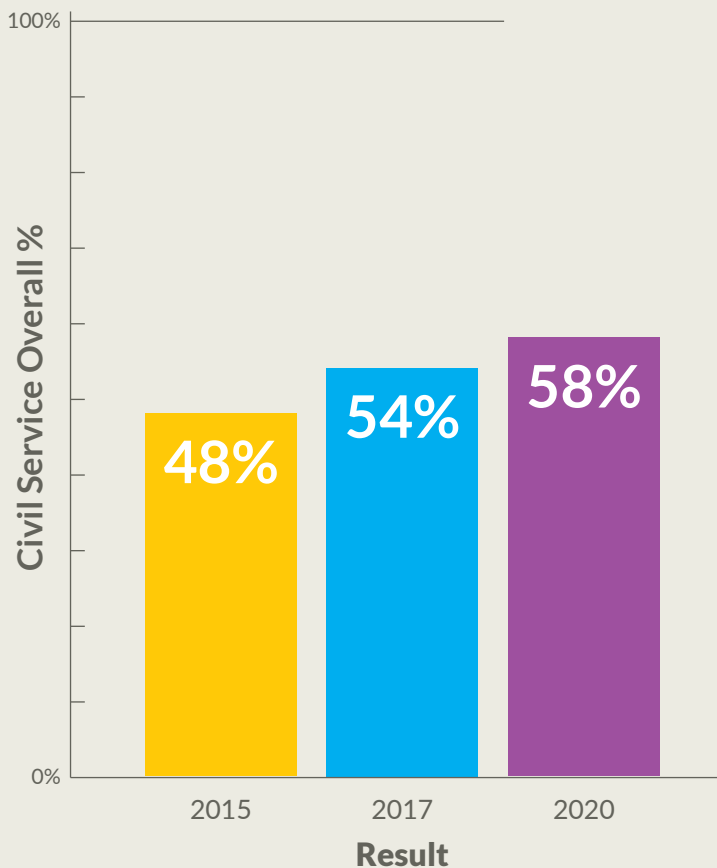
2nd Key Driver – Meaningfulness

3rd Key Driver – Social Support

4th Key Driver – Leadership

5th Key Driver – Job Skills Match

- Although this theme remains a challenging one, an improvement of 10 points (58%) since 2015 in the context of the COVID-19 pandemic and the shift to working remotely is extremely positive.
- While 64% of staff stated that they would be happy to spend the rest of their career with their current Department, over a quarter (26%) of staff stated that they do not feel a strong sense of “belonging” to their Department.
- Senior managers still have the strongest levels of attachment to their Department/Office. This sense of connection decreases among more junior grades. For example, less than 50% of staff at each of the grades from CO through to PO feel that the Department’s problems are their own.
- To improve results within this theme the main areas of focus should be to ensure that all staff feel supported by their organisation, that staff experience meaningful work, that staff have opportunities to develop social supports, experience visible leadership and that they have opportunities to fully utilise their skills.

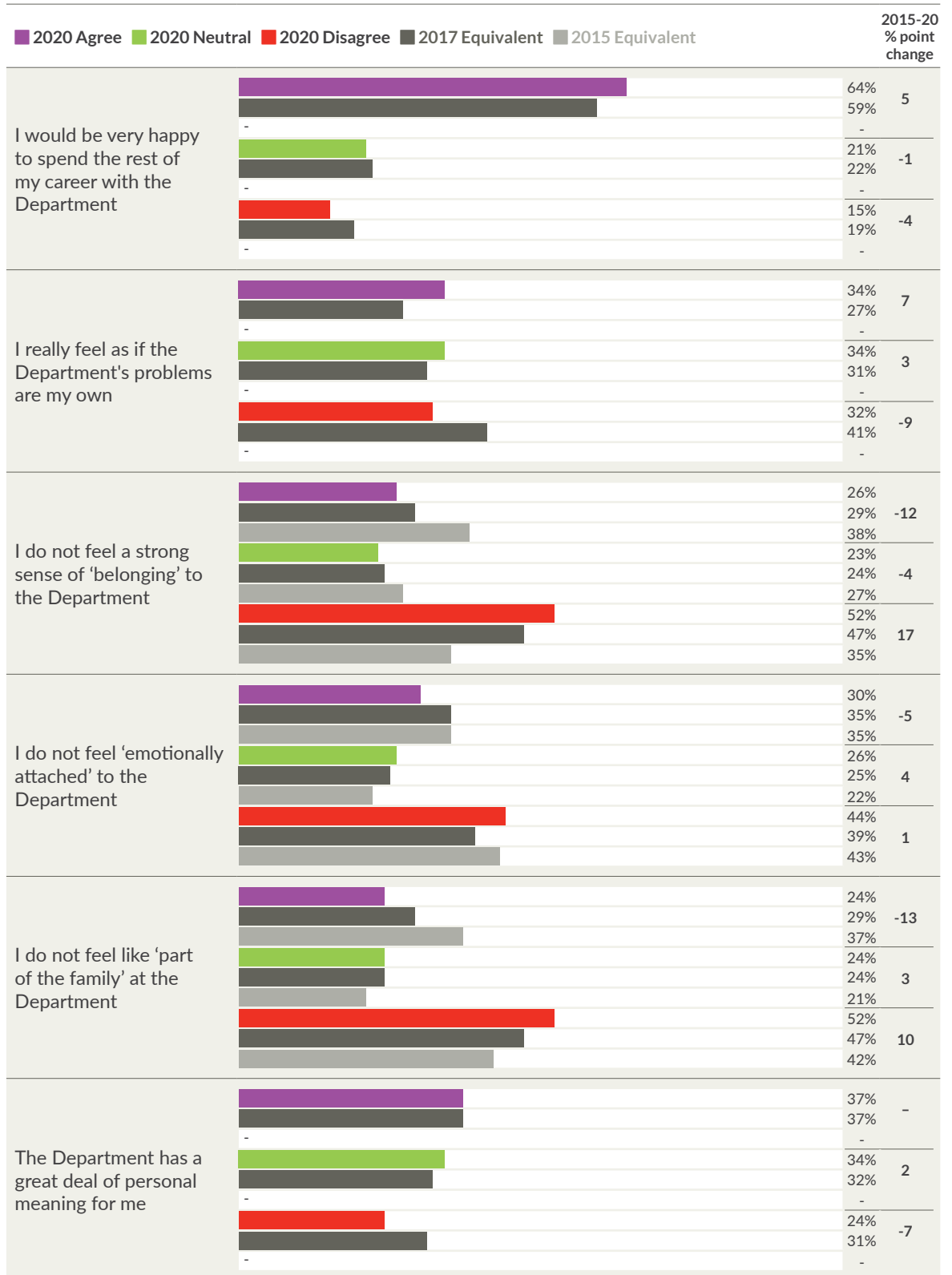


International Benchmark:

This result at 58% is very favourable compared to international benchmarks. For example, 44% of respondents to the 2019 Civil Service People Survey in the UK stated that they wanted to remain working for their current organisation for the next three years.³

Insight:

In the public sector, Commitment to the Organisation may depend on the extent to which employees perceive that their work contributes to the public interest.⁴ In addition, individuals may not show high commitment to their organisation, but still demonstrate high commitment to public values in general.⁵ The research evidence internationally shows that organisational commitment varies across employee grades, with managers experiencing higher commitment than clerical workers^{6,7} which aligns to the results of this survey.



Note: Due to rounding, not all percent positives add up to 100%.

*The 2015 and 2017 scores for Commitment to the Organisation are not directly comparable and have been included for context. The Commitment to the Organisation results are not comparable between 2015 and 2017 or 2020. In 2015, results from only 3 of the 6 questions from this theme could be included in the analysis. In 2017 and 2020, all six questions were included. The inclusion of all questions is due to the increase in response rate across the Civil Service.

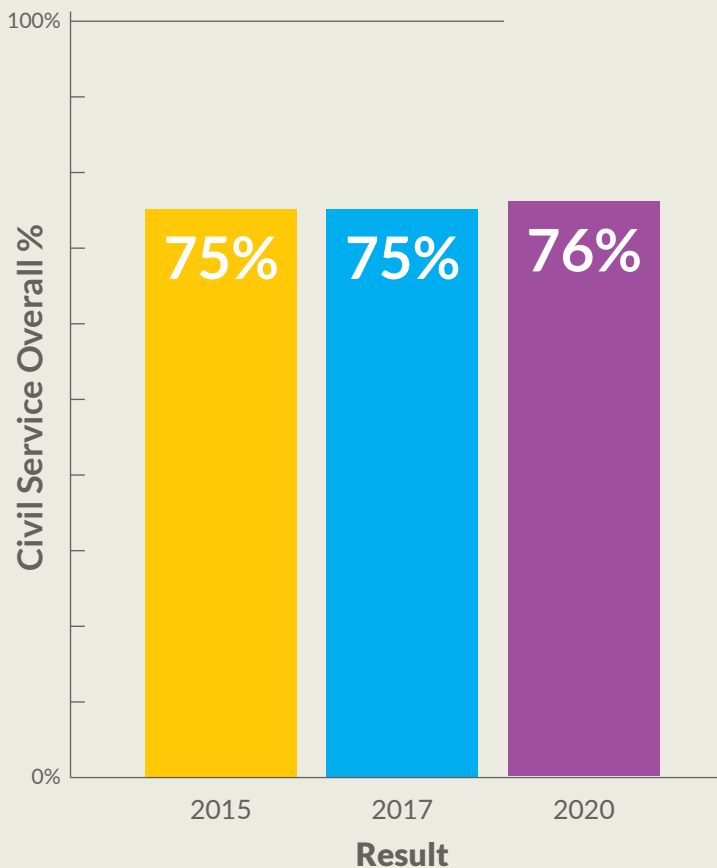
Well-being

This measures the extent to which civil servants feel they can realise their own potential and cope with the normal stresses of life.

The following are key drivers of Well-being:

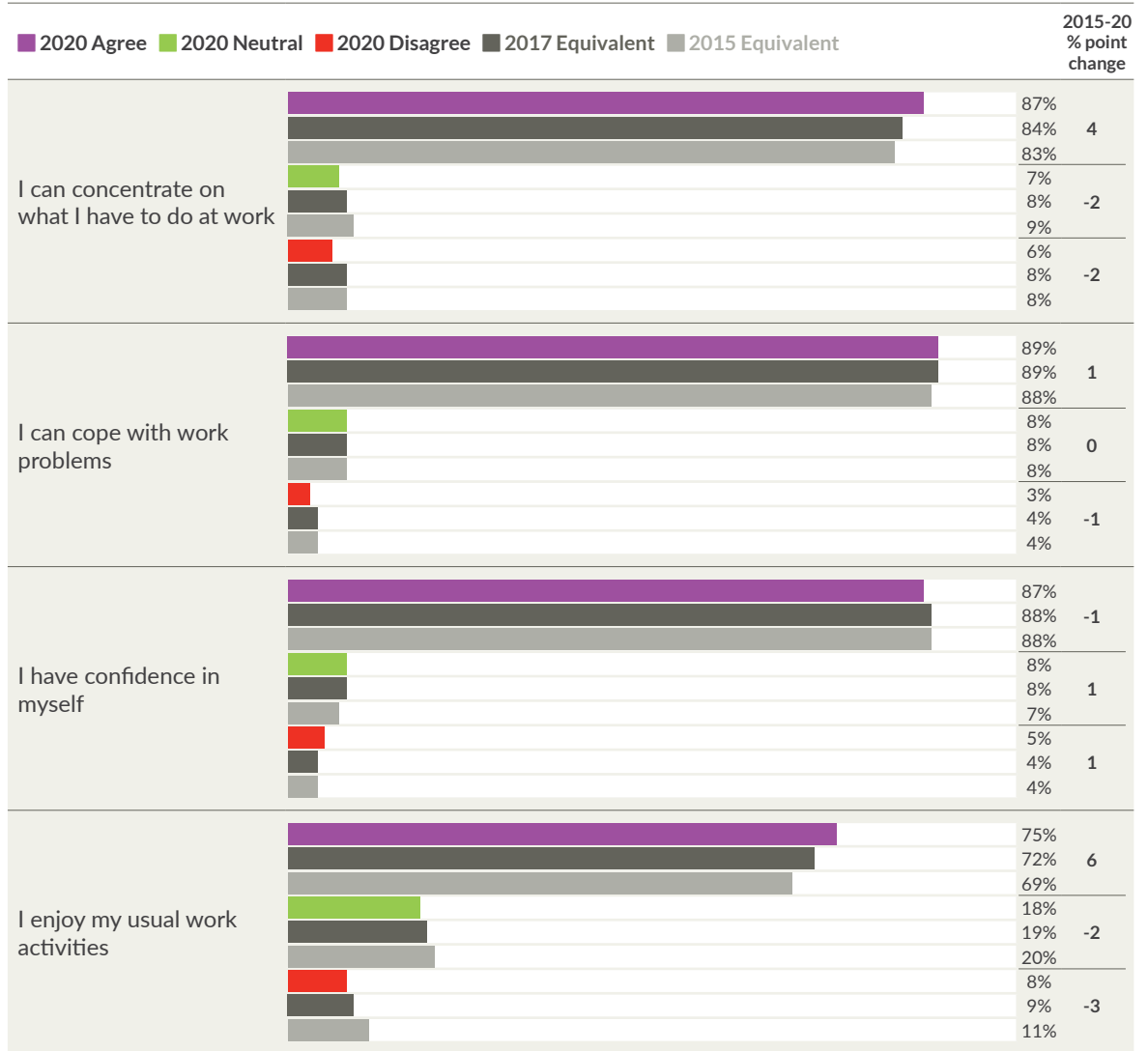
- 1st Key Driver – Competence**
- 2nd Key Driver – Meaningfulness**
- 3rd Key Driver – Job Demands**
- 4th Key Driver – Job Skills Match**
- 5th Key Driver – Organisational Support**

- Well-being has increased by 1 point (to 76%) from the 2017 and 2015 surveys and remains the second highest result in the 2020 survey. This result is especially positive as it has increased despite the challenges posed during the COVID-19 pandemic where 75% of survey respondents were working remotely.
- The vast majority of civil servants report that they can cope with work problems and 87% feel that they concentrate on what they have to do at work.
- The scores for this theme are very high for senior managers but also remain high for all grades. Newer staff tend to report higher levels of Well-being compared to more experienced colleagues. 84% of staff with less than 1 year of service enjoy their work activities compared to 69% of staff with 10-15 years' experience. This rises again to 74% for staff with 20-25 years' experience.
- Well-being is influenced by the extent to which staff feel competent in their work, believe that their work has meaning, the demands of their job are manageable, feel that their skills are matched to their job and that their organisation supports them. Organisations may be able to improve this score by highlighting and recognising the continuity of delivery by the Civil Service during the pandemic, exploring innovative ways to empower staff further and by demonstrating consistent commitment and support for employee Well-being.



International Benchmark:
 This result at 76% compares well internationally. 75% of respondents to the Australian Public Service census reported that they were satisfied with the work-life balance in their current role.⁸

Insight:
 In contrast to this survey, international research on remote working during the COVID-19 pandemic found that half of the respondents surveyed reported a decline in their Well-being. A small proportion of respondents, however, reported an increase in Well-being, citing reasons such as better work-life balance, reduced commuting times, less work-related travel and having more time to exercise and eat healthily.⁹



Note: Due to rounding, not all percent positives add up to 100%.

Coping with Change

This measures the extent to which civil servants feel they can cope with change including managing any negative emotions.

The following are key drivers of Coping with Change:

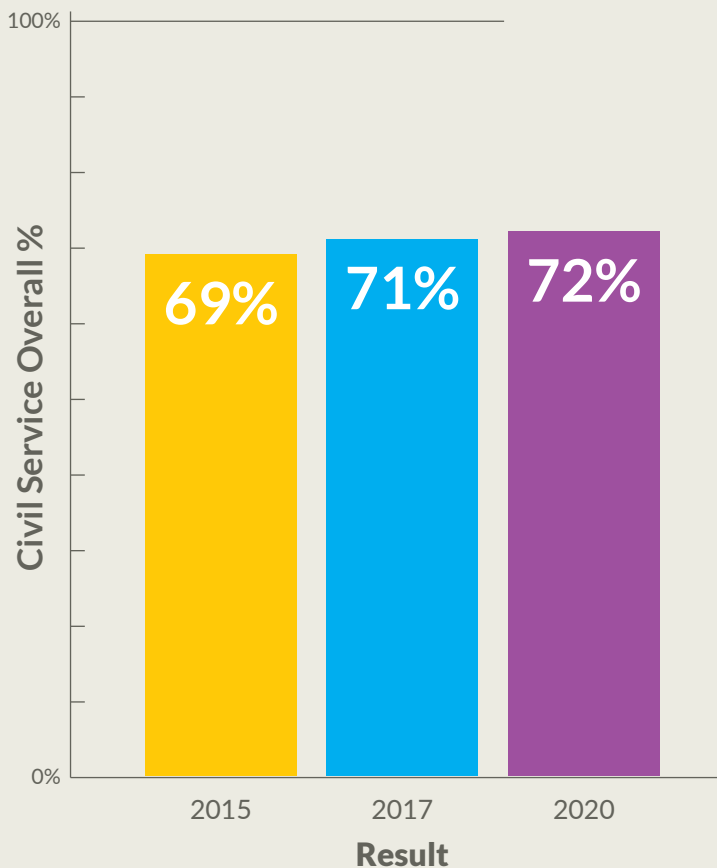
1st Key Driver – Competence

2nd Key Driver – Organisational Support

3rd Key Driver – Meaningfulness Job Demands

4th Key Driver – Job Skills Match

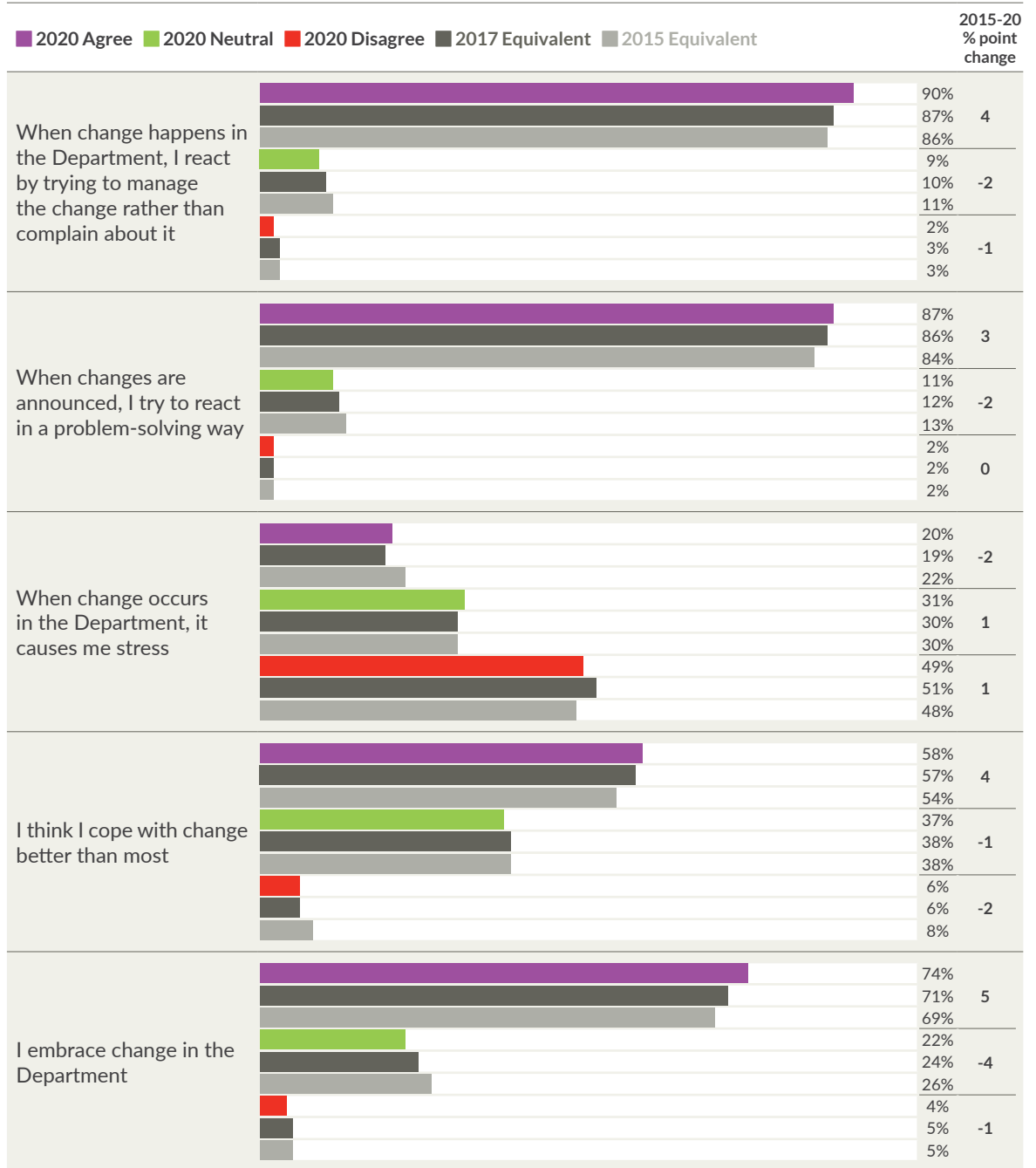
5th Key Driver – Citizen Impact



- Coping with Change, at 72%, has again improved for the third iteration of the survey. This demonstrates that most staff generally feel they can cope with change. This positive score is particularly significant given that the survey was administered during the COVID-19 pandemic when 75% of survey respondents were working remotely.
- While the scores have improved for most classifications under this theme, a fifth of all staff stated that change in their Department causes them stress.
- While senior managers reported the highest level of resilience, staff at all grades reported high confidence in their ability to deal with change. However, despite this, staff in lower grades are less likely to embrace change in their organisation.
- Younger staff appear to be able to cope with change better than older colleagues. 63% of staff between the ages of 25-29 feel better able to cope with change than most, compared to 48% of staff between the ages of 55-59.
- Organisations can positively influence this score through ensuring that staff feel competent in their work, feel adequately supported by their organisation, are engaged in meaningful work, and are made aware of the difference their work makes in citizens' lives.
- The performance of the Civil Service during the COVID-19 pandemic offers organisations the opportunity to communicate the impact their staff have had on Irish society as a whole at this extremely challenging time.

Insight:

Research conducted with employees based in the US during COVID-19 has pointed to the critical role of transparent internal communication in encouraging employees to adopt coping strategies in response to rapid change. Effective communication was identified as a key tool in helping employees manage change proactively but also helped them to maintain workplace relationships (Li, Sun, Tao and Lee, 2021).¹⁰



Note: Due to rounding, not all percent positives add up to 100%.

Autonomy

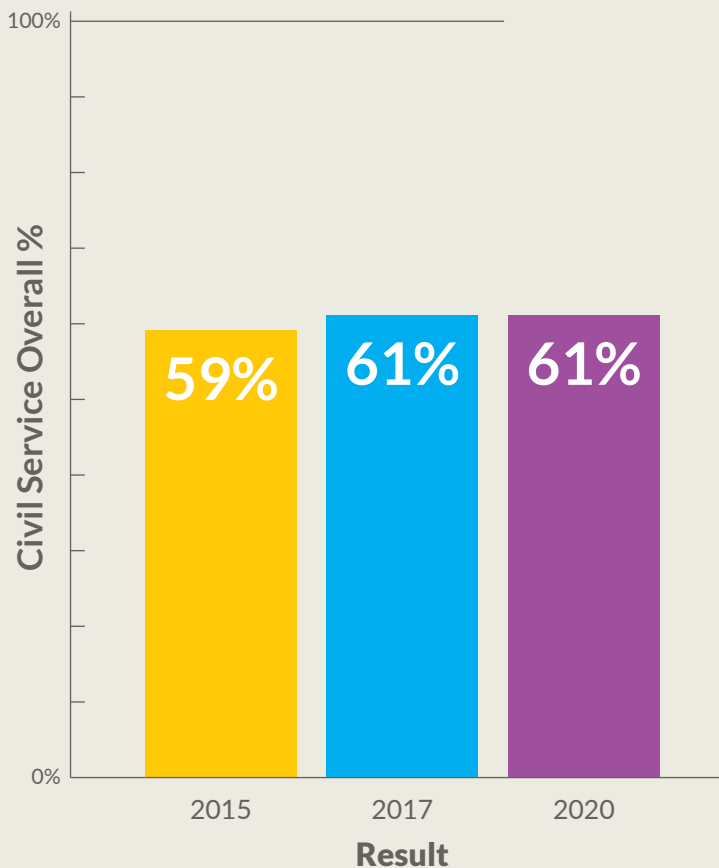
This measures the extent to which civil servants feel they have the freedom to influence how they approach their day-to-day work.

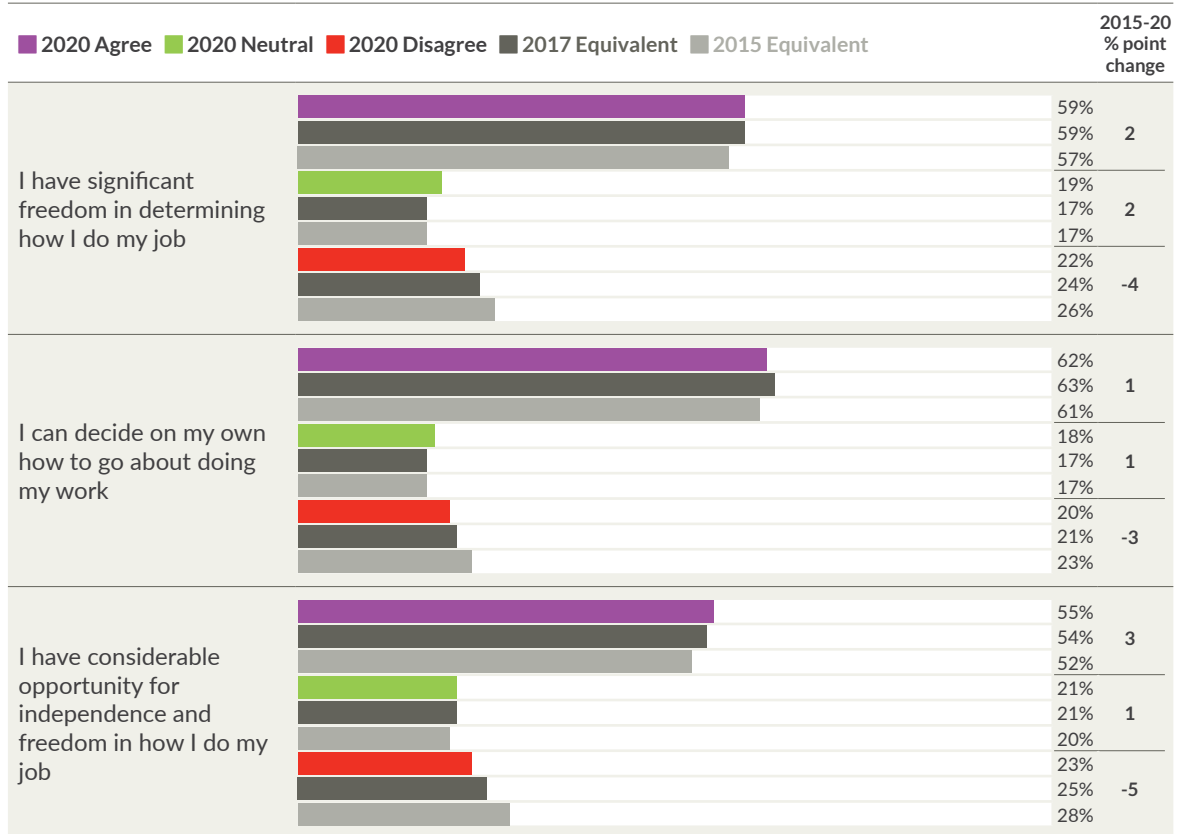
This is a standalone theme which is not a key driver of any of the four outcomes: Employee Engagement, Commitment to the Organisation, Well-being and Coping with Change.

- While initially increasing by 2 points from the 2015 survey, Autonomy at 61% has remained static from the 2017 survey result. Despite an improvement in scores for some questions within this theme, over a fifth of staff (22%) reported not feeling significant freedom in determining how they do their job.
- Some variances between grade and gender are evident. Senior managers reported greater levels of autonomy while lower grades, especially EO and CO, reported significantly lower levels of autonomy in how they go about their work. Further information is available on the table on page 71.
- Older staff generally report having more freedom in how they do their job compared to younger colleagues. Less than half of staff under the age of 24 (47%) agree that they have significant freedom in determining how they do their job compared to 66% of staff aged 65 and over.

International Benchmark:

The result for Autonomy remains unfavourable compared to international benchmarks. For example, in the UK 2019 Civil Service People Survey, scores for the statement 'I have choice in deciding how I do my work' were 82% for Scotland and 78% for the UK. Both have increased (1% and 3% respectively) since 2017. However, this compares to a score of 62% in the current survey with regard to the statement 'I can decide on my own how to go about my work', which represents a 1 point decrease compared to the 2017 survey.¹¹





Note: Due to rounding, not all percent positives add up to 100%.

Meaningfulness

This measures the extent to which civil servants feel their work has value, meaning and purpose.

Meaningfulness is a key driver of the following outcomes:

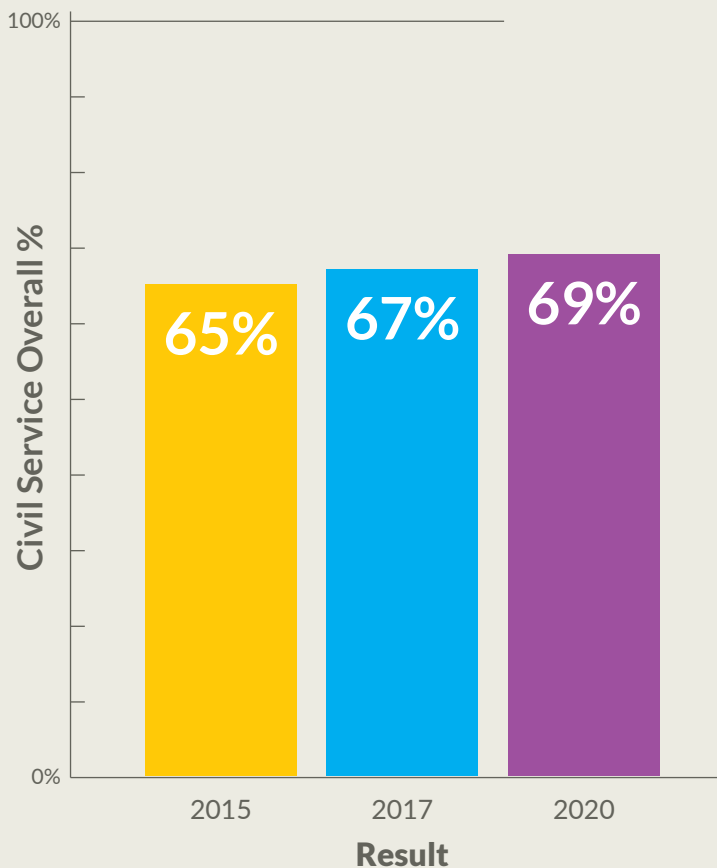
1st Key Driver - Employee Engagement

2nd Key Driver - Commitment to the Organisation

2nd Key Driver - Well-being

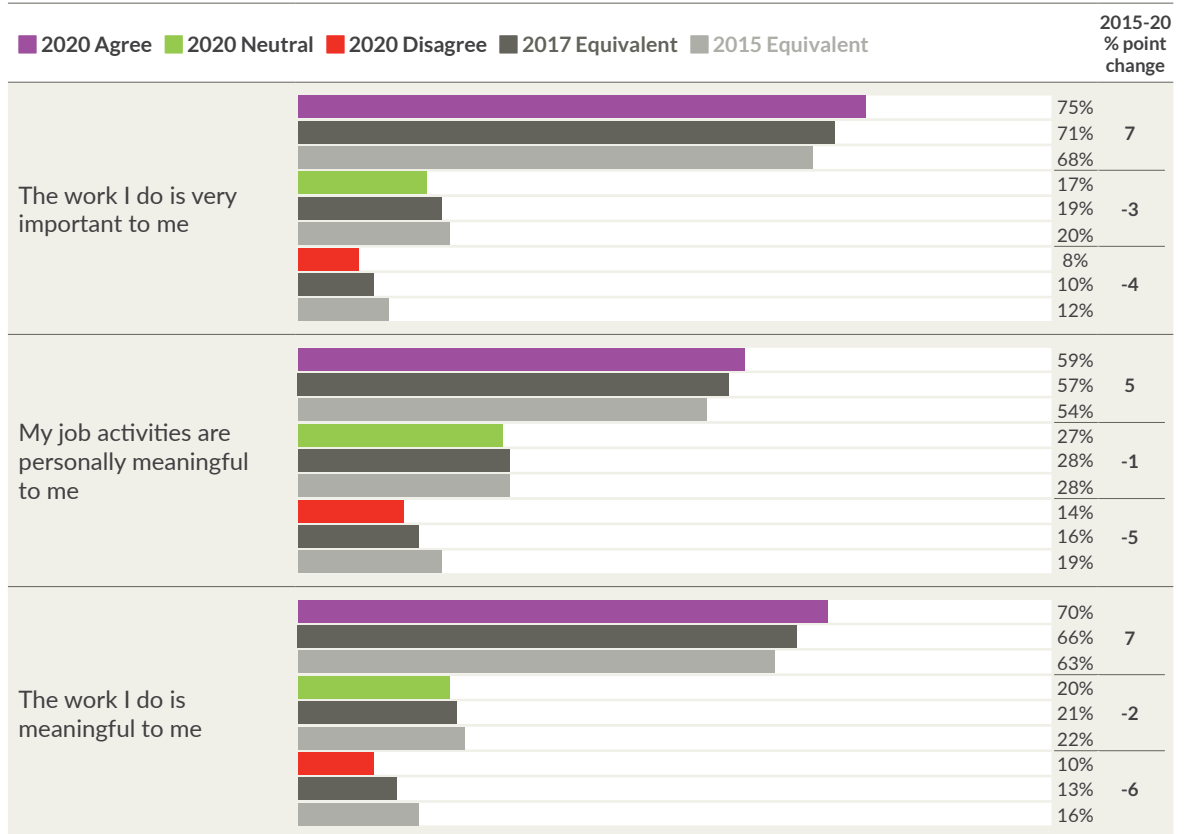
3rd Key Driver - Coping with Change

- Meaningfulness has improved to 69%, up 2 points on 2017 and 4 points on 2015, indicating that a majority of staff continue to believe their work has value, meaning and purpose. This is important as meaningfulness is a key driver for all survey outcomes.
- 75% of staff state that their work is very important to them, compared to 71% in 2017 and 68% in 2015. The key role of the Civil Service in supporting society in facing the challenges of the COVID-19 pandemic may have contributed to improving this score.
- Meaningfulness scores are particularly strong at senior manager level and are generally high across all grades. However, in contrast, just over half of EOs and COs (54% and 52% respectively) reported that their job activities are personally meaningful to them.
- Older civil servants find their work more meaningful than younger colleagues. Less than 50% of staff under 39 years of age agree that their job activities are meaningful to them. This rises to above 65% for all staff older than 55.
- Civil Service organisations must continue to embrace and emphasise the importance of meaningful work. The crucial role played by the Civil Service during the pandemic offers an opportunity to communicate to staff the importance of their role in delivering a quality essential service for the people of Ireland.



International Benchmark:

Although Meaningfulness has improved, it is still somewhat less favourable when compared internationally. In the 2019 UK Civil Service People Survey, 75% of respondents reported that their work gave them a sense of personal accomplishment¹² while 70% of respondents to this survey agreed with the statement that the work they do is meaningful to them.



Note: Due to rounding, not all percent positives add up to 100%.

Competence

This measures civil servants' belief in their ability and skills to carry out the work required in their role.

Competence is a key driver of the following outcomes:

1st Key Driver - Well-being

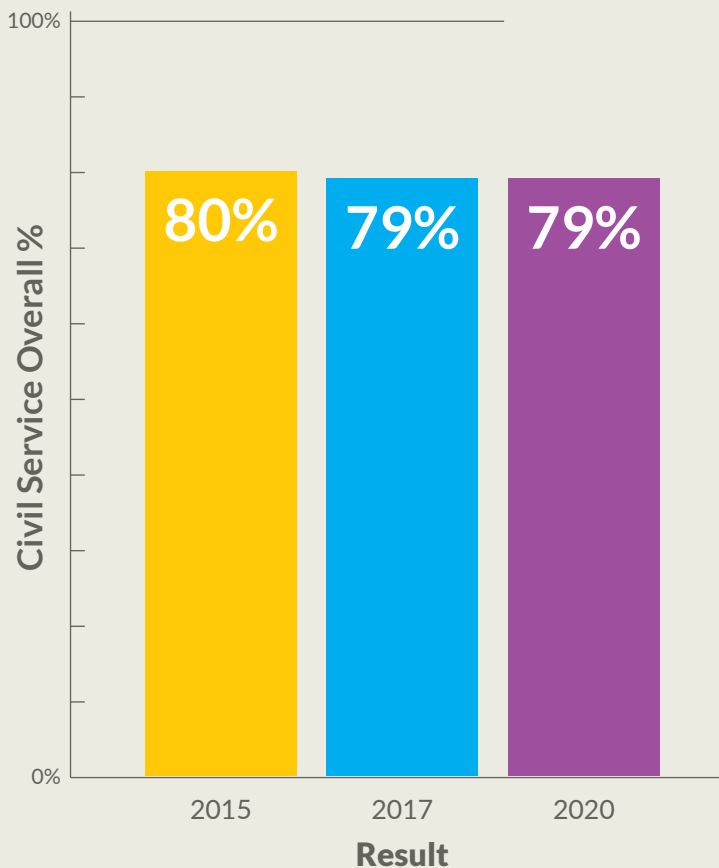
1st Key Driver - Coping with Change

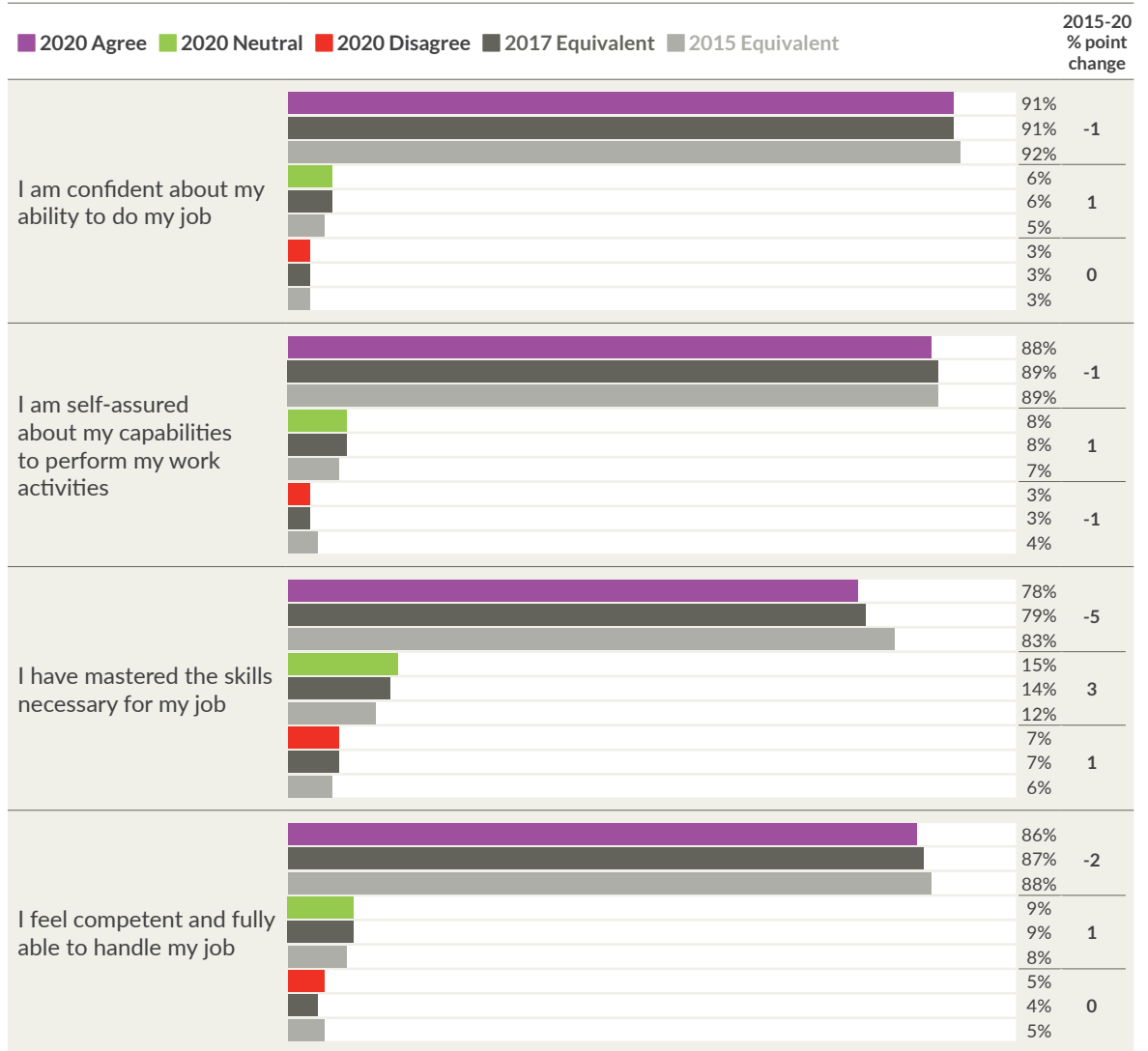
4th Key Driver - Employee Engagement

- Competence, at 79%, has remained consistent with the 2017 results and indicates that the majority of staff continue to feel capable and skilful at work.
- 91% of civil servants agree with the statement "I am confident in my ability to do my job" making it the most positive score in the survey. It suggests that the large scale shift to working remotely has not negatively impacted perceptions of competence, which is an especially positive finding and indicates a confident, resilient workforce.
- Civil Servants' perception of their competence increases with longer tenure. 61% of staff with less than one year's experience reported they had mastered the skills necessary for their job, which increases to over 80% for staff with more than 20 years' experience.

International Benchmark:

While Competence remains a high score, in certain aspects it compares somewhat unfavourably internationally. In the UK Civil Service People Survey 2019, 89% of respondents reported that they had the skills needed to do their jobs effectively¹³ compared with 78% of Irish Civil Service staff reporting that they had mastered the skills necessary for their job.





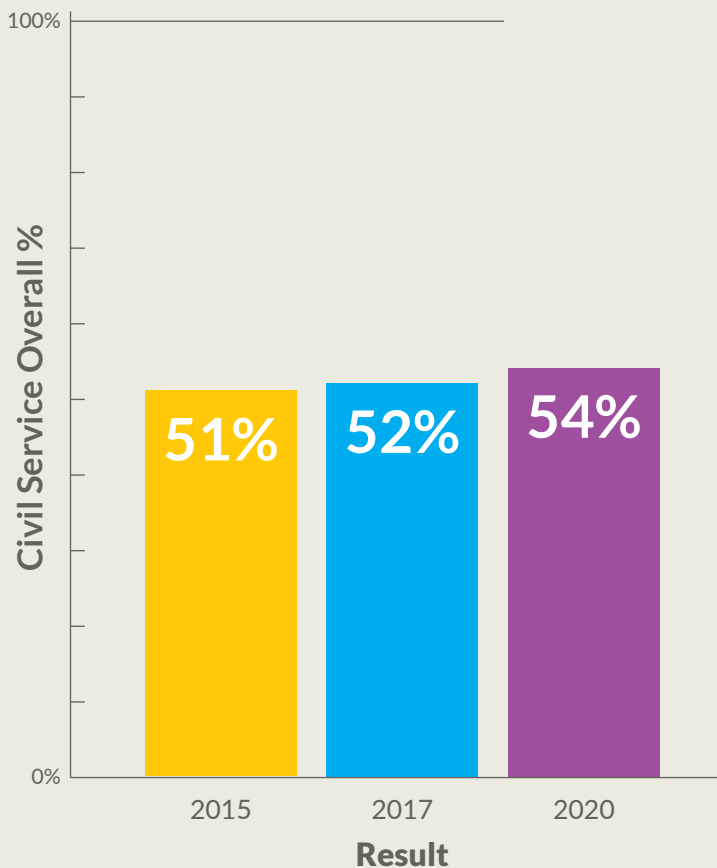
Note: Due to rounding, not all percent positives add up to 100%.

Job Demands

This measures how demanding civil servants find their work in terms of the content of their work and the time required to complete their work.

Job Demands is a key driver of the following outcome:

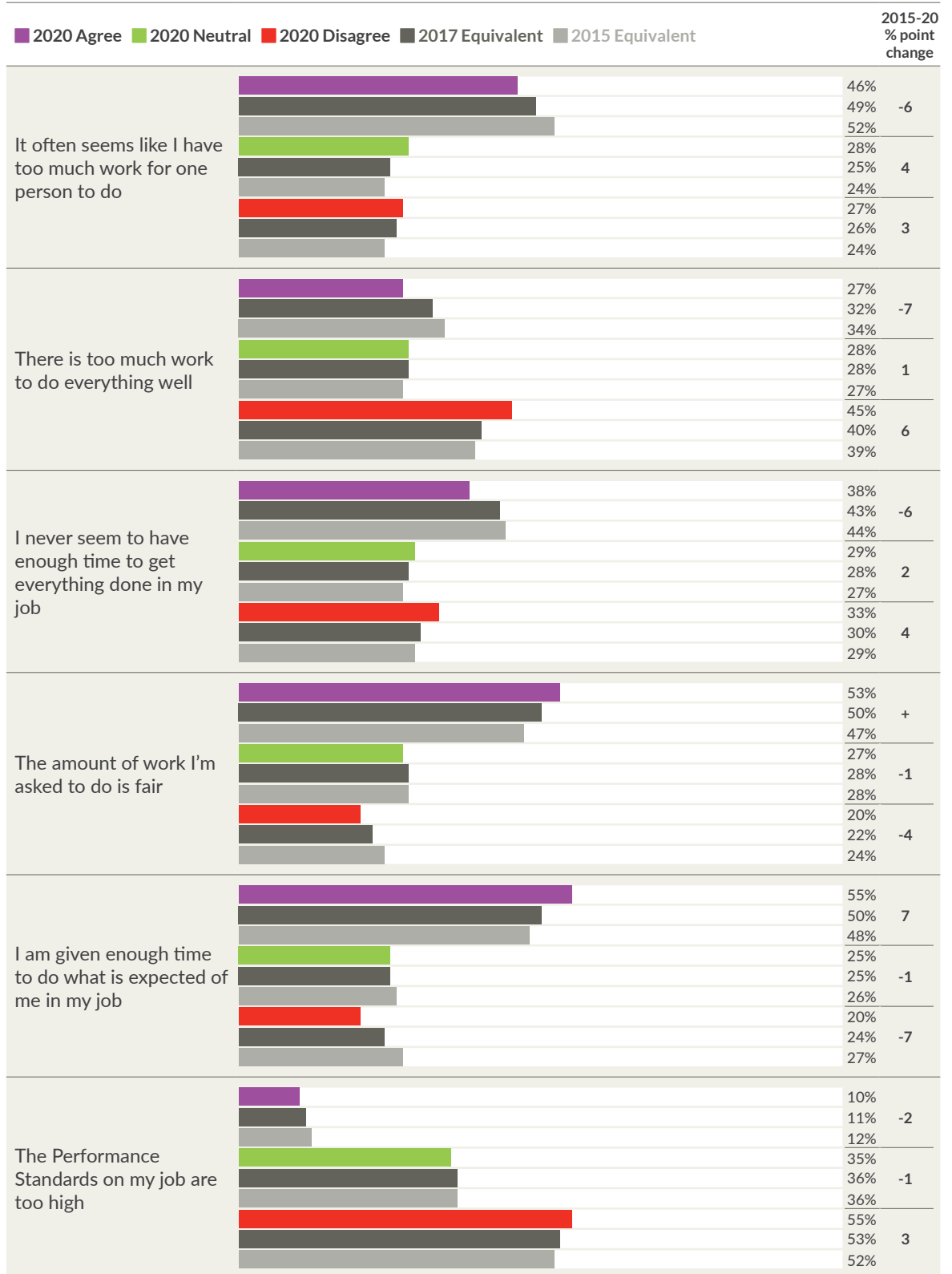
3rd Key Driver - Well-being



- This theme measures an employee's satisfaction with the demands of their job. 4 of the 6 statements in this theme are negatively phrased. Agreement with negatively phrased questions represents a challenging result and disagreement represents a positive result. For example, 55% of staff disagree with the statement "The performance standards on my job are too high" leading to a positive result for that statement i.e. 55% of staff feel the performance standard for their job are at the right level.
- Although the score for Job Demands has slightly improved, at 54%, it remains clear that there are mixed views among civil servants with regard to their workloads. 53% of staff agree with the statement "The amount of work I'm asked to do is fair".
- While there has been a notable improvement on the 2017 score of 50%, only 55% of staff feel that they have enough time to do their job.
- Significant variance is evident between grades. Higher grades feel less positive around Job Demands. For example, 66% of senior managers feel that it often seems like there is too much work for one person to do. This score decreases amongst the lower grades.
- More experienced staff are less satisfied with the amount of work they are asked to do compared to less experienced colleagues. 71% of staff with less than 1 year experience are satisfied with the amount of work they are asked to do. This drops to 50% or below for staff with between 10 and 25 years' experience.

International Benchmark:
 At 54%, this result remains somewhat unfavourable compared to international benchmarks. For example, in the 2019 UK Civil Service People Survey, 63% of respondents reported that they had an acceptable workload.¹⁴ This also compares to 59% of respondents to the 2019 Federal Employee Viewpoint Survey in the United States that agreed their workload was unreasonable.¹⁵

Insight:
 Excessive job demands can give rise to employee burnout. International research undertaken among remote workers during the COVID-19 pandemic found that the greatest decline in work-related Well-being was due to increased job demands. This increase in job demands eroded the boundaries between work and life and was associated with excessive working hours.¹⁶



Note: Due to rounding, not all percent positives add up to 100%.

Job Skills Match

This measures how well civil servants feel their skills and abilities are matched to their job.

Job Skills Match is a key driver of the following outcomes:

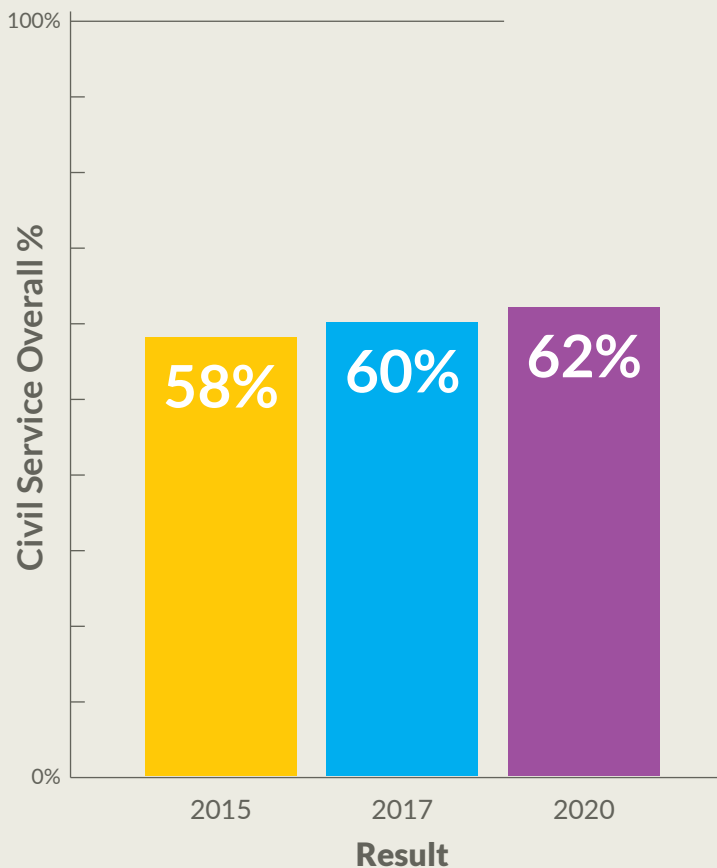
2nd Key Driver – Employee Engagement

4th Key Driver – Well-being

4th Key Driver – Coping with Change

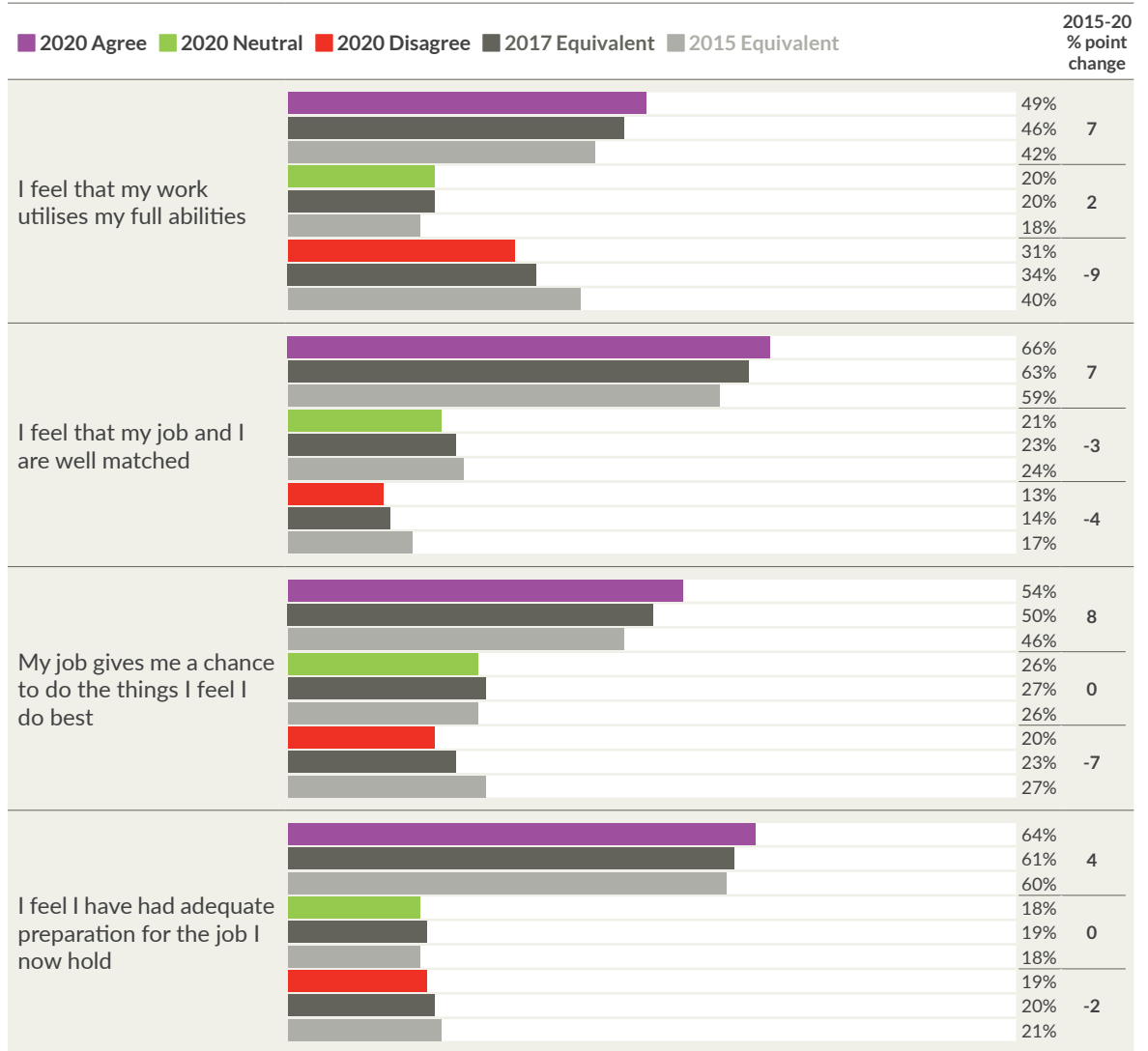
5th Key Driver – Commitment to the Organisation

- 62% of staff feel that they are well matched to their jobs, up 2 points from 2017. This may reflect the positive impact of the implementation of the Civil Service Mobility Scheme and the uptake of opportunities across Departments/Offices for staff to hone their skills or develop new ones.
- While there has been an increase (64%) in staff who feel they have adequate preparation for the job they now hold, nearly a fifth (19%) disagree.
- A significant variance is evident between grades. Senior managers reported that their work utilises their skills. This positive result declines amongst lower grades and dips below 50% for EO and CO (47% and 41% respectively).
- Younger staff feel that their work does not utilise their full skillset. Less than 44% of staff aged 34 or younger agreed that this was case, whereas this rises to 54% for staff aged 55 or older.
- A period of embedding is likely needed to see the full impact of the Civil Service Mobility Scheme on this theme.



International Benchmark:

The improvement in this score means that this result is in line with international benchmarks. For example, 61% of respondents to the 2019 Federal Employee Viewpoint Survey in the United States reported that their talents are used in the workplace.¹⁷



Note: Due to rounding, not all percent positives add up to 100%.

Career Development and Mobility

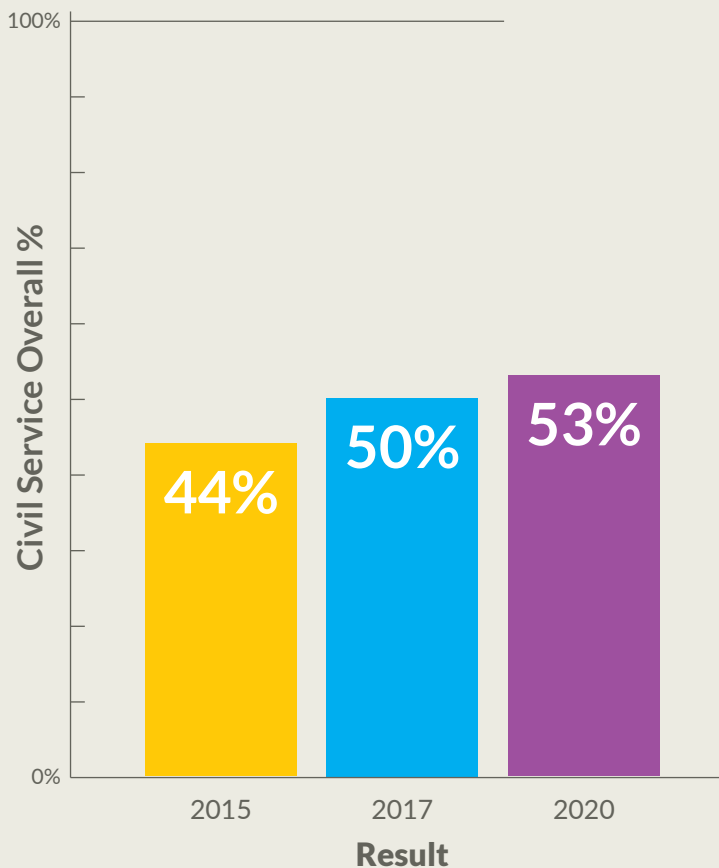
This measures the extent to which civil servants feel there are sufficient opportunities for career development, learning, mobility and promotion in the Civil Service.

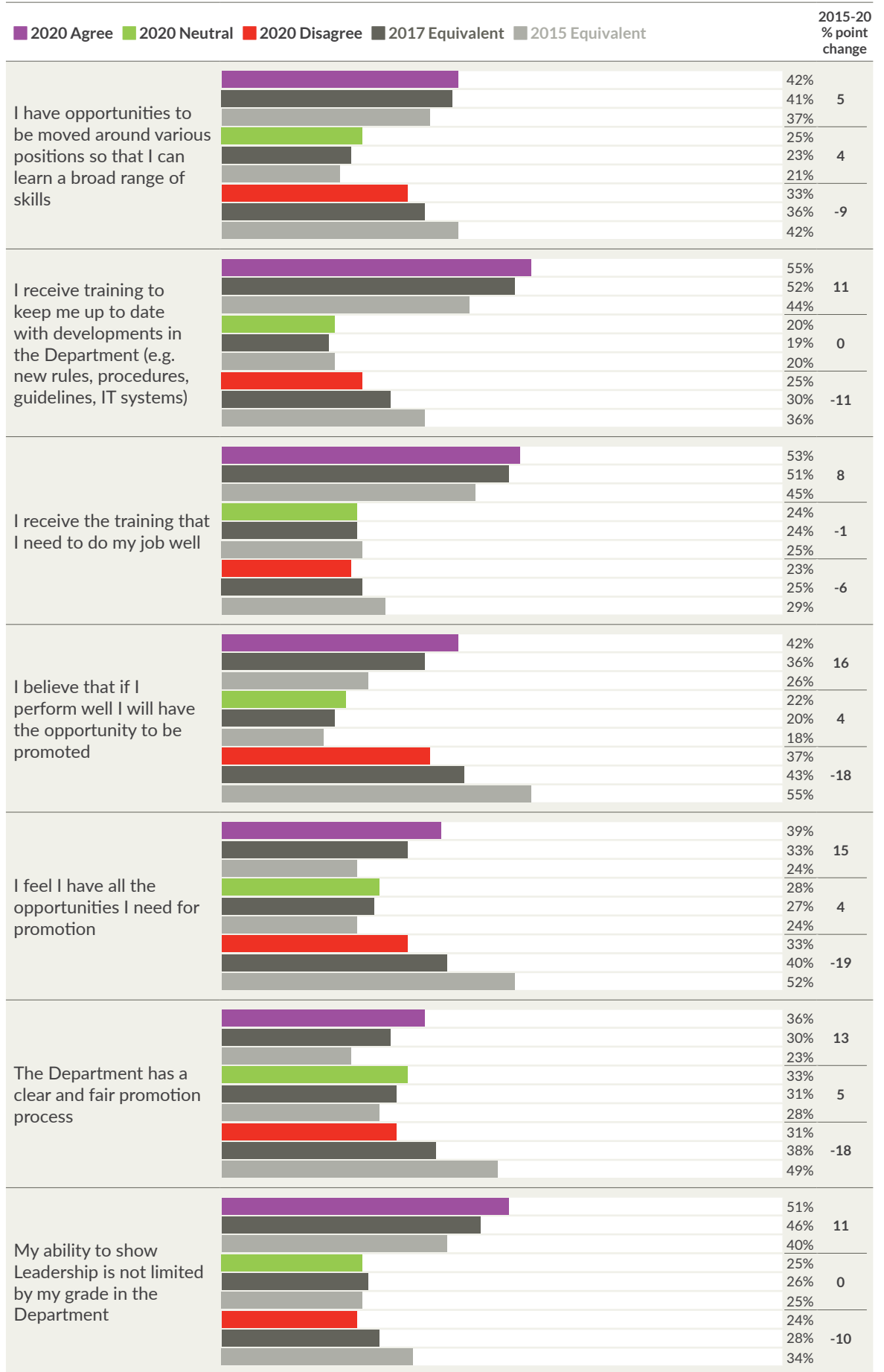
This is a standalone theme which is not a key driver of any of the four outcomes: Employee Engagement, Commitment to the Organisation, Well-being and Coping with Change.

- Career Development and Mobility has improved by 9 points since 2015.
- Considerable investment has been put into the development and implementation of the Civil Service Mobility Scheme and more time is needed to effect a more positive perception amongst staff.
- While scores in relation to promotion have improved, they are still challenging with only 36% of staff reporting that their Department/Office has a clear and fair promotion process.
- Fewer than half of staff at CO to PO level believe that if they perform well they will be promoted.
- More experienced staff are less satisfied with the promotion process compared to less experienced colleagues.
- Fewer than 39% of all staff with greater than 10 years' experience believe that if they perform well they will have the opportunity to be promoted. This score rises to 64% for staff with less than one year's experience.

International Benchmark:

While this score has improved, it remains unfavourable when compared internationally. In the UK Civil Service People Survey 2017, 51% of respondents reported that they had real opportunities to develop their careers¹⁸ compared to 39% in this survey.





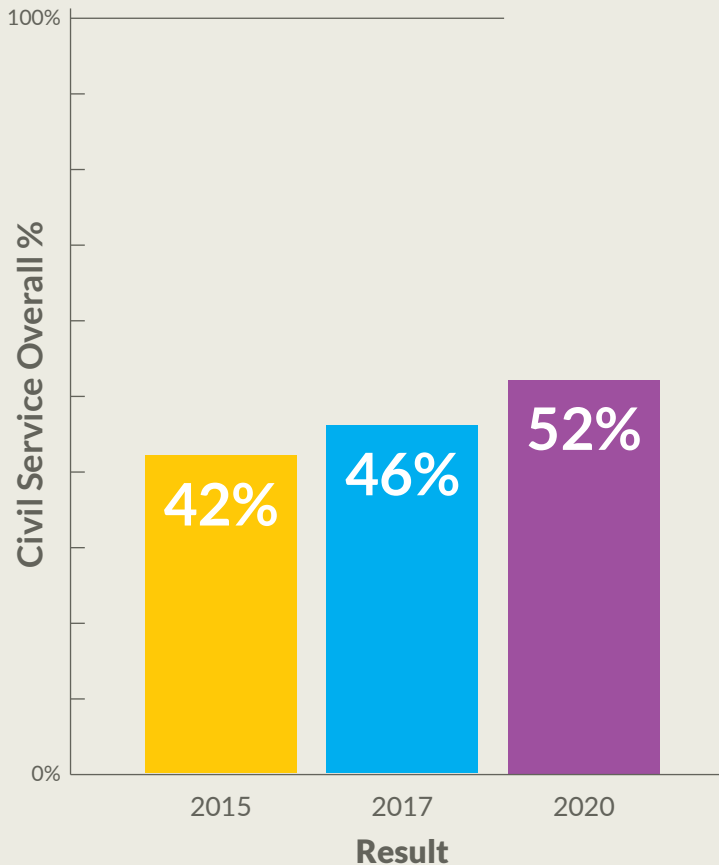
Note: Due to rounding, not all percent positives add up to 100%.

Your Pay

This measures how civil servants feel about their pay in relation to their efforts and contributions at work and others who are like them.

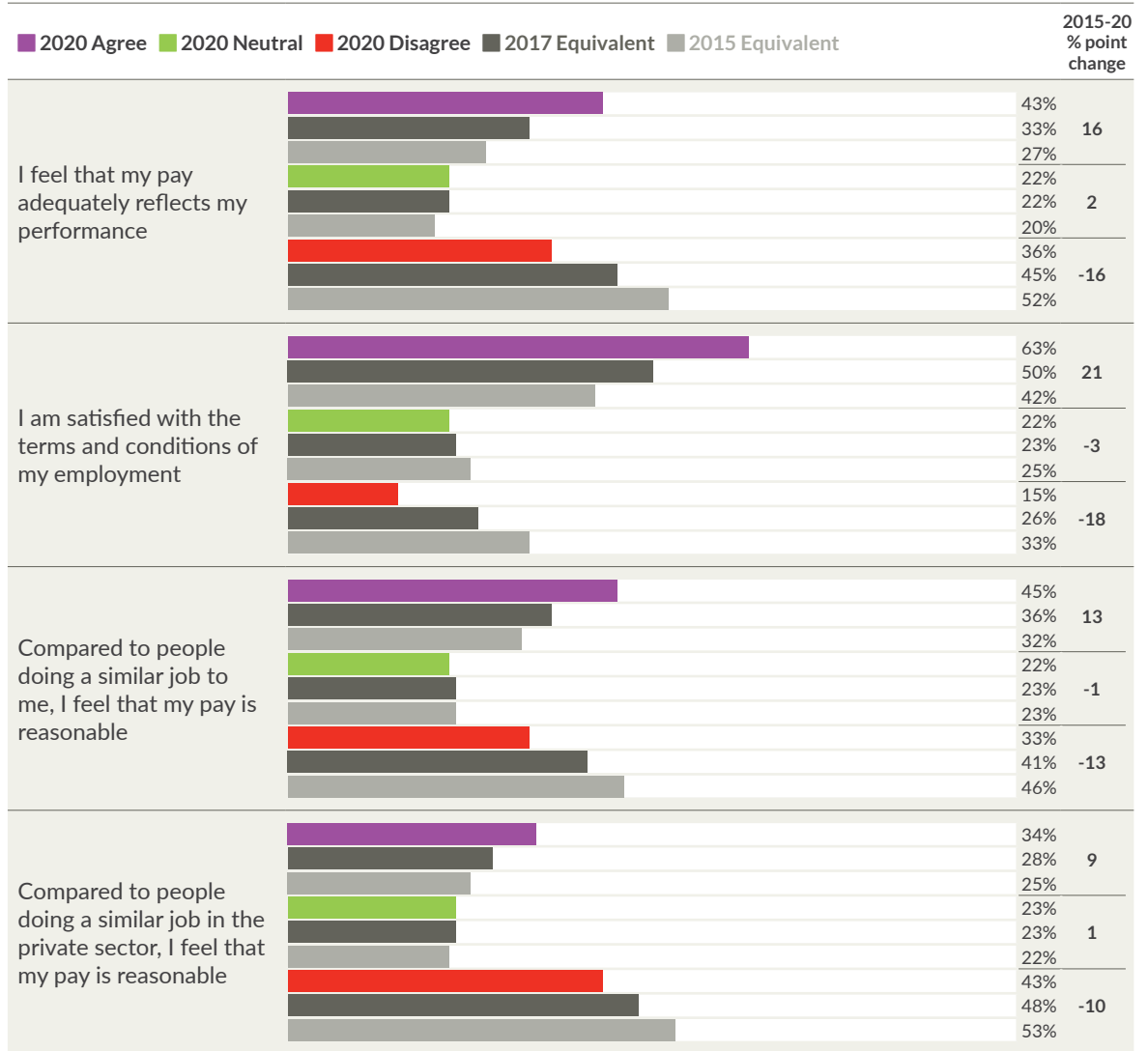
This is a standalone theme which is not a key driver of any of the four outcomes: Employee Engagement, Commitment to the Organisation, Well-being and Coping with Change.

- Your Pay, at 52%, has improved 10 points since 2015. While it remains one of the most challenging themes of the survey this represents a considerable improvement.
- The improvement in this area may be related to partial pay restoration which is ongoing since 2015.
- 63% of staff reported that they are satisfied with the terms and conditions of their employment. This represents a 21 point increase since the 2015 survey. This considerable improvement may be partly related to the job security provided by the Civil Service during the COVID-19 pandemic.
- Significant grade variance is evident with regard to perception around pay and performance and parity with the private sector. AOs, EOs and COs stated that they do not feel that their pay adequately reflects their performance (36%, 39% and 25% respectively).
- The same grades also feel that their pay is not reasonable compared to those doing a similar job in the private sector (AO 26%, EO 33% and CO 25% respectively).



International Benchmark:

This theme compares very favourably to international benchmarks. 39% of respondents to the 2019 UK Civil Service People Survey reported that they were satisfied with their total benefits package. 63% of respondents to this survey reported that they were satisfied with the term and conditions of their employment.¹⁹

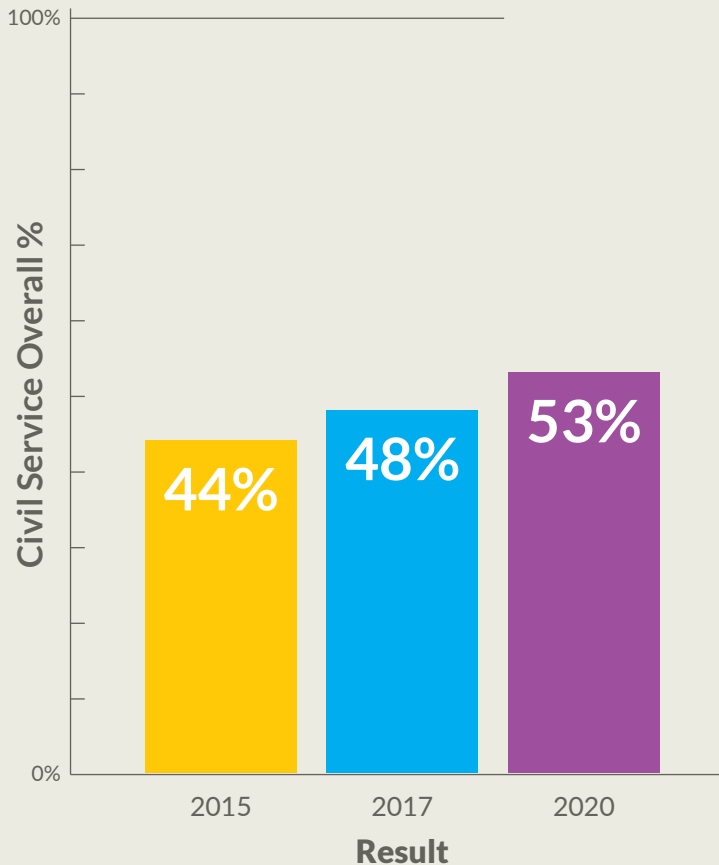


Note: Due to rounding, not all percent positives add up to 100%.

Performance Standards

This measures the degree to which civil servants feel Performance Standards are high and that underperformance is managed effectively.

This is a standalone theme which is not a key driver of any of the four outcomes: Employee Engagement, Commitment to the Organisation, Well-being and Coping with Change.



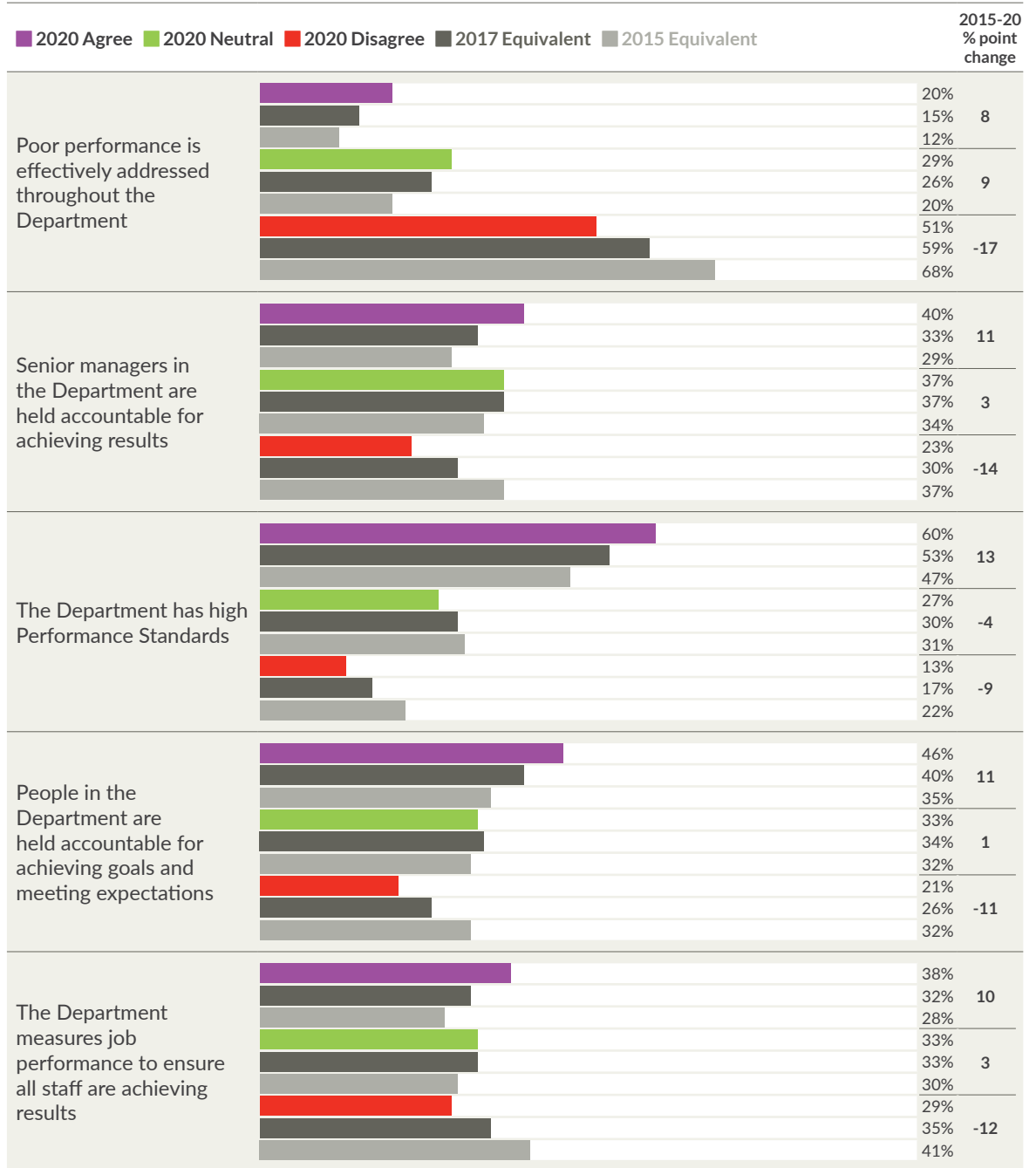
- Performance Standards has improved by 9 points since 2015 but remains one of the more challenging themes in the survey. Only 20% of staff reported that they feel poor performance is being addressed within their organisation.
- Less than half of all staff feel that senior managers are “held accountable for achieving results” (40%) and that their “Department measures job performance to ensure all staff are achieving results” (38%).
- Although this remains a challenging result, only 13% of staff disagree that their “Department has high performance standards”. This has decreased by 9 points since 2015.
- There is a significant grade variance evident in this theme. 44% of senior managers agree that poor performance is effectively addressed throughout their Department. This score drops to less than 25% for each of the grades from CO to PO with APs’ scores being the lowest at 17%.
- More experienced staff are less satisfied with how poor performance is addressed compared to less experienced colleagues. 39% of staff with less than one year’s experience believe that poor performance is addressed effectively in their Department. This score drops to less than 20% for staff with over 5 years’ experience.
- Departments/Offices can continue to improve individual and team performance by tackling underperformance and enhancing supports and recognition for high performance.

International Benchmark:

This result remains considerably less favourable compared to international benchmarks. 40% of respondents to the UK Civil Service People Survey agreed with the statements that ‘poor performance is dealt with effectively in my team’,²⁰ 34% of respondents to the 2019 Federal Employee Viewpoint Survey in the United States agreed that ‘steps are taken to deal with a poor performer who cannot or will not improve’ in their work unit.²¹ Only 20% of respondents to this survey agreed that ‘poor performance is effectively addressed throughout their Department.’

Insight:

Despite the widespread prevalence of performance management systems worldwide, research evidence suggests that these systems are consistently regarded as failures by both employees and managers (Adler et al., 2015; Murphy et al., 2018; Pulakos et al., 2015).^{22,23,24} A 2019 survey by the Australian Public Service Commission reported that 37% of respondents disagreed that their agency dealt with underperformance effectively.²⁵ In the Civil Service People Survey in the UK (2019), 21% of respondents disagreed that poor performance was dealt with effectively in their teams.²⁶



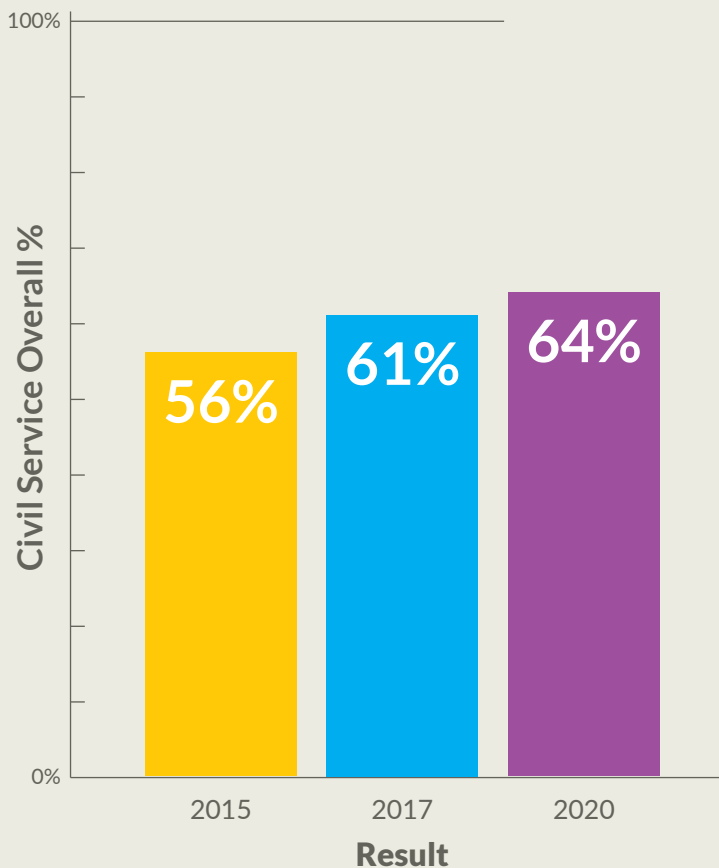
Note: Due to rounding, not all percent positives add up to 100%.

Manager Career Support

This measures the level of support and development civil servants feel is provided from their immediate manager.

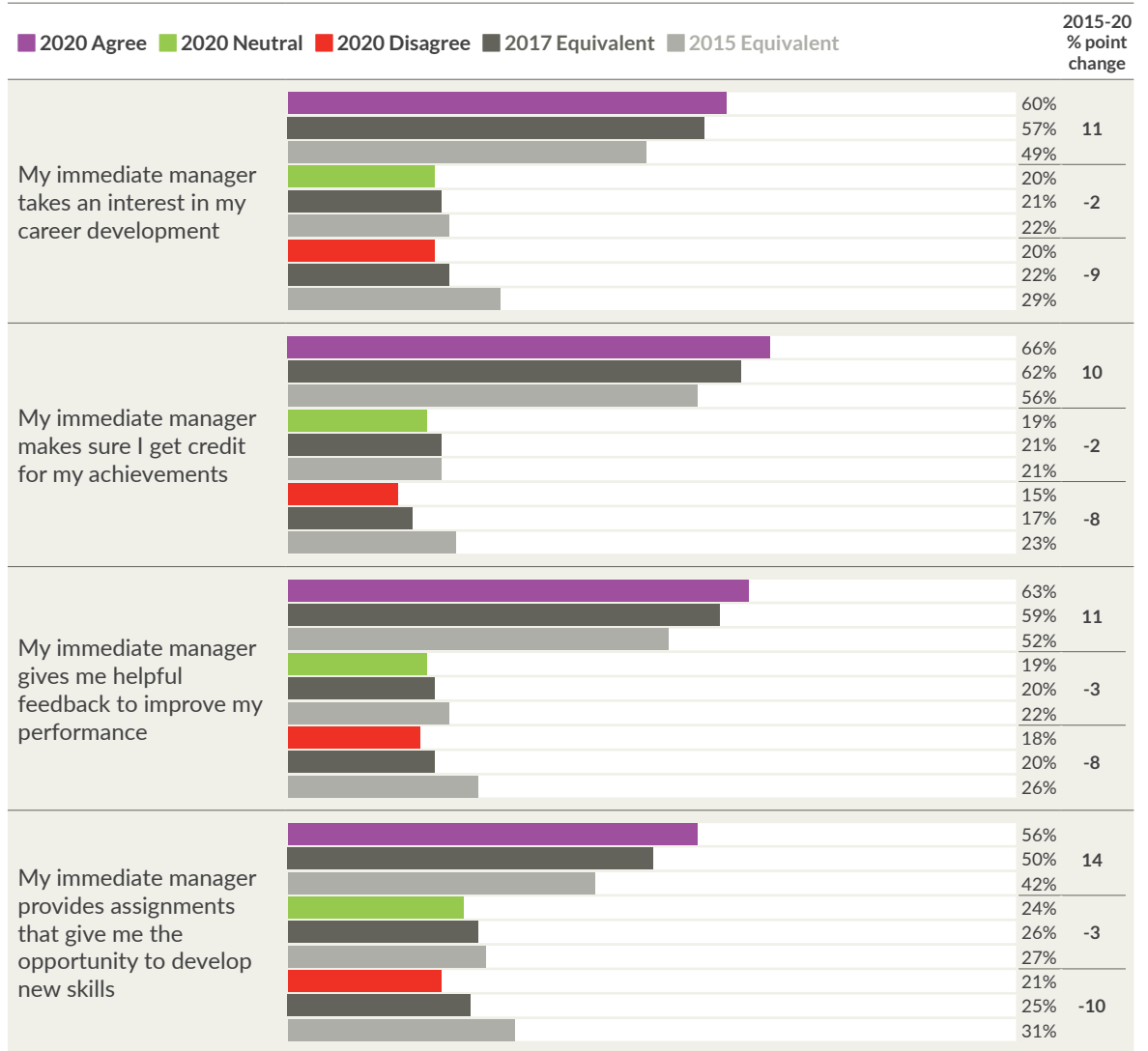
This is a standalone theme which is not a key driver of any of the four outcomes: Employee Engagement, Commitment to the Organisation, Well-being and Coping with Change.

- Manager Career Support (64%) has improved by 8 points since the 2015 survey.
- 60% of staff feel their immediate manager takes an interest in their career development, up from 49% in 2015.
- 56% of staff believe their manager provides assignments that give them the opportunity to develop new skills, up 14 points since 2015.
- Scores in this theme are generally positive across all grades except for Industrial staff.
- Older staff feel less supported in learning new skills compared to their younger colleagues. 72% of staff aged 24 years or less agree that their manager provides assignments that give them the opportunity to develop new skills. This score falls to 55% for staff aged 44 and 49 years.
- Males generally have a more positive perception of this theme compared to Females. For example, 70% of Males agreed that their manager makes sure that they get credit for their achievements compared to 65% of Females. 67% of Males agreed that their manager gives them helpful feedback to improve their performance compared to 61% of Females.



International Benchmark:

The result for Manager Career Support remains less favourable compared to international benchmarks. For example, in the 2019 UK Civil Service People Survey, 80% of respondents agreed that their 'manager recognises when I have done my job well'.²⁷ This compares to 66% of respondents in this survey who agreed that their 'immediate manager makes sure I get credit for my achievements'.



Note: Due to rounding, not all percent positives add up to 100%.

Social Support

This measures the extent to which civil servants feel they have the opportunities to develop close relationships at work.

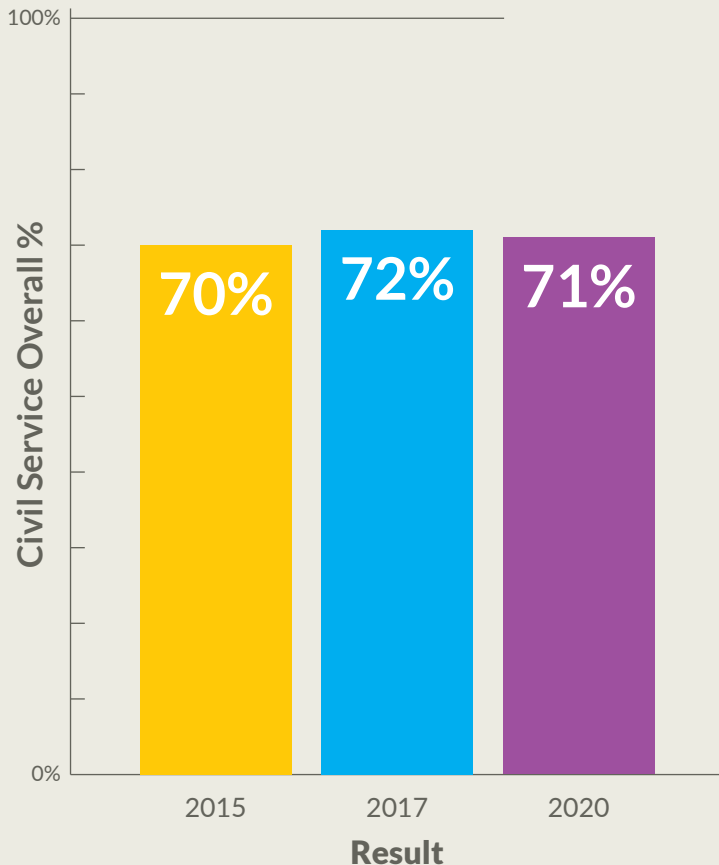
Social Support is a key driver of this outcome:

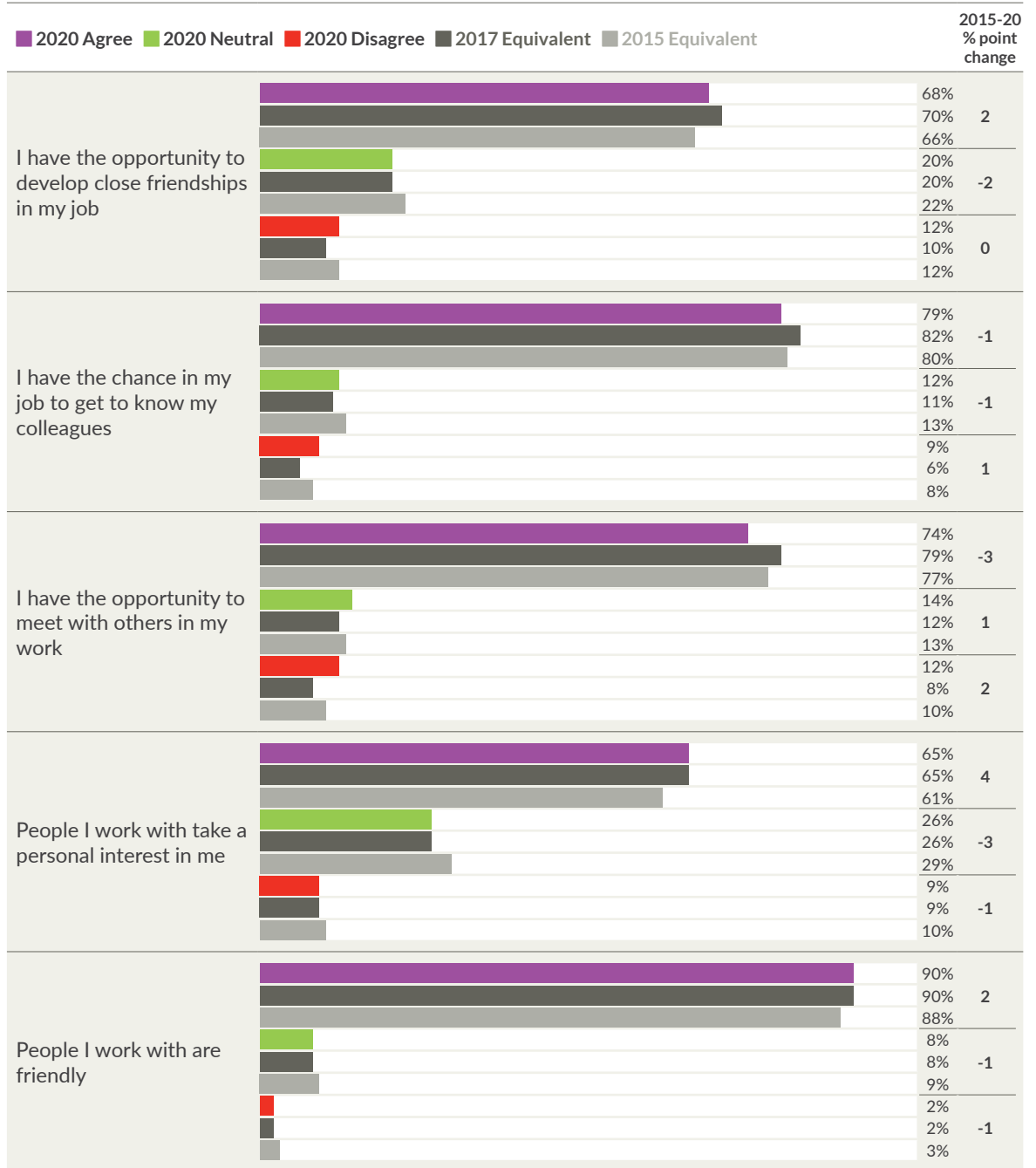
3rd Key Driver - Commitment to the Organisation

- While this score has decreased slightly since 2017 (71%), it shows that a majority of civil servants feel that they have opportunities to develop close relationships at work.
- Despite being a positive result overall, 74% of staff stated that they have the opportunity to meet with others in their work, down from 79% in the 2017 survey. The remote working measures introduced as a result of the COVID-19 pandemic has likely had an impact on this theme.
- As a key driver of Commitment to the Organisation, efforts should be taken by organisations to ensure that this slight decrease in the score for social support does not become a long-term trend.

International Benchmark:

International research undertaken on remote working during the COVID-19 pandemic has found evidence for increased feelings of loneliness and isolation among workers. This was found to be the second most important driver of declining work-related well-being among workers (the most important being Job Demands).²⁸





Note: Due to rounding, not all percent positives add up to 100%.

Leadership

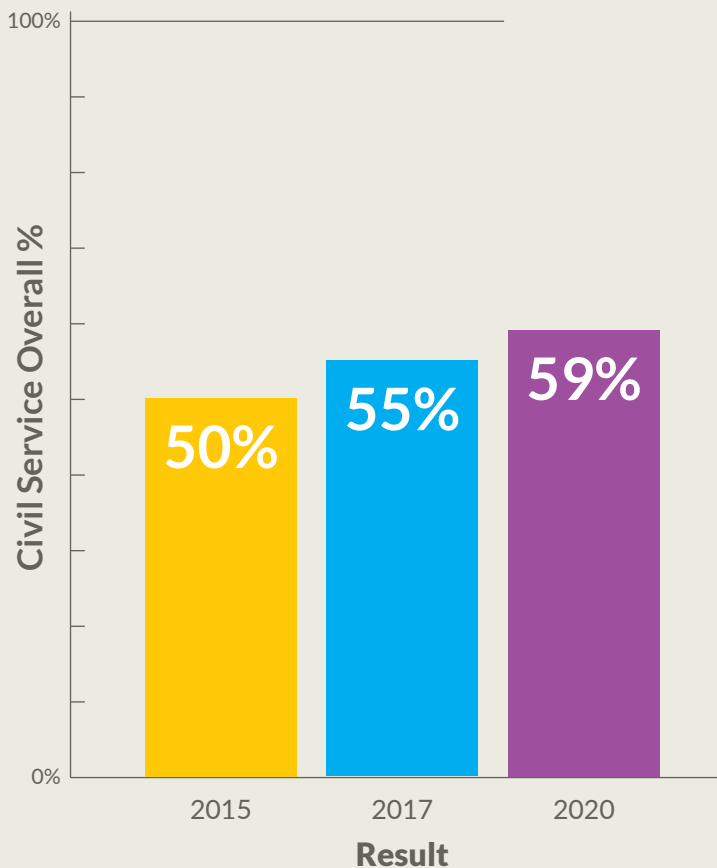
This measures how civil servants feel about the quality and effectiveness of Leadership in the Civil Service. It also measures views on decision making, vision, values and communications.

Leadership is a key driver of the following outcomes:

4th Key Driver - Commitment to the Organisation

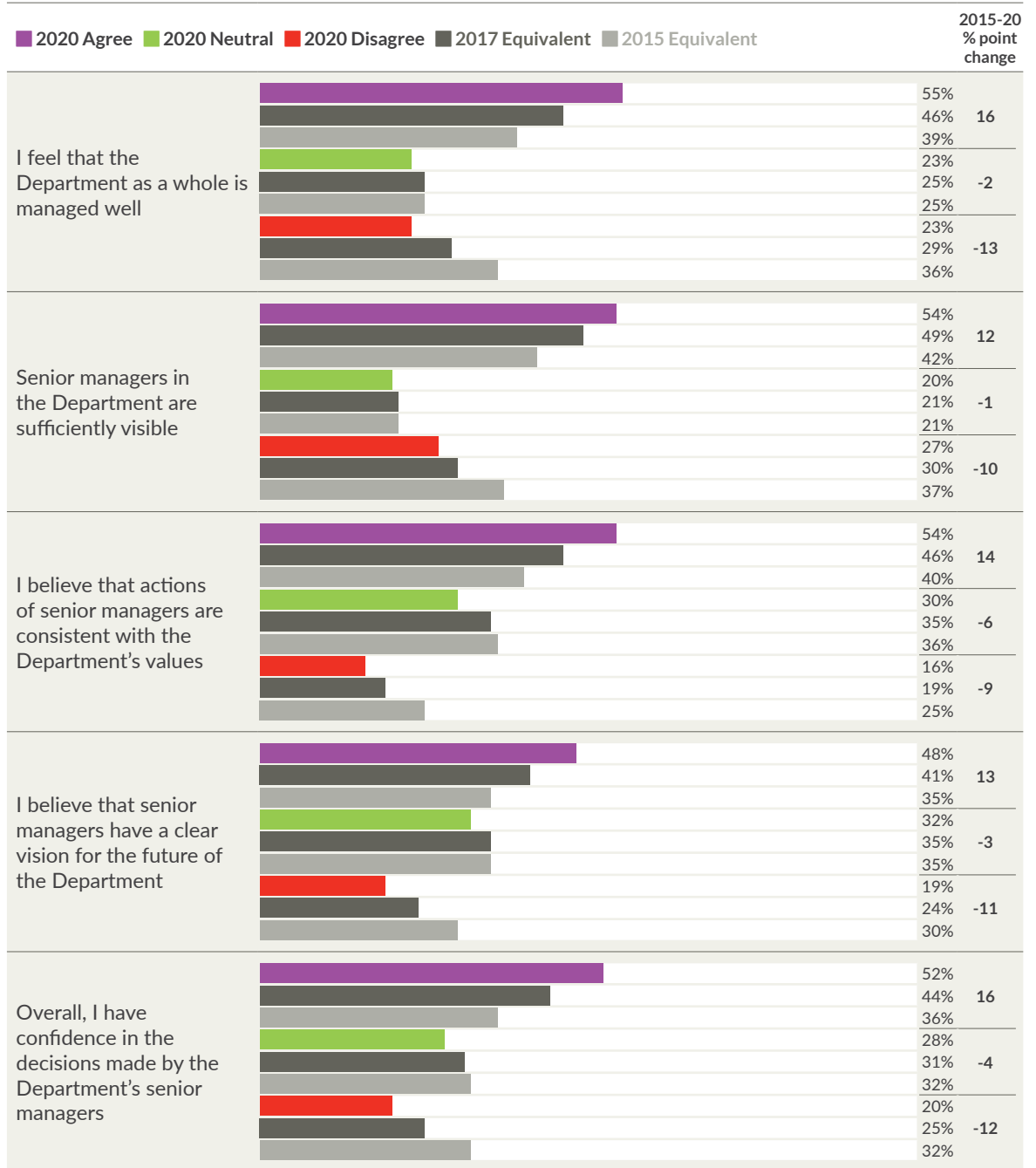
5th Key Driver - Employee Engagement

- Leadership, at 59%, has seen a 9 point improvement since 2015.
- 55% of staff feel that their Department as a whole is managed well (39% in 2015) and 54% of staff say the actions of senior managers are consistent with the Department's values (40% in 2015).
- Staff with longer tenure feel less positive about leadership than less experienced colleagues. 71% of staff with less than one year of experience have confidence in the decisions made by their Department's senior managers. This drops to less than half (47%) of staff with 25-30 years' experience.
- The sustained improvement in scores within the theme is evidence of the positive steps taken by organisations following the results of the 2015 and 2017 surveys. It also reflects the various strategic initiatives that have now been embedded in the Civil Service such as the establishment of the Civil Service Management Board and the setting of common governance standards, both within organisations and for the Civil Service as a whole.



International Benchmark:

This result is somewhat less favourable compared to international benchmarks. 63% of respondents to the 2019 UK Civil Service People Survey agreed that senior managers in their organisation are sufficiently visible²⁹, compared with 54% of respondents to this survey.



Note: Due to rounding, not all percent positives add up to 100%.

Organisational Support

This measures the degree to which employees feel their organisation values their contribution and cares for their Well-being.

Organisational support is a key driver of the following outcomes:

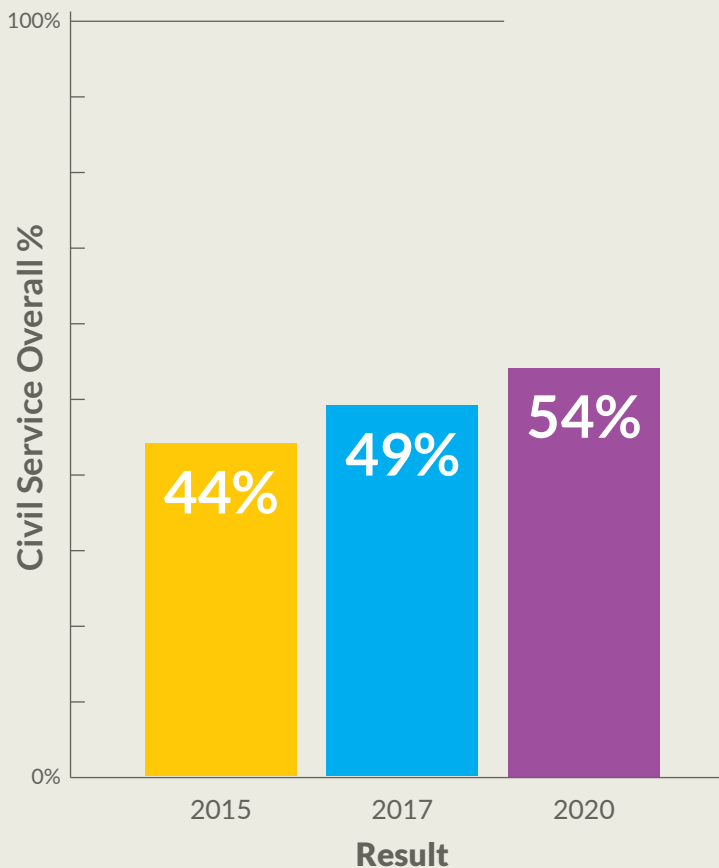
1st Key Driver – Commitment to the Organisation

2nd Key Driver – Coping with Change

3rd Key Driver – Employee Engagement

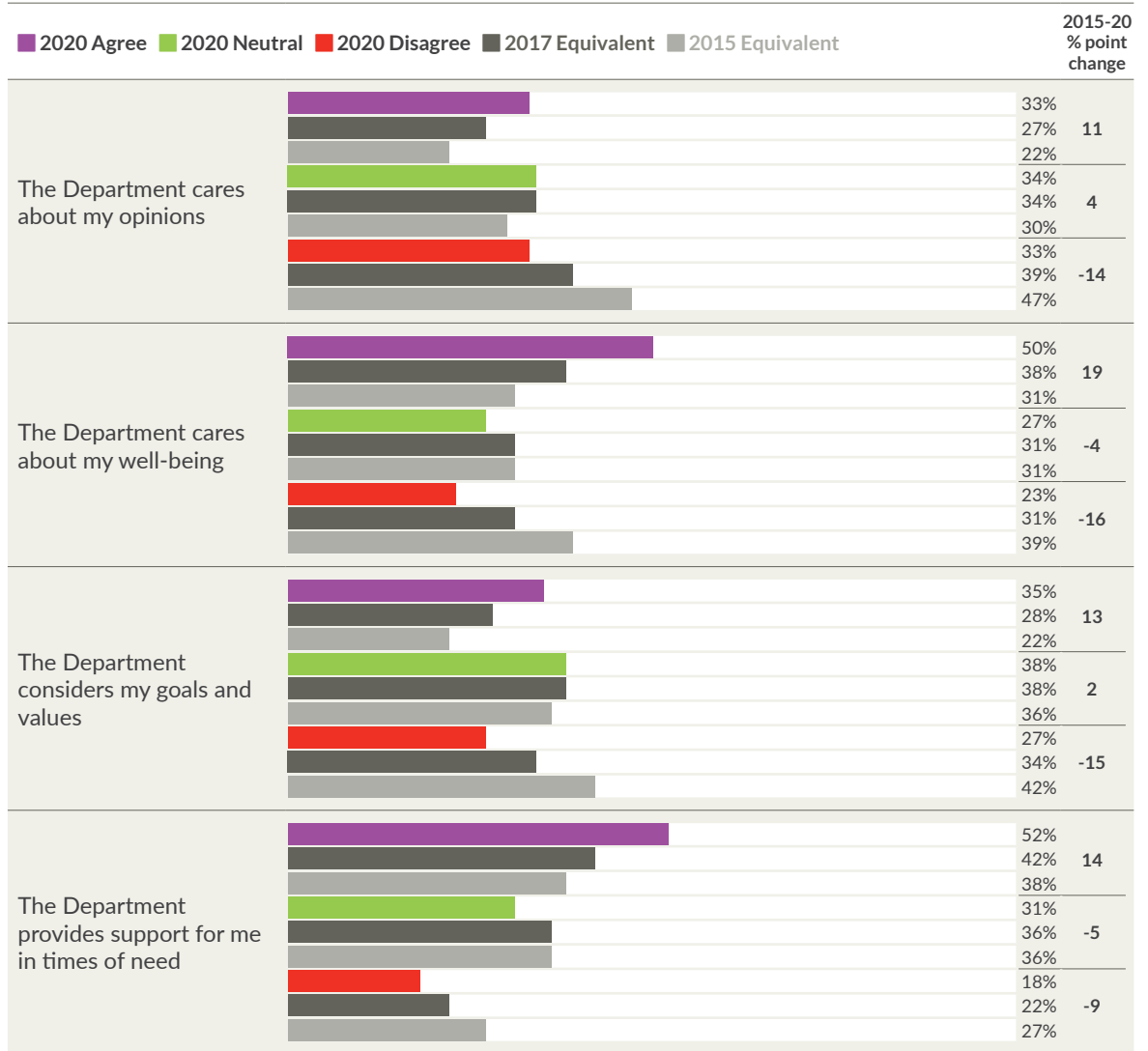
5th Key Driver – Well-being

- Organisational Support has increased 10 points since 2015 to 54%.
- While scores for the individual statements within this theme have improved across the board, they merit further attention. For example, just 50% of staff agreed that their Department cares about their Well-being.
- Significant variance is evident between different grades, with senior managers feeling markedly more positive than lower grades. 86% of senior managers agree that their Department cares about their opinions. In contrast, less than a third of HEOs, EOs and COs agree with this statement (31%, 30% and 29% respectively).
- There is also a marked variance based on length of service. 73% of staff with less than one year of experience agree that their Department cares about their Well-being. This score falls to 41% for staff with 10-15 years' experience.
- Female staff feel less positive about Organisational Support compared to their Male colleagues. Only 49% of Females agreed that their organisation cared about their Well-being compared to 55% of Males.



International Benchmark:

This result remains somewhat less favourable compared to international benchmarks. For example, in the 2019 Federal Employee Viewpoint Survey in the United States, 59% of respondents agreed with the statement 'Senior leaders demonstrate support for work/life programmes'.³⁰ This compares to 50% of respondents to this survey who agreed with the statement 'The Department cares about my Well-being'. Despite this, the 2020 result represents a 12 point increase from the same score in the 2017 survey.



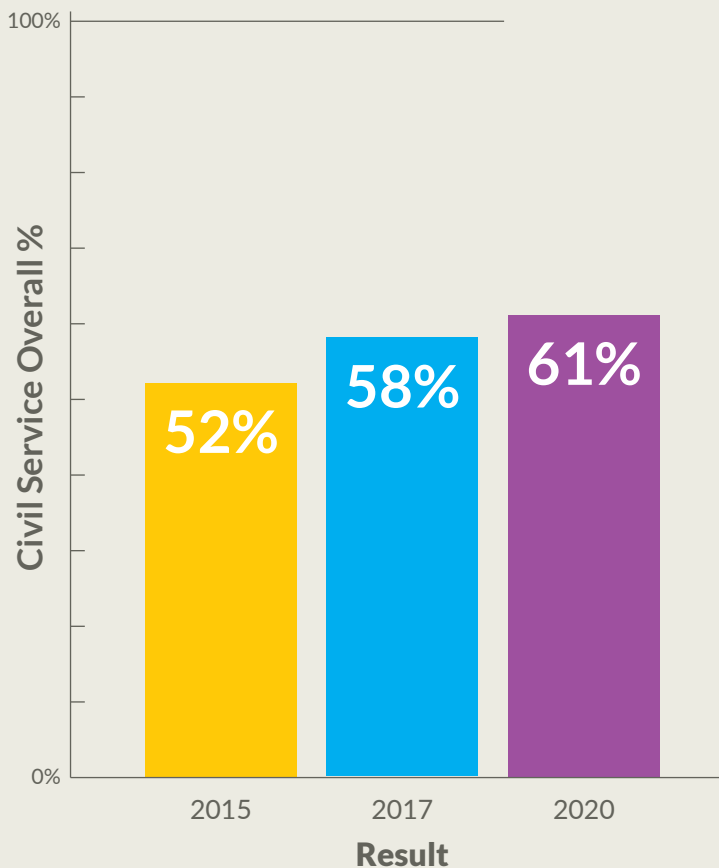
Note: Due to rounding, not all percent positives add up to 100%.

Learning and Development

This measures the extent to which civil servants feel they have sufficient and effective opportunities for Learning and Development.

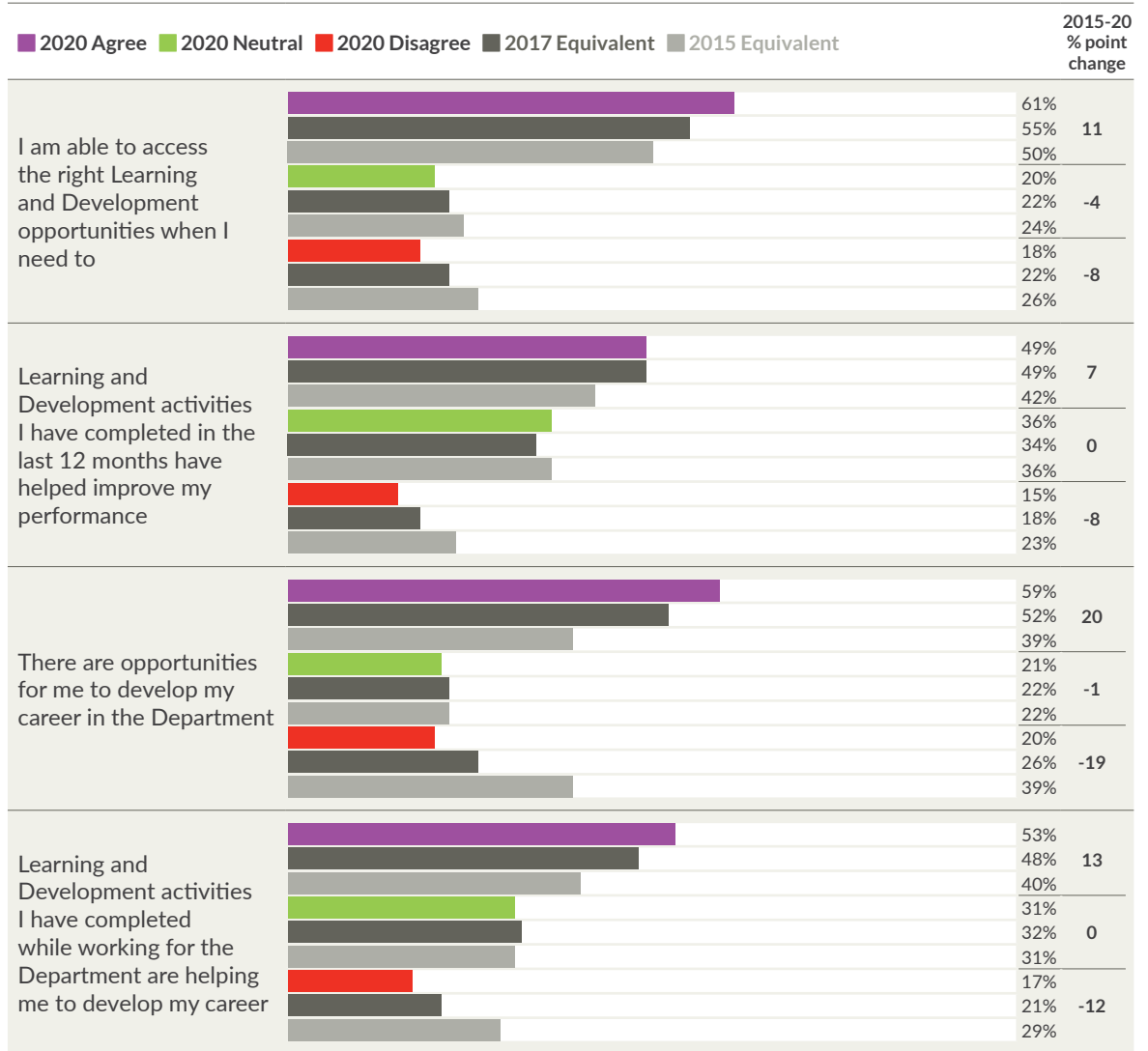
This is a standalone theme which is not a key driver of any of the four outcomes: Employee Engagement, Commitment to the Organisation, Well-being and Coping with Change.

- Learning and Development has improved significantly, up 9 points to 61% from its score in 2015.
- Individual statements under this theme have also improved significantly. For example, 61% of staff agree that they are able to access the right Learning and Development opportunities when they need to, compared to 50% in 2015.
- These improvements likely reflect the successful establishment and roll out of OneLearning and the resultant greater availability and consistency of Learning and Development opportunities.
- While there is no evident grade or gender variance under this theme, younger staff were more positive about Learning and Development opportunities compared to older colleagues. 64% of staff under the age of 24 agree that Learning and Development activities undertaken in the last 12 months have helped improve their performance. This score falls to 42% for staff aged 55-59.
- This result can be improved by ensuring that line managers discuss learning opportunities with their staff regularly and encourage them to avail of the resources available.



International Benchmark:

This result compares quite favourably to international benchmarks. For example, in the 2019 UK Civil Service People Survey, 64% of respondents agreed that they were 'able to access the right Learning and Development opportunities' when they needed to.³¹ By comparison, 61% of respondents to this survey agreed that they can access Learning and Development opportunities when they need.



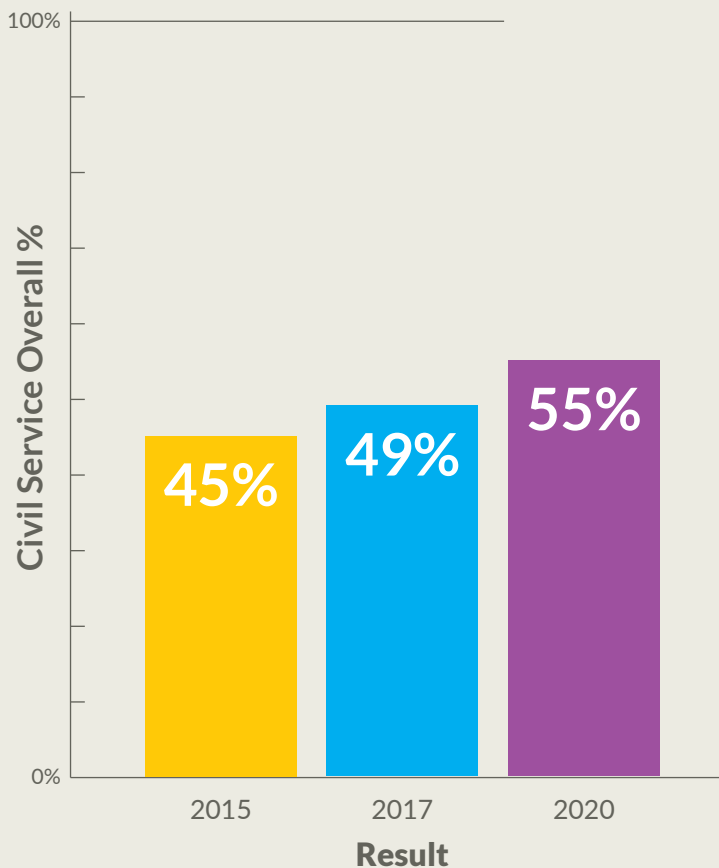
Note: Due to rounding, not all percent positives add up to 100%.

Innovative Climate

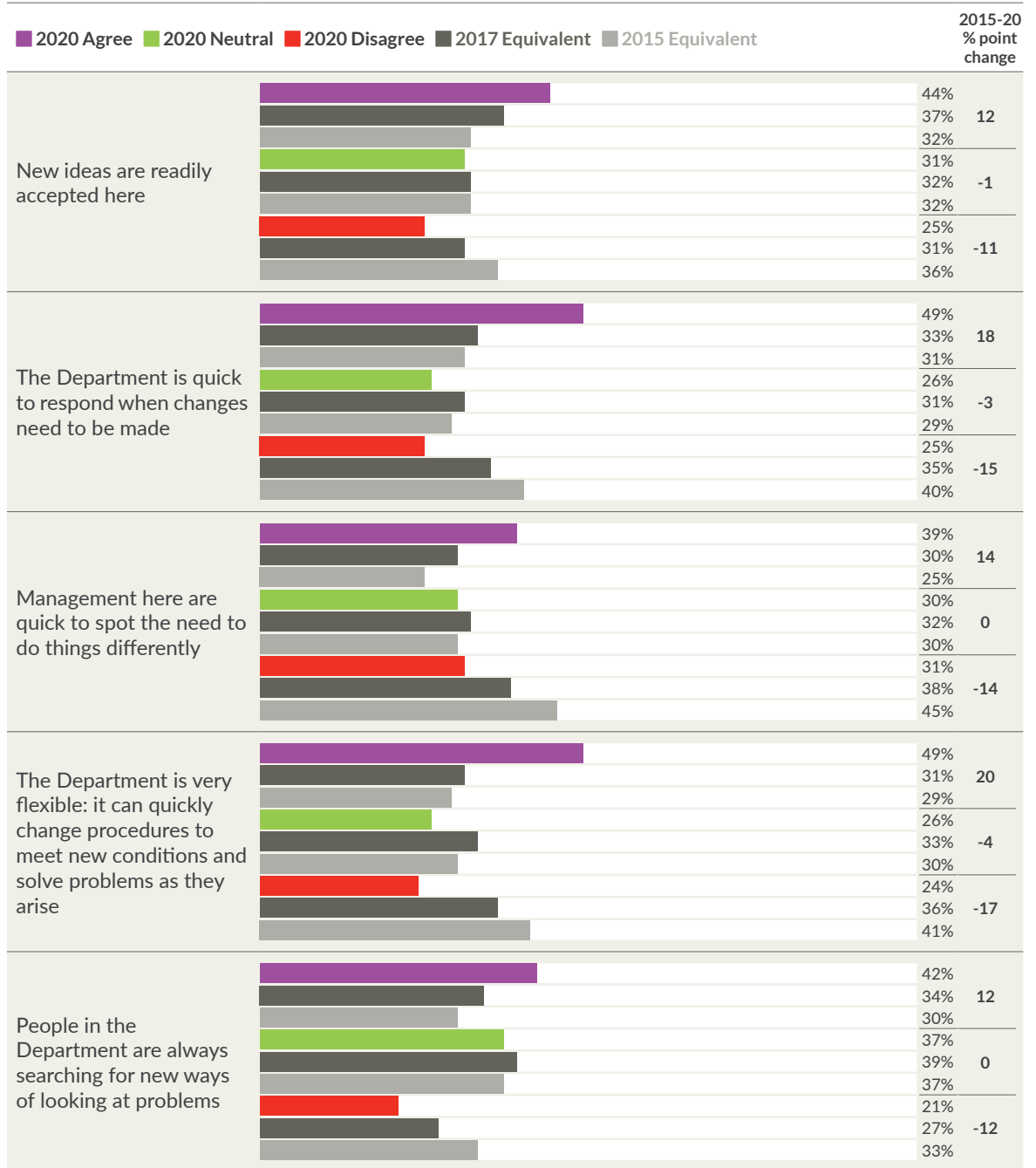
This measures the extent to which civil servants feel the organisation supports and encourages them to be innovative.

This is a standalone theme which is not a key driver of any of the four outcomes; Employee Engagement, Commitment to the Organisation, Well-being and Coping with Change.

- Innovative Climate, at 55%, has seen a 10 point increase since 2015 and is no longer one of the five most challenging themes. This is likely as a direct result of the initiatives that have been embedded since 2014 to make the Civil Service a more innovative organisation.
- These include the annual Civil Service Excellence and Innovation Awards and the work of the Public Service Innovation Network, which aims to deepen the culture of innovation across the Public and Civil Service. Established in September 2019, it now boasts a membership of over 850 innovators, 272 of whom are civil servants.
- The individual questions under this theme have improved considerably. For example, 49% of staff now feel that their Department is very flexible and can quickly change procedures to meet new conditions, a 20 point increase from 2015. 49% of staff now feel their Department is quick to respond when changes need to be made, an 18 point increase from 2015.
- Senior managers have a more positive perception of the culture of innovation in their organisation compared to staff at lower levels.



International Benchmark:
 This result remains less favourable compared to international benchmarks. For example, in the 2019 UK Civil Service People Survey, 73% of respondents believed that they 'would be supported to try a new idea, even if it may not work'.³² By comparison, only 44% of respondents to this survey agreed with the statement 'new ideas are readily accepted here'.

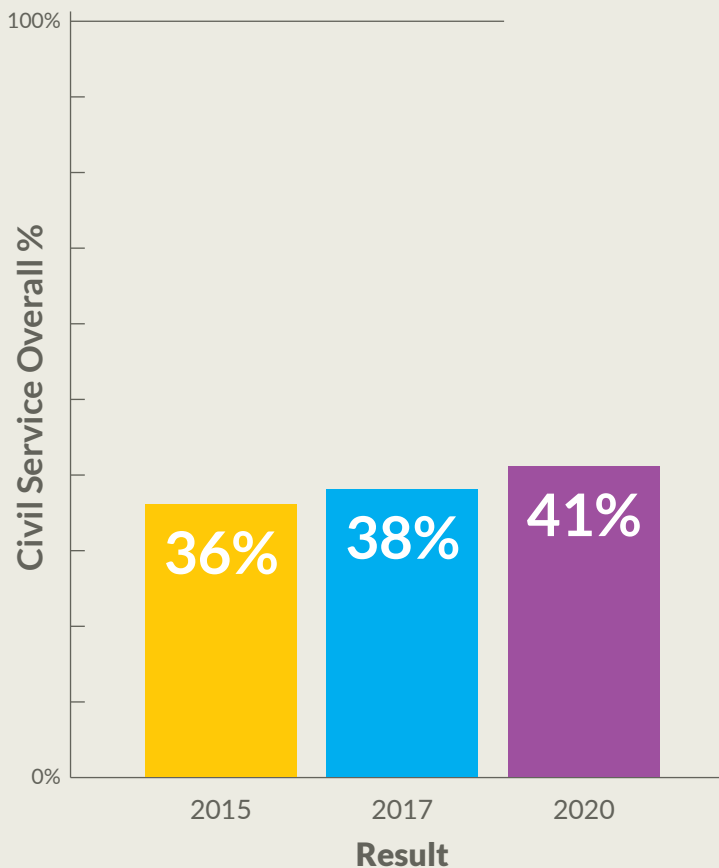


Note: Due to rounding, not all percent positives add up to 100%.

Involvement Climate

This measures the extent to which civil servants feel that they are involved openly in decision making in their organisation.

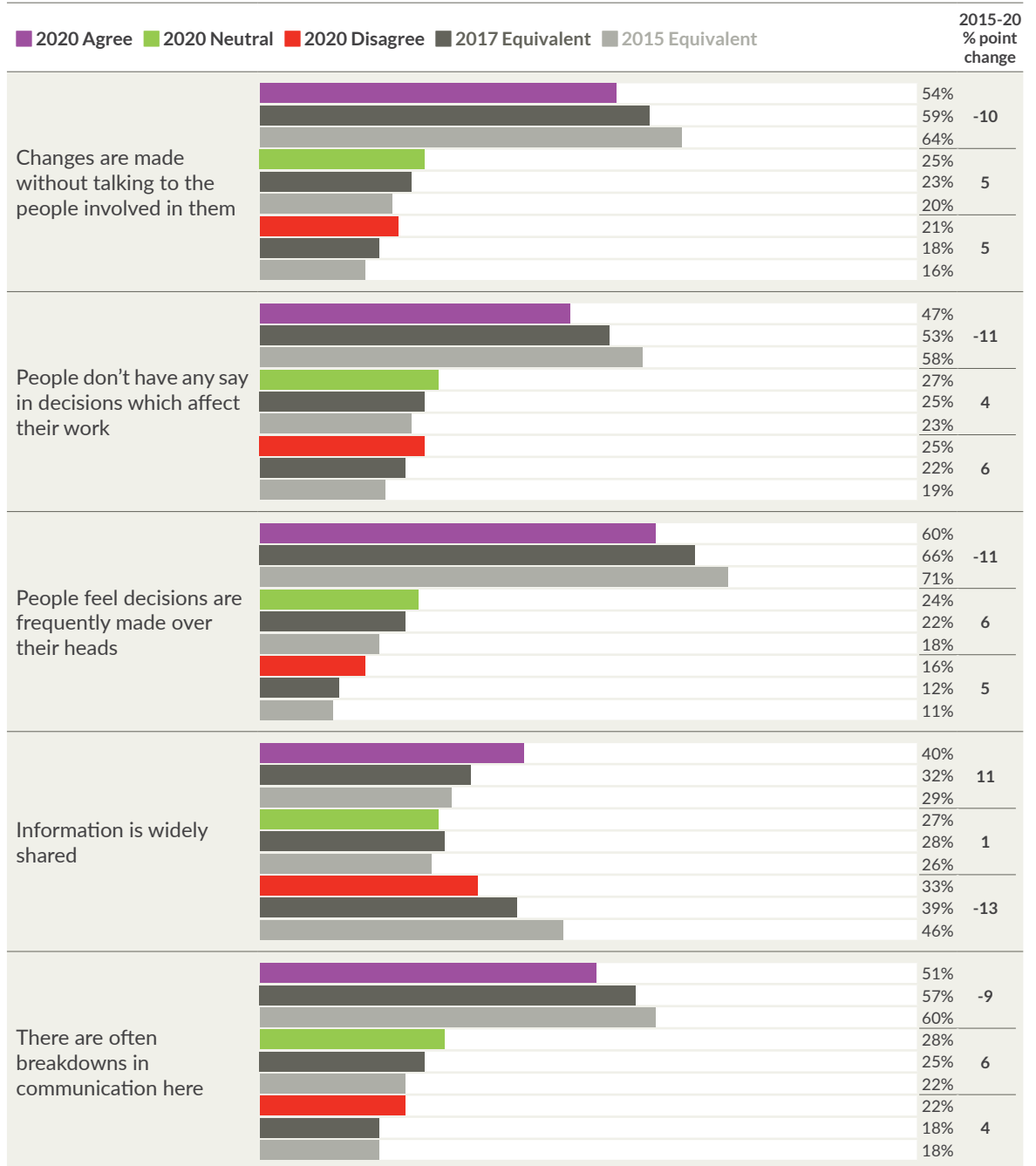
This is a standalone theme which is not a key driver of any of the four outcomes: Employee Engagement, Commitment to the Organisation, Well-being and Coping with Change.



- Involvement Climate has increased by 5 points since 2015, however it remains the most challenging theme in the 2020 survey results. This tells us that the majority of civil servants do not feel they are openly involved in decision making within their organisation.
- 58% of staff believe that people don't have any say in the decisions which affect their work.
- Despite an 11 point improvement since 2015 in the number of people who agreed that information is widely shared in their organisation, the score is still low at 40%. This may have been impacted somewhat by the shift to remote working by a large number of civil servants during COVID-19.
- Staff at lower grades have a less positive perception of Involvement Climate. For example, EOs and COs (59% and 56% respectively) are most likely to agree that changes are made without talking to the people involved in them, compared with just 16% of Directors, ASGs and above.
- Experienced staff are more likely to be dissatisfied with Involvement Climate compared to less experienced colleagues. 26% of staff with less than one year of experience agree that there are more likely to be breakdowns in communication. This rises to 57% for staff with 10-15 years' experience.
- Further efforts and initiatives are required to ensure that staff feel they know what is going on in their organisation, are involved in the decision making process and that their input is valued and recognised, where it is possible and appropriate to do so.

International Benchmark:

This result remains somewhat less favourable compared to international benchmarks. For example, in the UK 2019 Civil Service People Survey, 60% agreed with the statement 'I feel involved in the decisions that affect my work'.³³ In comparison, 47% of respondents to this survey agreed that 'people don't have any say in decisions which affect their work'.



Note: Due to rounding, not all percent positives add up to 100%.

Citizen Impact

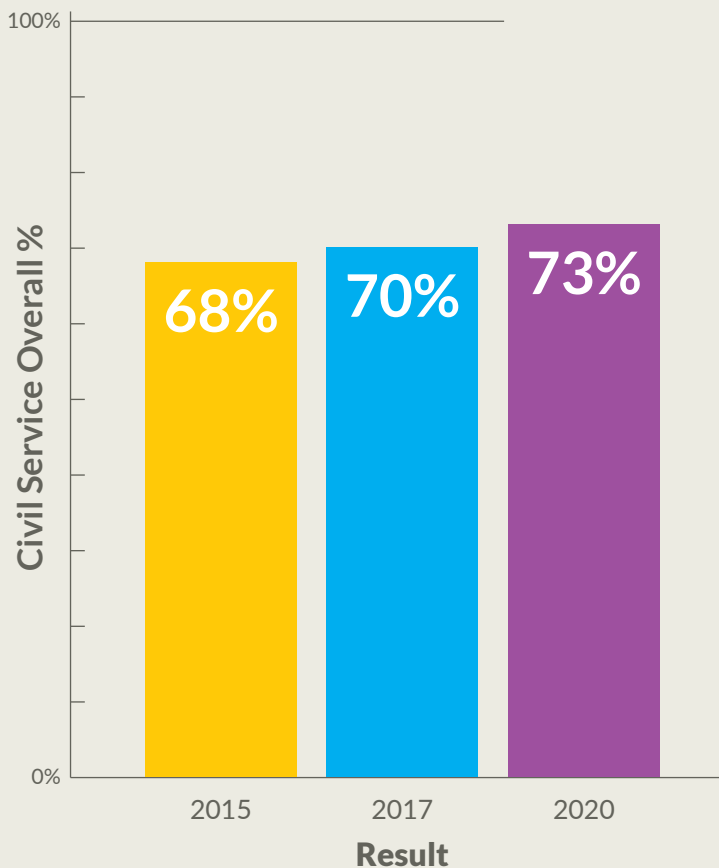
This measures the extent to which civil servants feel their work has an impact on the public.

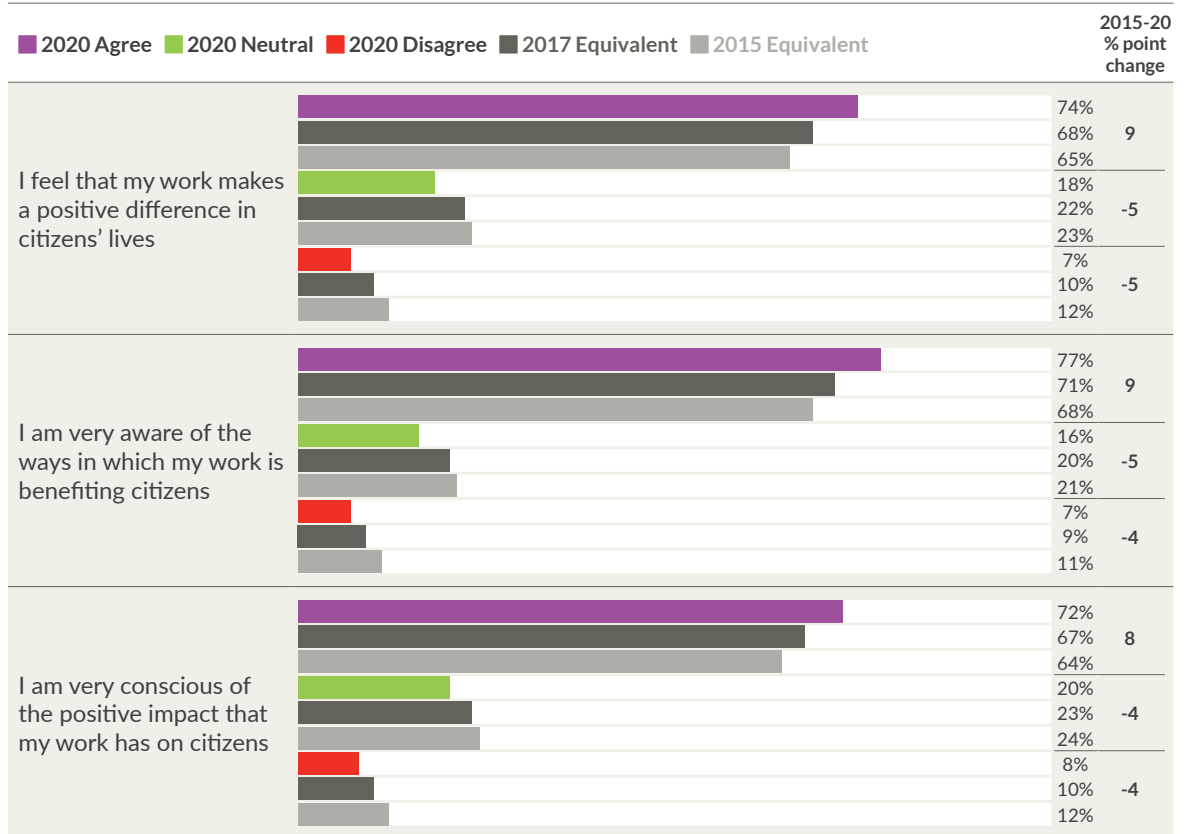
Citizen Impact is a key driver of the following outcome:

5th Key Driver – Coping with Change

- The 3 point increase in this score to 73% tells us that staff continue to feel their work has a positive impact on the public and makes a positive difference to the lives of the public. 77% of staff agreed that they were very aware of the ways in which their work benefits the public, up 9 points since 2015.
- The key role of the Civil Service during the COVID-19 pandemic may have contributed to the improved result for this theme.
- The recognition of impactful projects in the annual Civil Service Excellence and Innovation Awards may also have positively affected this score.
- There is no significant variance evident between grades and genders regarding Citizen Impact.
- Citizen Impact is a key driver in the perceptions of staff regarding their ability to cope with change and continual improvement in this area will positively impact on this important outcome.

International Benchmark:
 This result is similar to international benchmarks. For example, in the 2019 Federal Employee Viewpoint Survey in the United States, 77% of respondents agreed with the statement 'my agency is successful at accomplishing its mission'.³⁴ 77% of respondents to this survey agreed that they were 'very aware of the ways in which my work is benefitting citizens'.



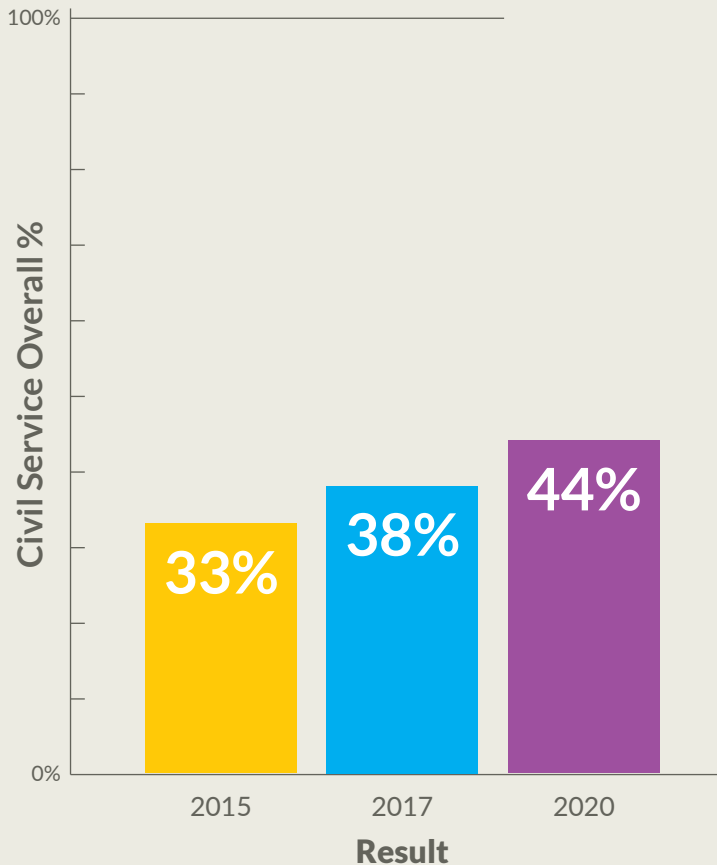


Note: Due to rounding, not all percent positives add up to 100%.

Public Perception of the Civil Service

This measures the extent to which civil servants feel they are valued and perceived by the general public.

This is a standalone theme which is not a key driver of any of the four outcomes: Employee Engagement, Commitment to the Organisation, Well-being and Coping with Change.

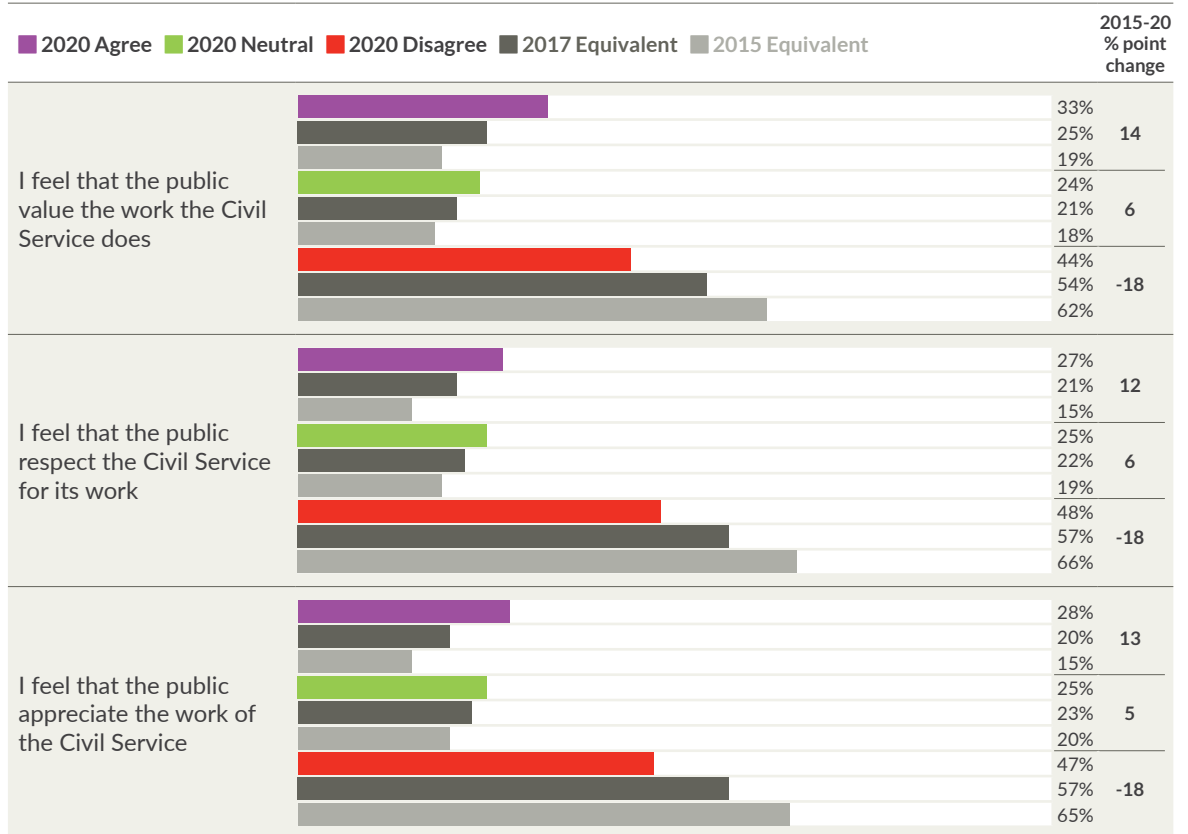


- Public Perception of the Civil Service has improved significantly since 2015 but remains the second most challenging theme in the survey.
- Despite an 11 point increase from the 2015 score, only a third (33%) of all staff agree that the public value the work the Civil Service does. Less than a third of staff agree that the public respects (27%) or appreciates (25%) the Civil Service for its work.
- Senior managers are more positive about Public Perception compared to lower grades. 59% of senior managers agree that the public values the work of the Civil Service. This score drops to below 42% for the lower grades.
- Staff with more experience in the Civil Service tend to be less positive about public perception. 47% of staff with less than one year's service agreed that the public values the work of the Civil Service; this dips to below 35% for all other staff.
- These results stand in contrast to the results of the Civil Service Customer Survey and the Civil Service Business Customer Survey which consistently show that general perceptions of the Civil Service are quite positive. For example:
 - In 2019, 85% of customers were satisfied overall with the service they received. This is up from 83% in 2018.
 - In 2018, 78% of businesses who have dealt with the Civil Service have been satisfied with the service provided.

Insight:

Employers in the public service carry out jobs that are critical to promoting and protecting the welfare of individuals, communities and societies. Yet, the motivation of these workers can be restricted by a lack of connection between their work and the difference that it can make to other people's lives.³⁵ To improve the results of this measure, managers can consider developing communications campaigns around positive citizen impact examples to demonstrate positive recognition and gratitude for the work performed and how employees' efforts have made a difference in their lives. This is especially relevant with regard to the work of the Civil Service in responding to the challenges of COVID-19.

Staff should continue to be made aware of these positive findings.



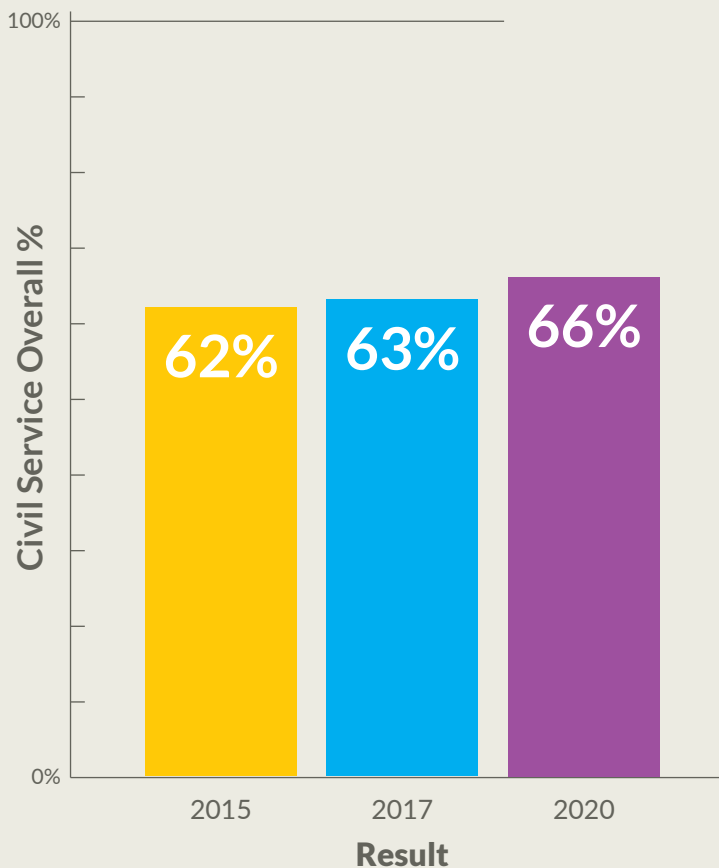
Note: Due to rounding, not all percent positives add up to 100%.

Identification with the Civil Service

This measures the extent to which civil servants feel a sense of belonging to the Civil Service compared to the Department or Office that employs them.

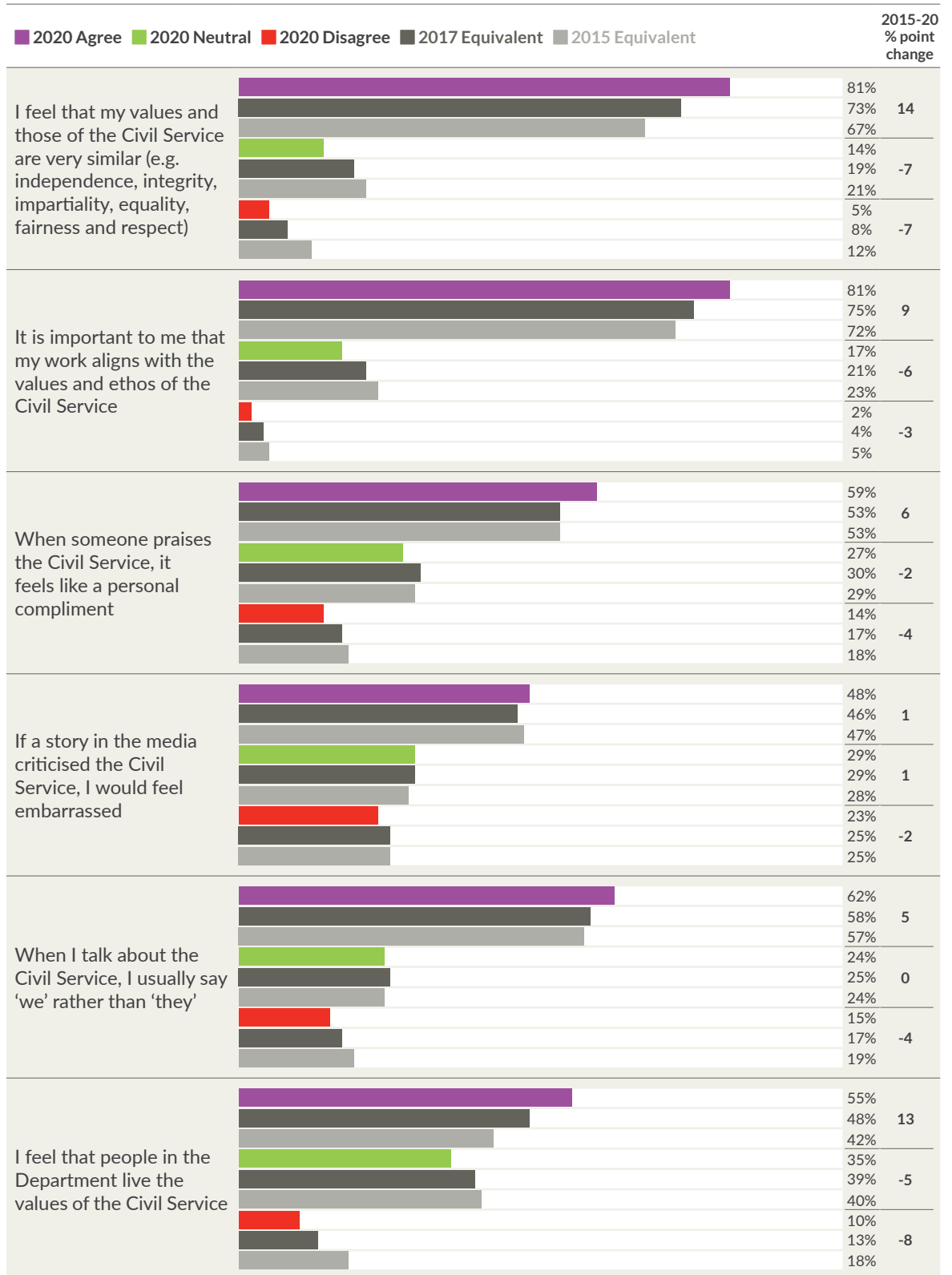
This is a standalone theme which is not a key driver of any of the four outcomes: Employee Engagement, Commitment to the Organisation, Well-being and Coping with Change.

- Identification with the Civil Service has improved by 4 points since 2015 to 66%. This is a very positive result and demonstrates that the work progressed as part of the Civil Service Renewal Plan to develop the Civil Service as a single, unified organisation is being successfully embedded.
- Staff overwhelmingly agreed with the statements related to the value and ethos of the Civil Service. For example, 81% of staff felt that their own values and those of the Civil Service are very similar, up 14 points since 2015.
- While this result remains highest at senior manager level, staff across all grades and lengths of service identify strongly with the Civil Service.
- Organisations can continue to improve this result by strengthening communication on their achievements through the implementation of the Civil Service Renewal Plan.
- Further research is required to understand whether working during the pandemic strengthened staff identification with the Civil Service.



International Benchmark:

This result is positive compared to international benchmarks. For example, in the UK 2019 Civil Service People Survey 52% of respondents agreed that they felt a strong sense of attachment to their organisation.³⁶ 62% of respondents to this survey agreed that when they talk about the Civil Service they use “we” rather than “they”.



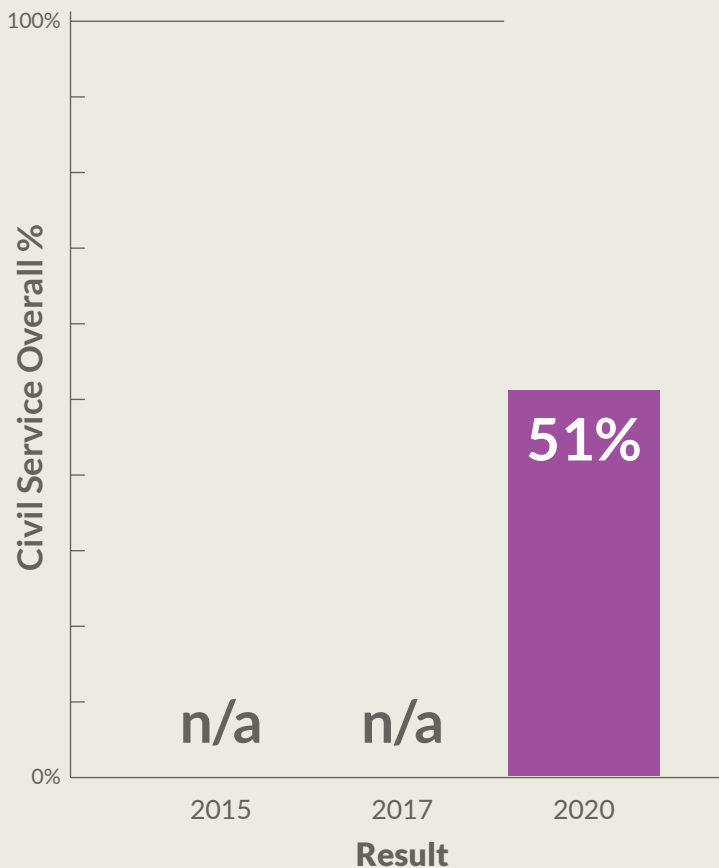
Note: Due to rounding, not all percent positives add up to 100%.

Civil Service Renewal Awareness

This measures the extent to which civil servants are aware of the impact of the Civil Service Renewal Plan.

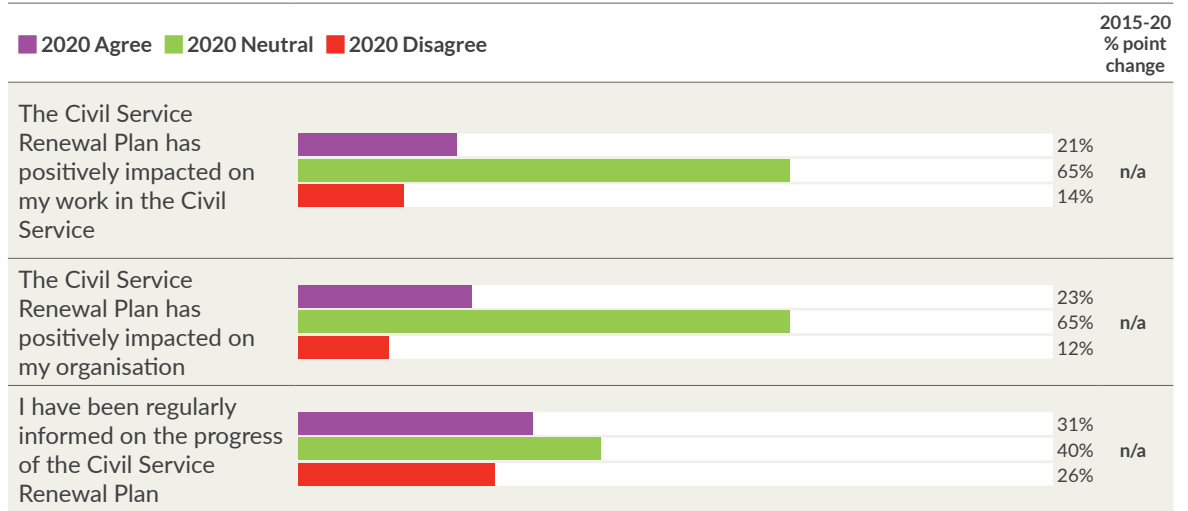
This is a standalone theme which is not a key driver of any of the four outcomes: Employee Engagement, Commitment to the Organisation, Well-being and Coping with Change.

- The questions in this theme are new and there are no comparable scores for this theme in the 2015 or 2017 survey.
- During the COVID-19 pandemic, many activities and initiatives around Civil Service Renewal were paused to avoid distracting staff from more immediate and urgent pandemic-related work.
- The results suggest that staff do not have a strong awareness of the Civil Service Renewal Plan. 31% of staff agreed that they have been regularly informed on the progress of the Civil Service Renewal Plan. Less than a quarter of staff agreed that the Civil Service Renewal Plan has positively impacted the work of the Civil Service (21%) or their organisation (23%).
- Senior managers are more positive about Civil Service Renewal compared to staff at other grades. While 56% of senior managers agree that the Civil Service Renewal Plan has positively impacted their organisation, this drops to below 29% for all other grades.



International Benchmark:

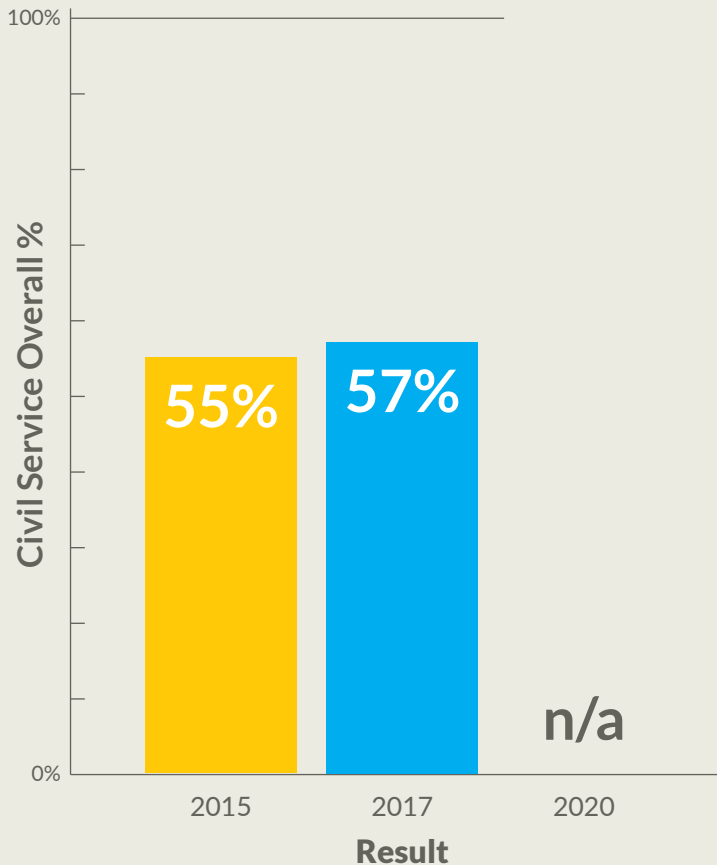
This result is somewhat less favourable compared to international benchmarks. For example, in the UK 2019 Civil Service People Survey 58% of respondents agreed that they were aware of the UK Civil Service's vision for a "Brilliant Civil Service".³⁷ 31% of respondents to this survey agreed that they were regularly informed on the progress of the Civil Service Renewal Plan.

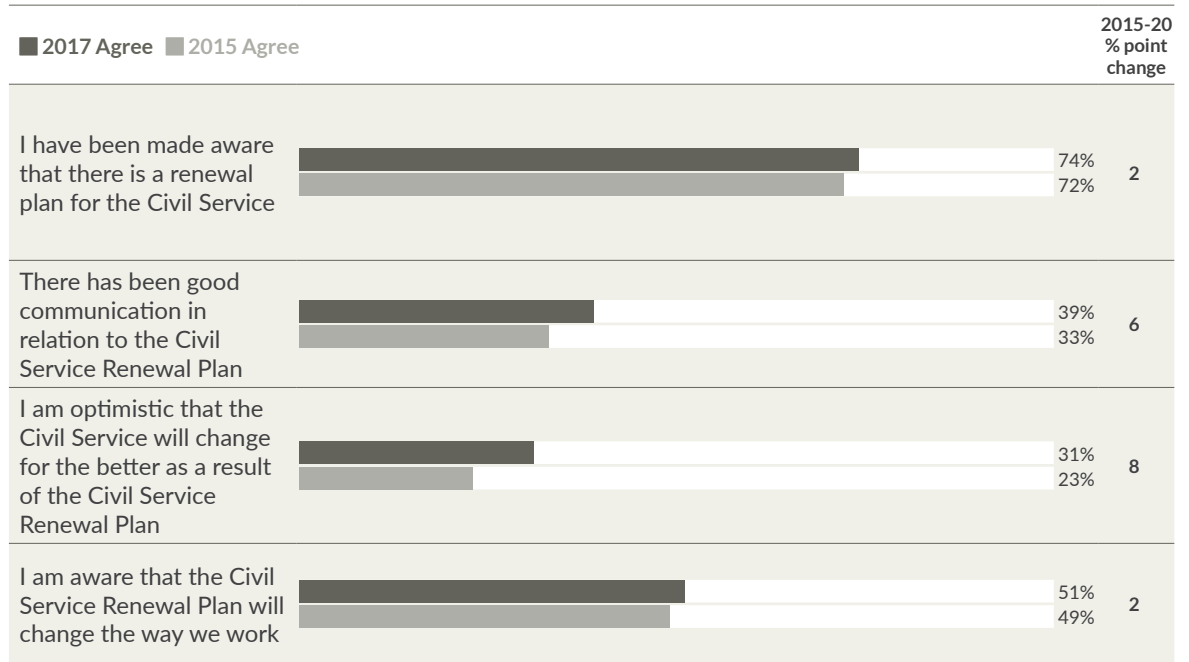


Awareness of Civil Service Renewal

The theme Awareness of Civil Service Renewal consisted of four statements and was included in the 2015 and 2017 CSEES surveys. These statements were not included in the 2020 survey, and instead, a set of three new statements relating to the Civil Service Renewal Plan were introduced, creating a new theme called Civil Service Renewal Awareness. The results of this new theme for the 2020 survey can be seen on page 56.

The results in the bar chart below, for the theme Awareness of Civil Service Renewal, was previously published in the 2017 report and is included here for information.

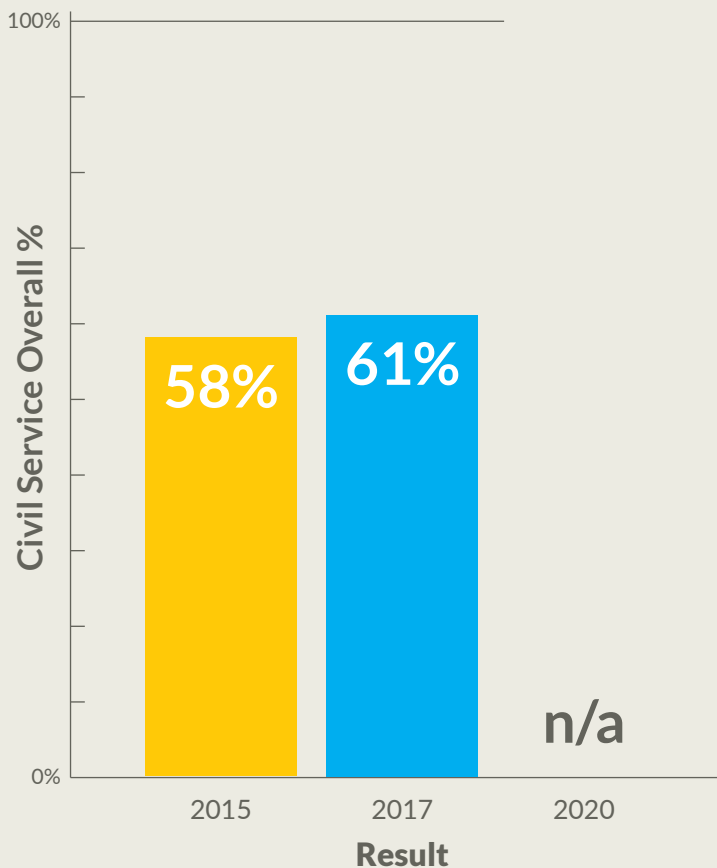


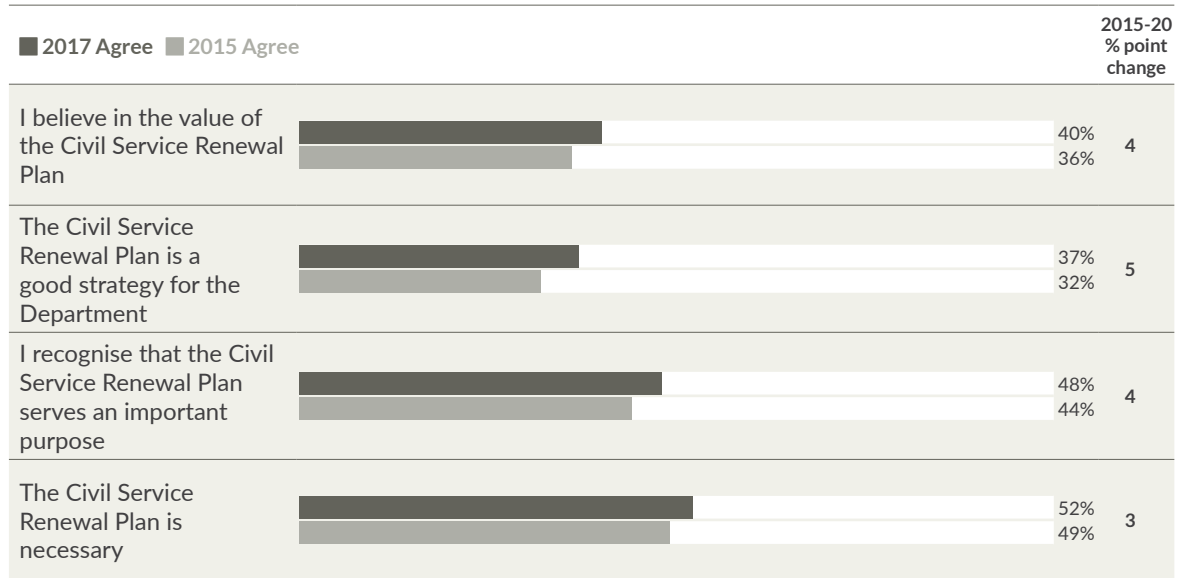


Commitment to Civil Service Renewal

The theme Commitment to Civil Service Renewal consisted of four statements and was included in the 2015 and 2017 CSEES surveys. These statements were not included in the 2020 survey, and instead, a set of three new statements relating to the Civil Service Renewal Plan were introduced, creating a new theme called Civil Service Renewal Awareness. The results of this new theme for the 2020 survey can be seen on page 56.

The results in the bar chart below, for the theme Commitment to Civil Service Renewal, was previously published in the 2017 report and is included here for information.





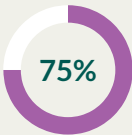
*The statements in the Commitment to Civil Service Renewal theme were not developed the same way as the other themes in this report. As a result, there are a reduced set of outputs available for this theme compared to others.

2020 Civil Service Key Drivers and Position


How to read this table

- The survey is focused on 4 main outcomes – Employee Engagement, Commitment to the Organisation, Well-being and Coping with Change.
- Statistical analysis shows that different themes influence the outcome score.
- Some of the 23 themes have a particularly strong positive impact on the outcome score. These are known as 'drivers'. The top 5 drivers are ranked from 1 (the driver with the highest impact) to 5.
- To influence the outcome score in future, focus should be on the highest ranking drivers. In some cases, drivers can be negative.
- The highest ranking (most influential) drivers are not always the highest scoring in the survey.

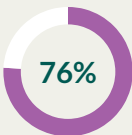
Outcome 1: Employee Engagement

Overall Score	Position	Theme	Score	15 vs 20	17 vs 20
 75%	Key Driver 1	Meaningfulness	69%	-	-
	Key Driver 2	Job Skills Match/Skills Utilisation	62%	-	-
	Key Driver 3	Perceived Organisational Support	54%	-	-
	Key Driver 4	Competence	79%	+1	+1
	Key Driver 5	Leadership	59%	-1	-1

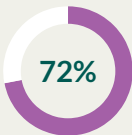
Outcome 2: Commitment to the Organisation*

Overall Score	Position	Theme	Score	15 vs 20	17 vs 20
 58%	Key Driver 1	Perceived Organisational Support	54%	+1	-
	Key Driver 2	Meaningfulness	69%	-1	-
	Key Driver 3	Social Support	71%	-	+1
	Key Driver 4	Leadership	59%	+1	-1
	Key Driver 5	Job Skills Match/Skills Utilisation	62%	New	-

Outcome 3: Well-being

Overall Score	Position	Theme	Score	15 vs 20	17 vs 20
 76%	Key Driver 1	Competence	79%	-	-
	Key Driver 2	Meaningfulness	69%	-	-
	Key Driver 3	Job Demands/Work Intensification	54%	-	-
	Key Driver 4	Job Skills Match/Skills Utilisation	62%	-	-
	Key Driver 5	Perceived Organisational Support	54%	New	-

Outcome 4: Coping with Change

Overall Score	Position	Theme	Score	15 vs 20	17 vs 20
 72%	Key Driver 1	Competence	79%	+2	-
	Key Driver 2	Perceived Organisational Support	54%	New	-
	Key Driver 3	Meaningfulness	69%	-2	-
	Key Driver 4	Job Skills Match/Skills Utilisation**	62%	-	-
	Key Driver 5	Citizen Impact	73%	New	-

Driver Position is the change in the position of the drivers between 2015 and 2017

*The Commitment to the Organisation results are not comparable between 2015 and 2017. In 2015, results from only 3 of the 6 questions from this theme could be included in the analysis. In 2017, all questions could be included. The inclusion of all questions is due to the increase in response rate across the Civil Service.

** This is a negative driver, where a high score in that theme is more likely indicative of a lower score in the outcome. For example, a high score on Job Skills Match / Skills Utilisation is more likely to be associated with a low score on Coping with Change, and vice versa.

What are the results telling us?

Understanding the main outcomes

Data analysis is complex. This section of the document provides a light overview of the underpinning principles of the survey and how they're linked. These linkages are important as they help shape the actions required to improve Employee Engagement in the Civil Service. The findings in this section are based on advanced statistical analysis and they provide key insights that provide a deeper understanding of what the survey data means for the Civil Service.

To fully understand the 'employee experience' in the Civil Service, the CSMB wanted the survey to tell them about 4 main outcomes:

- The extent to which civil servants have a sense of energy and connection with their work activities, can deal with the demands of their job and find their work fulfilling (**Employee Engagement**).
- The emotional bond or attachment that civil servants feel to the Department or Office they work for (**Commitment to the Organisation**).
- The extent to which civil servants feel they can cope with the normal stresses of life and make a contribution to their own community (**Well-being**).
- The extent to which civil servants attempt to minimise the negative emotions that arise from the experience of change events (**Coping with Change**).

These outcomes were selected to reflect major strategic issues facing the Civil Service following a period of enormous change.

Understanding key drivers

Knowing the score for each outcome only tells us part of the story. We also need to understand what factors drive and determine each outcome. Understanding this helps us to focus our efforts on the right areas.

Different factors influence each outcome – these 'drivers' are captured on p.62, and are ranked in line with how strongly they impact the outcome score. The level of impact or influence does not automatically align with the highest scoring driver. This is due to the statistical analysis underpinning it (see notes on pp.73-75).

Employee Engagement

Civil Service Overall 75%

Department/Office	2020	% Point Change 2015-20
Central Statistics Office	76%	4
Chief State Solicitor's Office	77%	10
Companies Registration Office**	77%	9
Courts Service**	75%	3
Department of Agriculture, Food and the Marine	77%	6
Department of Children and Youth Affairs	74%	4
Department of Defence	75%	4
Department of Education/Department of Further and Higher Education, Research, Innovation and Science**	76%	4
Department of Employment Affairs and Social Protection	73%	6
Department of Enterprise, Trade and Employment**	74%	7
Department of Environment, Climate and Communications**	74%	2
Department of Finance	74%	5
Department of Foreign Affairs**	77%	2
Department of Health	70%	4
Department of Housing, Local Government and Heritage**	75%	2
Department of Justice**	73%	4
Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media	73%	n/a
Department of Public Expenditure and Reform	74%	3
Department of Rural and Community Development**	74%	2
Department of the Taoiseach	78%	5
Department of Transport**	73%	6
Forensic Science Ireland	79%	15
Garda Civilians	75%	9
Garda Síochána Ombudsman Commission	71%	7
Houses of the Oireachtas Service	74%	3
Intellectual Property Office of Ireland**	75%	-2
Irish Human Rights and Equality Commission	79%	12
Irish Prison Service	66%	10
Labour Court	77%	-6
Legal Aid Board	76%	2
National Council for Curriculum and Assessment**	87%	-1
National Council for Special Education	73%	5
National Shared Services Office	73%	5
Office of Government Procurement	76%	5
Office of Public Works	75%	—
Office of the Attorney General	76%	2
Office of the Comptroller and Auditor General	77%	1
Office of the Director of Corporate Enforcement	73%	6
Office of the Director of Public Prosecutions	77%	2
Office of the Ombudsman	72%	-2
Office of the Revenue Commissioners	75%	5
Ombudsman for Children	79%	n/a
President's Establishment	83%	9
Probation Service	77%	3
Property Registration Authority	70%	2
Public Appointments Service	81%	4
State Examinations Commission	78%	-2
State Laboratory	73%	3
Valuation Office	71%	17
Workplace Relations Commission	77%	4

** Name change of Department from CSEES 2020 compared to CSEES 2017 or CSEES 2015

Commitment to the Organisation

Civil Service Overall **58%**

Department/Office	2020	% Point Change 2015-20
Central Statistics Office	64%	14
Chief State Solicitor's Office	57%	10
Companies Registration Office**	60%	12
Courts Service**	55%	9
Department of Agriculture, Food and the Marine	62%	14
Department of Children and Youth Affairs	59%	6
Department of Defence	61%	12
Department of Education/Department of Further and Higher Education, Research, Innovation and Science**	59%	9
Department of Employment Affairs and Social Protection	52%	9
Department of Enterprise, Trade and Employment**	59%	13
Department of Environment, Climate and Communications**	56%	4
Department of Finance	57%	8
Department of Foreign Affairs**	62%	9
Department of Health	54%	3
Department of Housing, Local Government and Heritage**	54%	—
Department of Justice**	54%	9
Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media	54%	7
Department of Public Expenditure and Reform	55%	3
Department of Rural and Community Development**	62%	n/a
Department of the Taoiseach	65%	12
Department of Transport**	55%	7
Forensic Science Ireland	63%	18
Garda Civilians	55%	13
Garda Síochána Ombudsman Commission	53%	—
Houses of the Oireachtas Service	61%	9
Intellectual Property Office of Ireland**	60%	-1
Irish Human Rights and Equality Commission	59%	-1
Irish Prison Service	50%	9
Labour Court	63%	3
Legal Aid Board	51%	1
National Council for Curriculum and Assessment**	76%	4
National Council for Special Education	49%	7
National Shared Services Office	54%	8
Office of Government Procurement	58%	10
Office of Public Works	59%	8
Office of the Attorney General	56%	1
Office of the Comptroller and Auditor General	63%	13
Office of the Director of Corporate Enforcement	53%	2
Office of the Director of Public Prosecutions	63%	8
Office of the Ombudsman	61%	5
Office of the Revenue Commissioners	60%	11
Ombudsman for Children	61%	n/a
President's Establishment	72%	11
Probation Service	56%	7
Property Registration Authority	53%	6
Public Appointments Service	72%	9
State Examinations Commission	62%	3
State Laboratory	60%	15
Valuation Office	55%	4
Workplace Relations Commission	65%	5

** Name change of Department from CSEES 2020 compared to CSEES 2017 or CSEES 2015

Well-being

Civil Service Overall 76%

Department/Office	2020	% Point Change 2015-20
Central Statistics Office	79%	1
Chief State Solicitor's Office	77%	3
Companies Registration Office**	80%	6
Courts Service**	75%	-1
Department of Agriculture, Food and the Marine	78%	2
Department of Children and Youth Affairs	74%	-2
Department of Defence	77%	1
Department of Education/Department of Further and Higher Education, Research, Innovation and Science**	76%	—
Department of Employment Affairs and Social Protection	75%	3
Department of Enterprise, Trade and Employment**	75%	—
Department of Environment, Climate and Communications**	75%	1
Department of Finance	76%	2
Department of Foreign Affairs**	76%	—
Department of Health	70%	—
Department of Housing, Local Government and Heritage**	76%	2
Department of Justice**	76%	1
Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media	75%	n/a
Department of Public Expenditure and Reform	77%	2
Department of Rural and Community Development**	75%	—
Department of the Taoiseach	76%	1
Department of Transport**	73%	1
Forensic Science Ireland	74%	6
Garda Civilians	78%	2
Garda Síochána Ombudsman Commission	74%	-2
Houses of the Oireachtas Service	76%	1
Intellectual Property Office of Ireland**	79%	-1
Irish Human Rights and Equality Commission	80%	6
Irish Prison Service	74%	5
Labour Court	75%	-6
Legal Aid Board	77%	-1
National Council for Curriculum and Assessment**	84%	-1
National Council for Special Education	74%	6
National Shared Services Office	77%	2
Office of Government Procurement	75%	2
Office of Public Works	75%	-2
Office of the Attorney General	77%	1
Office of the Comptroller and Auditor General	75%	-1
Office of the Director of Corporate Enforcement	77%	-6
Office of the Director of Public Prosecutions	77%	1
Office of the Ombudsman	75%	-1
Office of the Revenue Commissioners	76%	1
Ombudsman for Children	72%	n/a
President's Establishment	81%	-2
Probation Service	77%	2
Property Registration Authority	74%	-1
Public Appointments Service	81%	—
State Examinations Commission	76%	-4
State Laboratory	76%	1
Valuation Office	76%	16
Workplace Relations Commission	79%	4

** Name change of Department from CSEES 2020 compared to CSEES 2017 or CSEES 2015

Coping with Change

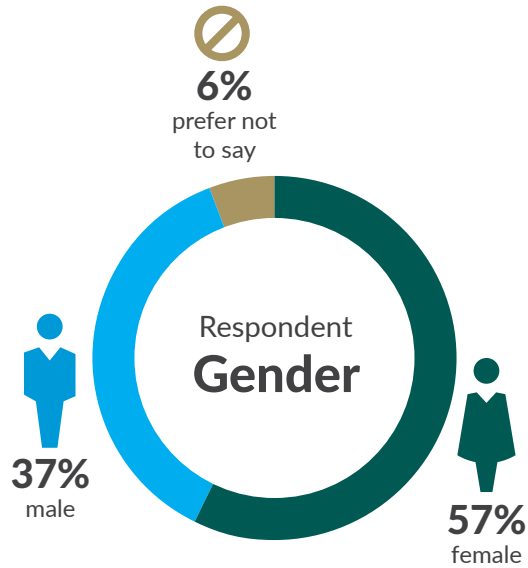
Civil Service Overall 72%

Department/Office	2020	% Point Change 2015-20
Central Statistics Office	73%	3
Chief State Solicitor's Office	73%	2
Companies Registration Office**	73%	2
Courts Service**	72%	-1
Department of Agriculture, Food and the Marine	72%	3
Department of Children and Youth Affairs	74%	1
Department of Defence	71%	-1
Department of Education/Department of Further and Higher Education, Research, Innovation and Science**	73%	—
Department of Employment Affairs and Social Protection	71%	3
Department of Enterprise, Trade and Employment**	72%	2
Department of Environment, Climate and Communications**	71%	—
Department of Finance	71%	3
Department of Foreign Affairs**	72%	1
Department of Health	71%	1
Department of Housing, Local Government and Heritage**	70%	1
Department of Justice**	71%	1
Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media	71%	n/a
Department of Public Expenditure and Reform	73%	2
Department of Rural and Community Development**	73%	4
Department of the Taoiseach	74%	—
Department of Transport**	70%	1
Forensic Science Ireland	69%	3
Garda Civilians	73%	1
Garda Síochána Ombudsman Commission	73%	3
Houses of the Oireachtas Service	73%	2
Intellectual Property Office of Ireland**	74%	-4
Irish Human Rights and Equality Commission	75%	5
Irish Prison Service	68%	5
Labour Court	72%	-6
Legal Aid Board	70%	-2
National Council for Curriculum and Assessment**	80%	-1
National Council for Special Education	71%	4
National Shared Services Office	73%	2
Office of Government Procurement	75%	1
Office of Public Works	70%	6
Office of the Attorney General	71%	1
Office of the Comptroller and Auditor General	69%	-2
Office of the Director of Corporate Enforcement	72%	4
Office of the Director of Public Prosecutions	70%	-1
Office of the Ombudsman	72%	3
Office of the Revenue Commissioners	71%	3
Ombudsman for Children	71%	n/a
President's Establishment	76%	2
Probation Service	69%	3
Property Registration Authority	72%	-1
Public Appointments Service	73%	1
State Examinations Commission	75%	1
State Laboratory	71%	—
Valuation Office	70%	6
Workplace Relations Commission	71%	1

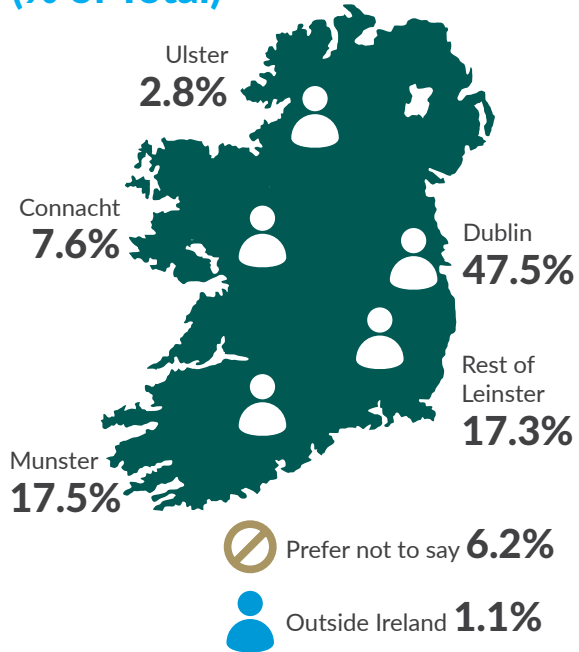
** Name change of Department from CSEES 2020 compared to CSEES 2017 or CSEES 2015

Civil Service Employee Engagement Survey 2020

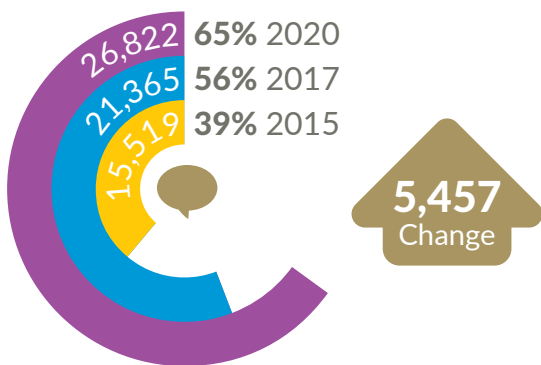
Response Rate Statistics



Responses by Region (% of Total)



Overall Response Rate



Average Number of Responses per Day



Brief Insights into Gender

Of the 26,822 employees who took part in the 2020 survey, 57.4% were Female, 36.9% were Male and 5.6% preferred not to say. This was very similar to 2017 where the breakdown was 54.8% Female, 37.1 Male and 7.9% preferred not to say.

There was very little disparity in the scores of Females and Males across the 23 themes in 2020: 17 scores were the same or had a difference of 1, with the remaining themes having a difference of 2 or 3 (page 72).

Females continue to be slightly more engaged than Males, scoring higher on all Employee Engagement questions. The largest difference between the genders in this theme is to the questions “I am enthusiastic about my job”, “At my work I feel full of energy”, “When I get up in the morning, I feel like going to work” and “I am proud of the work that I do”. In 2020, 82% of Females agreed with the statement “I am enthusiastic about my job” (80% in 2017) compared to 79% of Males (77% in 2017). In response to the statement “At my work I feel full of energy”, 71% of Females agreed in 2020 (66% in 2017) compared to 68% of Males (63% in 2017). These findings suggest that Females continue to display stronger levels of resilience than Males.

Males score higher than Females across the Autonomy and Involvement Climate themes which is consistent with the results in 2017 and 2015. The Autonomy score for Males remains at 63% in 2020 compared to 60% for Females. This 3 point discrepancy has remained consistent since 2015 when Males scored 61% and Females scored 58%. This continued discrepancy remains interesting in light of the gender difference in response to the Involvement Climate theme where Males score 43% and Females score 40% compared to 40% and 37% respectively in 2017. The questions with the largest difference between the genders within the Involvement Climate theme were “People don’t have any say in decisions which affect their work”. 50% of Females agreed with this negatively worded statement, compared to 42% of Males. This is broadly consistent with the discrepancy in 2017 when 57% of Females agreed compared to 52% of Males.

There is a large variation by gender to the response to the Public Perception of the Civil Service theme where Males scored 40% and Females scored 37%; static from 2017. More Males than Females answered positively to the statement “I feel that the public value the work the Civil Service does” (31% of Males and 26% of Females in 2020 compared to 29% of Males and 23% of Females in 2017).

There is very little difference between Males and Females on issues relating to pay and career opportunities, which is consistent with the findings from 2017 and 2015.

Looking at how Males and Females responded to statements across the survey (further information p. 72), we can see the following:

- Females are generally more positive around the Employee Engagement theme
- Males are generally more positive around the Autonomy theme

In 2017, Males were generally more positive around the theme Commitment to the Organisation; this discrepancy has disappeared in 2020 with both genders scoring 58%.

While the gender results looked at side-by-side are not vastly different in 2020 or when comparing 2020 to 2017 or 2015, it is useful to be aware of the information to allow senior managers to reflect on what can be done to ensure that both Males and Females feel they have ample opportunities, feel confident in themselves and are included in decisions that affect their role.

Brief Insights into Grade

Of the 26,822 employees who took part in the 2020 survey, 5.9% were Principal Officer (PO) and above; 33.1% were Higher Executive Officer (HEO)/Administrative Officer (AO) and Assistant Principal (AP); 54.1% were Clerical Officer (CO), Services Officer (SVO), Executive Officer (EO), Industrial and Other staff; and 6.8% preferred not to say. This compares with a grade breakdown of respondents in 2017 when 6.2% were PO and above, 31.4% were HEO/AO and AP, 54.2% were CO, SO and EO; and 8.2% preferred not to say.

There is evidence of differences between grades across some of the themes in 2020. Generally, those at higher grades feel a greater sense of commitment to the organisation. Directors, ASGs and above scored 82% on the Commitment to the Organisation theme (p. 69), showing a strong sense of belonging to their Department. This contrasts with a score of 57% at CO level and 56% at EO level. This variation may relate to the increased level of belonging that naturally exists as a civil servant takes on more responsibility and more meaningful work at higher grades. For statistical reasons, the Commitment to the Organisation results are not comparable between 2017 and 2020, however the results are placed side by side in this report to provide context.

There is a disparity by grade evident in the Autonomy theme. Directors, ASGs and above scored 85%, suggesting that they believe they have the freedom to influence how they approach their day-to-day work. This is in contrast to the scores at EO level (60%) and CO level (56%) where staff do not feel the same degree of autonomy over their work. In 2017, the scores for this theme were very similar with a score at 87% at Director, ASG and above level, 59% at EO level and 55% at CO level.

The results above may reflect the hierarchical nature of the Civil Service.

How do the results vary by Grade 2020 vs 2017 and 2015?

This is the overall result. At 79%, this means the majority of staff feel competent and skillful.

This is the result for the Clerical Officer grade. At below 50%, this means the majority of staff at Clerical Officer grade do not feel involved in the organisation.

Theme	All Grades	ASG and above	PO and equivalent	AP and equivalent	AO and equivalent	HEO and equivalent	EO and equivalent**	CO and equivalent	SVO and equivalent	Industrial	Other	
Employee Engagement	75	70	88	87	76	76	75	74	74	75	76	75
Commitment to the Organisation*	58	54	82	81	63	62	61	61	59	54	58	57
Well-being	76	75	86	85	78	77	76	76	76	77	77	78
Coping with Change	72	71	83	83	73	73	72	73	72	70	72	70
Autonomy	61	59	85	87	69	67	69	68	63	61	64	62
Meaningfulness	69	67	91	91	75	75	73	72	68	67	70	68
Competence	79	80	86	87	85	80	82	80	78	79	74	75
Job Demands	54	52	53	53	47	45	43	48	46	45	55	52
Job Skills Match	62	60	83	83	68	68	67	65	62	61	62	61
Career Development and Mobility	53	50	44	44	76	78	73	58	57	51	56	55
Your Pay	52	46	42	45	58	49	61	54	47	46	42	42
Performance Standards	53	48	44	47	68	64	52	49	50	53	49	46
Manager Career Support	64	61	56	76	76	62	59	61	66	65	61	72
Social Support	71	72	70	79	81	79	72	73	71	73	71	72
Leadership	59	55	50	78	80	79	61	57	58	61	58	54
Organisational Support	54	49	44	77	78	74	56	54	56	53	50	46
Learning and Development	61	58	52	78	80	75	61	61	64	63	59	48
Innovative Climate	55	49	45	73	71	69	55	50	52	56	51	48
Involvement Climate	41	38	66	66	64	47	45	45	42	40	45	41
Citizen Impact	73	70	68	90	89	87	76	74	73	75	73	71
Public Perception of the Civil Service	44	38	33	58	55	45	48	41	36	45	40	33
Identification with the Civil Service	66	63	62	78	78	69	67	68	69	68	67	64
Commitment to Civil Service Renewal	N/A	61	58	N/A	75	74	N/A	63	61	N/A	65	61
Awareness of Civil Service Renewal	51	57	55	61	74	74	52	59	53	65	61	52

■ 2020 ■ 2017 ■ 2015

Scores underlined in 2020 indicate the change from the 2017 score is statistically significant. Scores not underlined in 2020 indicate the change from the 2017 score is not statistically significant. Scores underlined in 2017 indicate the change from the 2015 score is statistically significant. Scores not underlined in 2017 indicate the change from the 2015 score is not statistically significant.

How do the results vary by Age 2020 vs 2017 and 2015?

This is the overall result for Public Perception. At below 50%, this means a significant majority of staff do not feel the public value their work.

This is the result for all staff aged 40-44 in the Civil Service. At 71% this means that the majority of civil servants between the age of 40-44 feel adequately supported by their managers.

Theme	All Ages	24 & under	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
Employee Engagement	75	72	70	73	66	74	75	76	74	79	84
Commitment to the Organisation*	58	54	49	57	47	58	53	54	57	62	53
Well-being	76	75	76	77	76	74	76	77	76	79	87
Coping with Change	72	71	73	74	73	71	72	70	68	69	70
Autonomy	61	61	60	60	59	61	62	61	62	63	71
Meaningfulness	69	67	62	65	62	69	67	70	71	73	75
Competence	79	79	77	77	78	80	79	79	80	83	88
Job Demands	54	52	60	56	53	50	51	53	54	54	62
Job Skills Match	62	60	58	56	60	59	62	63	64	68	67
Career Development and Mobility	53	50	52	52	44	53	49	44	53	52	45
Your Pay	52	46	44	43	36	42	48	43	45	48	46
Performance Standards	53	48	58	53	42	52	47	45	52	50	49
Manager Career Support	64	61	72	70	66	71	72	69	71	72	71
Social Support	71	72	76	73	74	72	73	71	72	73	71
Leadership	59	55	62	60	48	59	54	48	59	53	49
Organisational Support	54	49	58	54	43	55	49	43	53	48	50
Learning and Development	61	58	67	64	60	62	60	57	58	60	49
Innovative Climate	55	49	54	56	51	54	48	43	55	47	45
Involvement Climate	41	38	47	43	40	42	39	33	41	38	39
Citizen Impact	73	70	68	71	68	74	71	70	75	77	76
Public Perception of the Civil Service	44	38	38	42	35	43	37	31	44	42	59
Identification with the Civil Service	66	63	64	67	63	67	63	61	67	65	66
Commitment to Civil Service Renewal	N/A	61	59	N/A	61	58	N/A	60	57	N/A	61
Awareness of Civil Service Renewal	51	57	53	51	57	54	52	58	52	53	51

■ 2020 ■ 2017 ■ 2015

Scores underlined in 2020 indicate the change from the 2017 score is statistically significant. Scores not underlined in 2020 indicate the change from the 2017 score is not statistically significant. Scores underlined in 2017 indicate the change from the 2015 score is statistically significant. Scores not underlined in 2017 indicate the change from the 2015 score is not statistically significant.

How do the results vary by Length of Service 2020 vs 2017 and 2015?

This is the overall result for all civil servants. Because this is above 50%, this means that a slight majority of civil servants feel adequately supported by their manager.

This is the result for all civil servants who have served for between 15-20 years. Because this is above 50%, this means that a slight majority of staff working in the Civil Service for between 15-20 years feel fairly rewarded.

Theme	All Length of Service	Less than 1 year	1 to 5 years	5 to 10 years	10 to 15 years	15 to 20 years	20 to 25 years	25 to 30 years	Greater than 30 years
Employee Engagement	<u>75</u> <u>72</u>	78	76	74	73	70	68	71	70
Commitment to the Organisation*	<u>58</u> <u>54</u>	62	58	55	50	56	51	46	52
Well-being	<u>76</u> <u>75</u>	81	77	74	74	74	74	74	74
Coping with Change	<u>72</u> <u>71</u>	74	74	74	71	72	69	71	70
Autonomy	<u>61</u> <u>61</u>	62	60	60	59	63	60	57	61
Meaningfulness	<u>69</u> <u>67</u>	72	68	67	68	67	62	68	66
Competence	<u>79</u> <u>79</u>	75	76	78	79	81	79	80	78
Job Demands	<u>54</u> <u>52</u>	65	57	56	52	50	52	51	51
Job Skills Match	<u>62</u> <u>60</u>	63	60	58	61	58	54	60	58
Career Development and Mobility	<u>53</u> <u>50</u>	63	60	58	56	53	47	52	47
Your Pay	<u>52</u> <u>46</u>	43	39	44	36	38	50	46	42
Performance Standards	<u>53</u> <u>48</u>	65	60	56	51	45	41	49	46
Manager Career Support	<u>64</u> <u>61</u>	75	73	71	69	66	59	64	59
Social Support	<u>71</u> <u>72</u>	70	70	70	70	71	70	71	70
Leadership	<u>59</u> <u>55</u>	70	67	65	62	59	51	57	50
Organisational Support	<u>54</u> <u>49</u>	67	62	60	58	53	47	52	45
Learning and Development	<u>61</u> <u>58</u>	67	65	65	63	55	62	54	48
Innovative Climate	<u>55</u> <u>49</u>	64	56	57	55	49	44	51	46
Involvement Climate	<u>41</u> <u>38</u>	54	50	49	43	39	34	32	38
Citizen Impact	<u>73</u> <u>70</u>	72	70	73	70	71	74	69	67
Public Perception	<u>44</u> <u>38</u>	54	45	41	36	31	41	36	30
Identification with the Civil Service	<u>66</u> <u>63</u>	70	67	65	68	64	61	66	62
Commitment to Civil Service Renewal	N/A	61	62	N/A	63	62	N/A	61	58
Awareness of Civil Service Renewal	<u>51</u> <u>57</u>	51	51	54	51	56	52	51	58

■ 2020 ■ 2017 ■ 2015

Scores underlined in 2020 indicate the change from the 2017 score is statistically significant. Scores not underlined in 2020 indicate the change from the 2017 score is not statistically significant. Scores underlined in 2017 indicate the change from the 2015 score is statistically significant. Scores not underlined in 2017 indicate the change from the 2015 score is not statistically significant.

How do the results vary by Gender 2020 vs 2017 and 2015?

This is the overall result for all civil servants. Because this is above 50%, this means that a slight majority of civil servants feel adequately supported by their manager.

This is the result for all Male civil servants. Because this is above 50%, this means that a majority of male staff working in the Civil Service feel adequately supported by their manager.

Theme	All	Female	Male
Employee Engagement	75	74	71
Commitment to the Organisation*	58	54	47
Well-being	76	76	75
Coping with Change	72	71	70
Autonomy	61	60	58
Meaningfulness	69	68	65
Competence	79	79	80
Job Demands	54	52	51
Job Skills Match	62	61	58
Career Development and Mobility	53	50	44
Your Pay	52	47	43
Performance Standards	53	53	45
Manager Career Support	64	61	56
Social Support	71	73	71
Leadership	59	55	50
Organisational Support	54	48	44
Learning and Development	61	58	52
Innovative Climate	55	49	45
Involvement Climate	41	40	34
Citizen Impact	73	71	68
Public Perception of the Civil Service	44	37	31
Identification with the Civil Service	66	64	62
Commitment to Civil Service Renewal	N/A	N/A	N/A
Awareness of Civil Service Renewal	51	58	55

■ 2020 ■ 2017 ■ 2015

Scores underlined in 2020 indicate the change from the 2017 score is statistically significant. Scores not underlined in 2020 indicate the change from the 2017 score is not statistically significant. Scores underlined in 2017 indicate the change from the 2015 score is statistically significant. Scores not underlined in 2017 indicate the change from the 2015 score is not statistically significant.

Methodology

What is the purpose of the survey?

The Civil Service Employee Engagement Survey is designed to let you have your say in relation to your job, your organisation as an employer and other work-related matters.

How was the survey developed?

The Civil Service Management Board tasked the Central Statistics Office (CSO) with administering the survey and processing the results as a part of Action 25 in the 2014 Civil Service Renewal Plan.

The Civil Service Employee Engagement Survey was developed by the CSO in close collaboration with Dublin City University's (DCU) School of Management <https://business.dcu.ie/>. DCU provided a suite of internationally tested questions to measure Employee Engagement and related themes, from which the questionnaire was developed.

The survey was previously held in September 2015 and September 2017. This is the third iteration.

How did staff take part in the survey?

The CSEES went live on Monday 14th September 2020 and active civil service staff took part through the online survey platform.

The survey closed on Friday 2nd October 2021. 26,822 Irish civil servants from 50 different organisations based both in Ireland and other countries had taken part.

How were the results analysed?

This survey has been specifically developed to measure Employee Engagement. It was statistically validated and benchmarked against comparable surveys undertaken in other organisations to provide valuable results.

In this survey

- The Employee Engagement, Commitment to the Organisation, Well-being and Coping with Change statements measure attitudinal outcomes.
- The survey statements do not give us the insight to know how to improve or maintain these outcomes.
- The remaining survey statements measure a range of different aspects of staff experiences working in the Civil Service.
- Related questions have been grouped into themes using a statistical technique called factor analysis.
- The relationships between these themes and Engagement were analysed to identify which of the themes are the key drivers of Engagement.

Do all the questions from the survey appear in the report?

Following international standards, all the themes and statements in this report underwent a quality assessment to measure their relevance for inclusion. Statements that failed this assessment were excluded from this report. For example, if a large number of respondents skipped a statement, response rates would be too low to be statistically significant.

Why do questions in the Civil Service Renewal theme only show a single result?

The statements in the Civil Service Renewal theme were not developed in the same way as the other themes in this report. As a result, there are a reduced set of outputs that are available for this theme compared to others.

How were the result scores developed?

For each respondent, an Engagement score was calculated as the average score across the seven response options where Never is equivalent to 0, Almost Never is equivalent to 1, Rarely is equivalent to 2, Sometimes is equivalent to 3, Often is equivalent to 4, Very Often equivalent to 5 and Always is equivalent to 6. This score was converted to a percentage, where a respondent who selects Always to each question gets a score of 100%, while one who selects Never to each gets a score of 0%. The Employee Engagement index was then calculated as the average Engagement score in the Civil Service.

Similarly, the average score for each respondent on each of the outcomes Employee Engagement, Commitment to the Organisation, Well-being and Coping with Change was calculated from the five-point scale Strongly Disagree, Disagree, Neither Agree nor Disagree, Agree, Strongly Agree. The scores were converted to percentages and averaged across the whole Civil Service.

A score of 50% means that the same proportion of respondents answered positively to the questions as answered negatively. A theme index of 100% would mean that all respondents selected Strongly Agree to all questions in the theme, while 0% indicates that all respondents chose Strongly Disagree.

Reverse Scoring – what does it mean?

It is necessary as part of the survey to use negatively phrased statements, for example – 'When change occurs in the Department, it causes me stress'. If you select Strongly Agree to this statement you're answering in a negative way indicating, you do feel stress when change occurs in the Department. Therefore, the results for this statement need to be 'reverse scored' to take into account the negative scenario.

Looking at it from the other end of the scale, those who answered Strongly Disagree to this statement do not feel stress when change occurs. This is a positive response but it needs to be 'reverse scored' to reflect this. Each theme with negatively phrased statements takes these scenarios into account in the index calculation by reversing the scores for these statements.

For example, the Coping with Change theme contains five statements. Of these, four are positively worded, so respondents who agree with the statements score more highly on the ability to cope with change. One statement was negatively worded – 'When change occurs in the Department, it causes me stress'. Respondents who agree with this statement are actually answering negatively and are less able to cope with change.

For this statement, where a user selected Strongly Agree, they were given a score of 0, while a response of Agree resulted in a score of 1, Neither Agree nor Disagree resulted in 2, Disagree gave 3 and Strongly Disagree gave 4. This is the reverse of the scoring for positively worded statements, where Strongly Agree gives the highest score and Strongly Disagree the lowest.

Each respondent's score on the entire Coping with Change theme was then calculated as the average of their score across the five statements. The respondents with the very highest scores agreed with the four positive statements and disagreed with the negative statement. The scores were converted to percentages, and the Coping with Change index calculated as the average score across the Civil Service.

How were the drivers of Employee Engagement, Commitment, Well-being and Coping with Change identified?

To identify the key drivers of Employee Engagement, the extent to which each of the themes is associated with Engagement was measured using a statistical technique called key driver analysis. This method uses multiple linear regression to determine which of the themes have the strongest association with Employee Engagement. These themes are called the key drivers of Employee Engagement. While it is not possible to increase Employee Engagement directly, it may be possible to identify actions that improve scores on the key drivers. These in turn will drive up the Employee Engagement score. Items with low scores which are strongly linked to Employee Engagement should be the main focus of change initiatives and engagement strategies.

The same technique was used to identify the key drivers of the other outcomes: Commitment to the Organisation, Well-being and Coping with Change.

How were the 2015, 2017 and 2020 results compared?

When comparing the 2017 and 2020 results, the changes in scores between the two years for each theme are calculated and checked for statistical significance. If a result is statistically significant, then the changes in scores between 2017 and 2020 are reliable and representative of the Department/Office population. If a result is not statistically significant, the difference may be due to a margin of error.

The CSEES is based on information collected from a proportion of civil servants within the Department/Office, not the entire Department/Office population. A certain amount of error is bound to occur simply because not all civil servants within your Department/Office responded to the survey. The margin of error aims to measure the maximum amount by which the results from the civil servants who responded to the survey are expected to differ from those of the actual Department/Office population if all responded.

A standard international statistical technique called "paired t-tests with equal variance" was used to test the statistical significance of the difference between the 2017 and 2020 results.

The data for 2015, 2017 and 2020 is presented in tabular format to facilitate comparisons across the three iterations of the survey.

Why are 2015, 2017 and 2020 comparative graphs and tables not available for some Departments and Offices?

After the 2015 survey, significant changes were made to the populations of some Departments and Offices. The relevant Departments and Offices were newly formed, created through the amalgamation of Departments and Offices or explicitly included different cohorts of staff in the 2015 and 2017 surveys. The same issues arose following the 2017 survey and in advance of the 2020 iteration.

A minimum statistical requirement for comparing two years of results is to have a consistent population across those two years. As this requirement is not met for these Departments and Offices, the comparative graphs and tables could not be included.

Why are demographic tables not available for some Departments and Offices?

To maintain confidentiality, tables are not included if less than 10 responses are represented in a single cell of the table. Tables which contain less than 10 responses in a cell would allow respondents to be easily identified, thus breaching the confidentiality of the respondents.

For the demographic tables including grades, Senior Management and Middle Management have been combined if less than 10 responses are included in either of these grade groups. If Senior and Middle Management combined does not meet this threshold, then the table is not included.

What happens to the data now?

The CSO will continue to analyse the data so that each Civil Service organisation which took part in the survey can receive departmental data that will allow them to focus on issues specific to their staff and environment/culture.

As with all CSO analyses, full anonymity will be upheld for all respondents.

Departmental reports will be sent to all relevant Departments and Offices. It will be the responsibility of each individual Department/Office to act on the findings in the report. The anonymised data from the CSEES will be retained for additional analysis, including comparison with future surveys. It may be analysed in the future by different researchers under strict terms and conditions set down by the CSMB which guarantee the confidentiality of respondent.

Grades

Director, Assistant Secretary General and above (and equivalents)	-
Principal Officer (and equivalents)	PO
Assistant Principal Officer (and equivalents)	AP
Administrative Officer (and equivalents)	AO
Higher Executive Officer (and equivalents)	HEO
Executive Officer (and equivalents)	EO
Clerical Officer (and equivalents)	CO
Service Officer (and equivalents)	SVO
Industrial (and equivalents)	-

Endnotes

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