



Rialtas na hÉireann
Government of Ireland



Civil Service Employee Engagement Survey 2017

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

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Executive Summary

Message from the Civil Service Management Board

Welcome to the results of the 2017 Civil Service Employee Engagement Survey, the second of a series of three surveys to be carried out across the Civil Service.

We would like to thank all those who took the time to complete the 2017 survey. By providing us with your views you have shown us the areas in which we are doing well, the areas in which we have improved since 2015 and the areas which require further improvement.

The Employee Engagement Survey is an important action in the Civil Service Renewal Plan. Over 21,300 civil servants completed the survey, a 17% point increase on 2015. We are happy to report that the results indicate that overall Employee Engagement remains high at 72%. This demonstrates that the majority of staff have a sense of energy and connection with their work, can cope with the demands of their job and find their work fulfilling. This is a result that leads other administrations across the world, and also many of our private sector colleagues at home.

Overall, the results of the survey are very positive and reflect the impact of the interventions implemented by the Civil Service Renewal Plan, the Civil Service Management Board and departmental action

plans. While the results show many strengths and improvements since the last survey, they also show areas for improvement, for example providing opportunities for greater levels of involvement, creating a more innovative culture, improving performance management and improving the public perception of the work of civil servants.

This report summarises the results for the Civil Service overall. This second survey in a series of three allows us to see changes that have taken place since 2015 and the resulting impact of the actions that have been taken across the Civil Service. We will continue to take an active interest in consolidating improvements made to date and to effect changes in the areas where most work is required.

You can continue to track our progress on www.per.gov.ie/csrenewal or <https://csvision.per.gov.ie>

This year's results and the comparison to 2015 show that we are continuing on our path to a more professional, responsive, open and accountable, and unified organisation that continues to deliver for the State and the public we serve.

The Civil Service Management Board



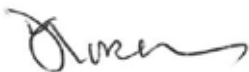
Martin Fraser
Secretary General to the
Government
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Department of the Taoiseach



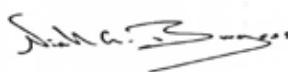
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and Reform



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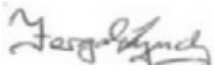


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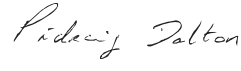
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Orlaigh Quinn
Secretary General
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Enterprise and Innovation



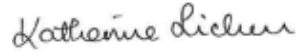
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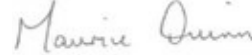
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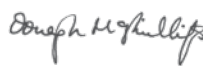
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Planning and Local Government



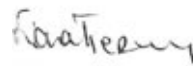
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Secretary General
Department of Defence



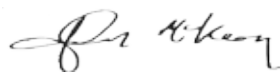
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Fiona Tierney
Chief Executive
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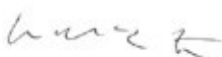
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Affairs and Social Protection



Mark Griffin
Secretary General
Department of Communications,
Climate Action and Environment



Seán Ó Foghlú
Secretary General
Department of Education and
Skills





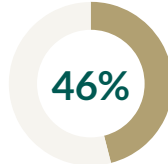

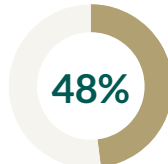
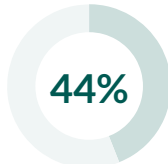
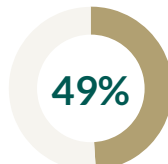
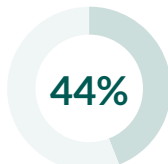


Kevin McCarthy
Secretary General
Department of Rural and
Community Development

Positive Results – Top 5

2017	2015
1. Competence 	1. Competence 
2. Well-being 	2. Well-being 
3. Employee Engagement 	3. Employee Engagement 
4. Social Support 	4. Social Support 
5. Coping with Change 	5. Coping with Change 

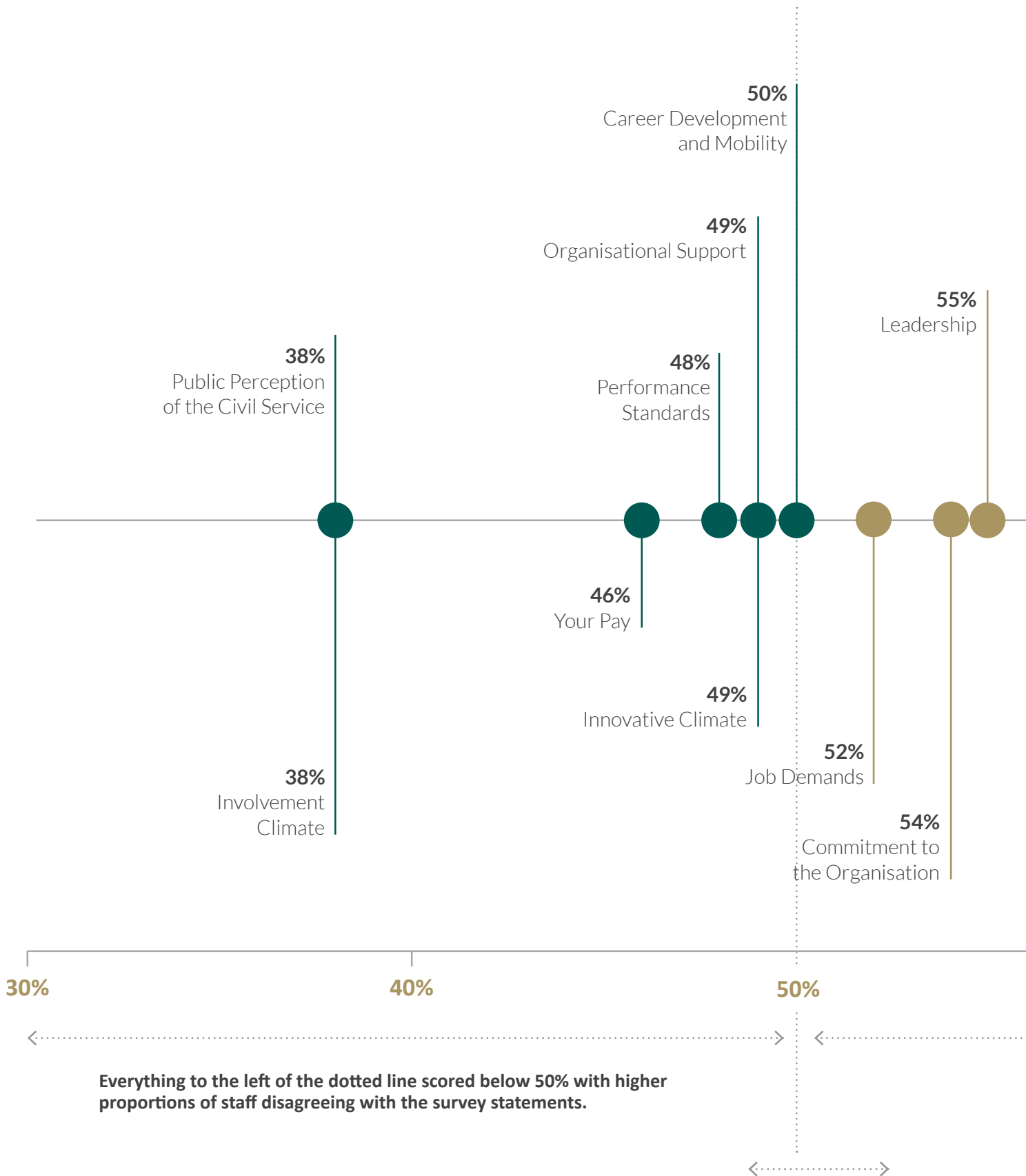
Most Challenging Results – Top 5

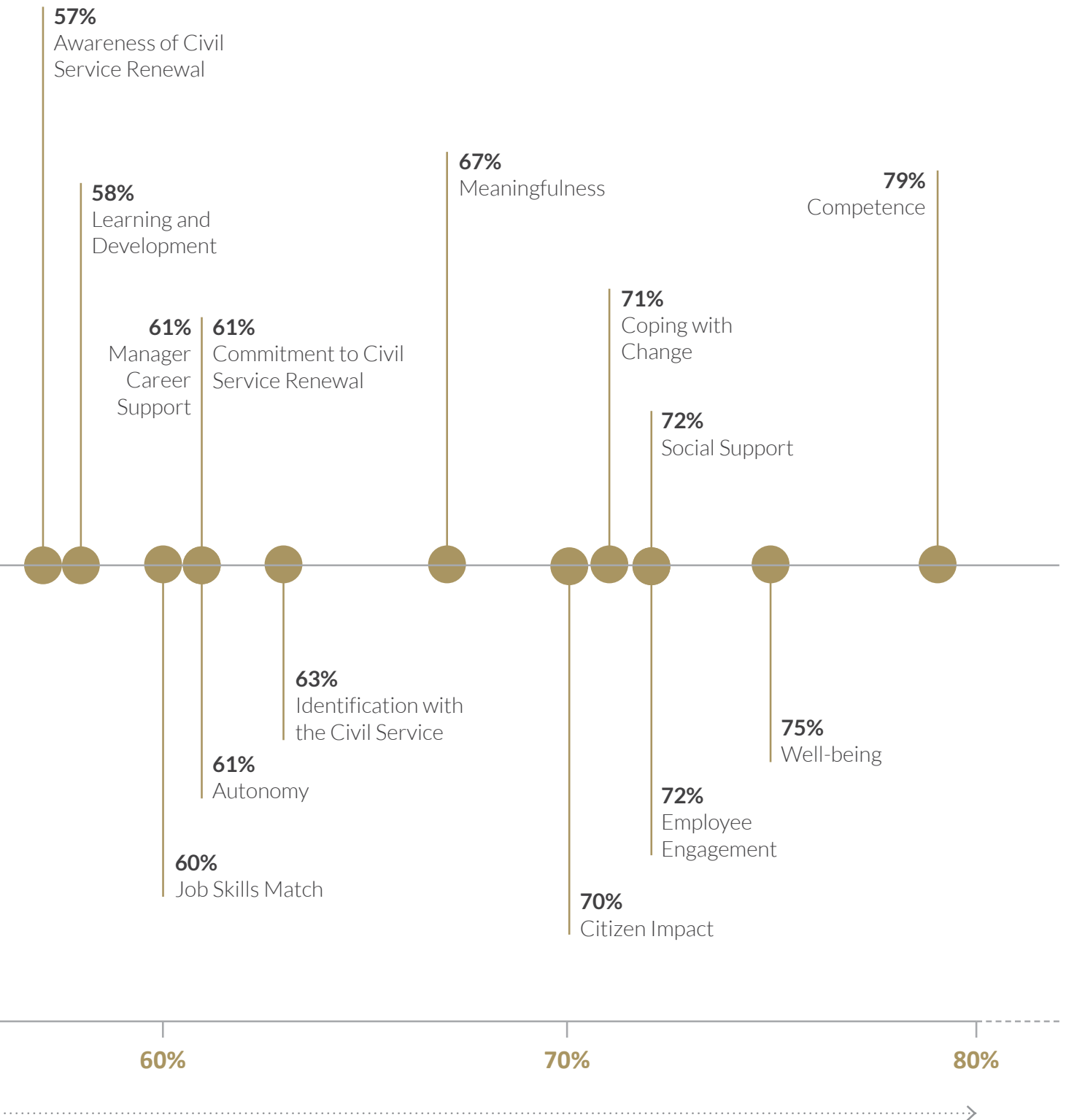
2017	2015
1. Involvement Climate 	1. Public Perception of the Civil Service 
2. Public Perception of the Civil Service 	2. Involvement Climate 
3. Your Pay 	3. Your Pay 
4. Performance Standards 	4. Organisational Support 
5. Innovative Climate 	5. Career Development and Mobility 

The ranking of the 2017 Most Challenging themes differ from 2015. As such, the 2015 and 2017 Most Challenging themes cannot be compared side by side in the table above

The Results for 2017

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 2017

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

1. The overall results of the 2017 Civil Service survey are very positive:

The results of the survey are very positive overall and reflect the impact of the interventions implemented by the Civil Service Renewal Plan, the Civil Service Management Board and departmental action plans. All scores have increased across the 24 themes, with the exception of Competence and Well-being.

These results show the value of regularly surveying staff followed by acting on their feedback.

2. 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 (Engagement: 72%) and show that civil servants have a strong sense of connection with their work. Staff also feel that their work has value, meaning and purpose. The increase in response rate from 39% in 2015 to 56% in 2017 is an indicator of the increase in engagement by civil servants and an appreciation of the value of consultation and subsequent action.

3. Staff feel an increased level of support from their organisations:

Increases are most evident in organisational areas for example improvements in Organisational Support, Manager Career Support, Career Development and Mobility, Leadership and Learning and Development. These improvements reflect the initiatives which have taken place across the Civil Service since the 2015 Survey. Despite the increase in scores across these themes, there is evidence that further action is required. In addition, although staff are positive about the level of support provided by their organisation, they do not experience a sense of commitment to their organisation.

4. Themes which had lower scores in 2015 have experienced the highest increases:

Themes with lower scores in the 2015 Employee Engagement Survey generally saw the largest increases. The improvements in these challenging areas are evidence of ongoing measures and initiatives made across Departments/Organisations following the 2015 Survey.

5. Civil servants continue to feel more positive about their own work and areas over which they have individual control:

The results show that civil servants continue to feel more positive about their own work and areas over which they have individual control, for example Competence, Employee Engagement and Autonomy. Civil servants are highly resilient and are able to deal with work related challenges, they have a belief in their own ability to carry out the work required for their role and they feel they have the right skills for their role.

6. Staff still feel less positive about their organisations than their own individual areas of work:

While the results suggest that civil servants are confident about their own area of work, they are still markedly less positive about their organisational domain. They have concerns about the management of underperformance and climates of involvement and innovation in their organisations. These findings, whilst showing improvements since 2015, contrast with civil servants' positive view of their own work and their immediate working environment.

7. Staff continue to feel that there is not a sufficient culture of involvement:

The result for Involvement Climate is the joint lowest result in the 2017 CSEES. This measures the extent to which civil servants feel that they are involved openly in decision making in their organisation. The result shows that only a minority of civil servants feel openly involved in decision making in their Department or Office, particularly those at lower grades.

8. Staff still feel that the public does not value their contribution:

Although staff are increasingly aware of the impact of their work on the general public, despite some improvement, they feel that this contribution is not valued by the wider public. There is evidence of a disparity in relation to the extent to which civil servants feel that their work has an impact on the public and their perception of the value placed by the public on their work. This challenging finding is also in stark contrast to the results of the Civil Service Customer Service Survey 2017 and previous iterations which consistently showed that citizens are satisfied with the Civil Service.

9. Staff at lower grades feel less positive than those at higher grades:

There are significant differences of perceptions between grades across some of the themes, e.g. Commitment to the Organisation, Autonomy and Meaningfulness. In general, the higher the grade the more positive the result which may reflect a higher level of autonomy at more senior levels and a hierarchical culture in the Civil Service.

10. Staff still do not feel their organisation supports a culture of innovation:

The result shows that staff do not believe that ideas are readily accepted in their organisation. They believe that their organisations are not quick to spot the need to do things differently and are not sufficiently searching for new ways of solving problems. There is a disparity across the grades with higher results at senior grades, decreasing to lower results at lower grades which may indicate that staff at higher grades feel they have more freedom and space to be innovative.

11. Staff do not see any meaningful improvements in the management of poor performance:

This result is one of the lowest in the survey and one of the more challenging results to emerge. The majority of staff continue to feel that poor performance is not being effectively addressed throughout their departments. There is a disparity across age profiles with younger staff having significantly more positive views with regard to how performance is managed.

12. Internationally, the Irish Civil Service compares favourably in some areas but not in all:

Internationally, the Irish Civil Service compares favourably in some areas but not in all. The results for Engagement, Citizen Impact and Commitment to Civil Service Renewal compare favourably with international civil service survey results. For some themes a direct international comparison is unavailable. However there are a number of areas where the score is less favourable than our international counterparts for example Organisational Support, Manager Career Support, Career Development and Mobility and Job Skills Match. These are important areas that require further attention and focus going forward.

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 Civil Service Management Board (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 112 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

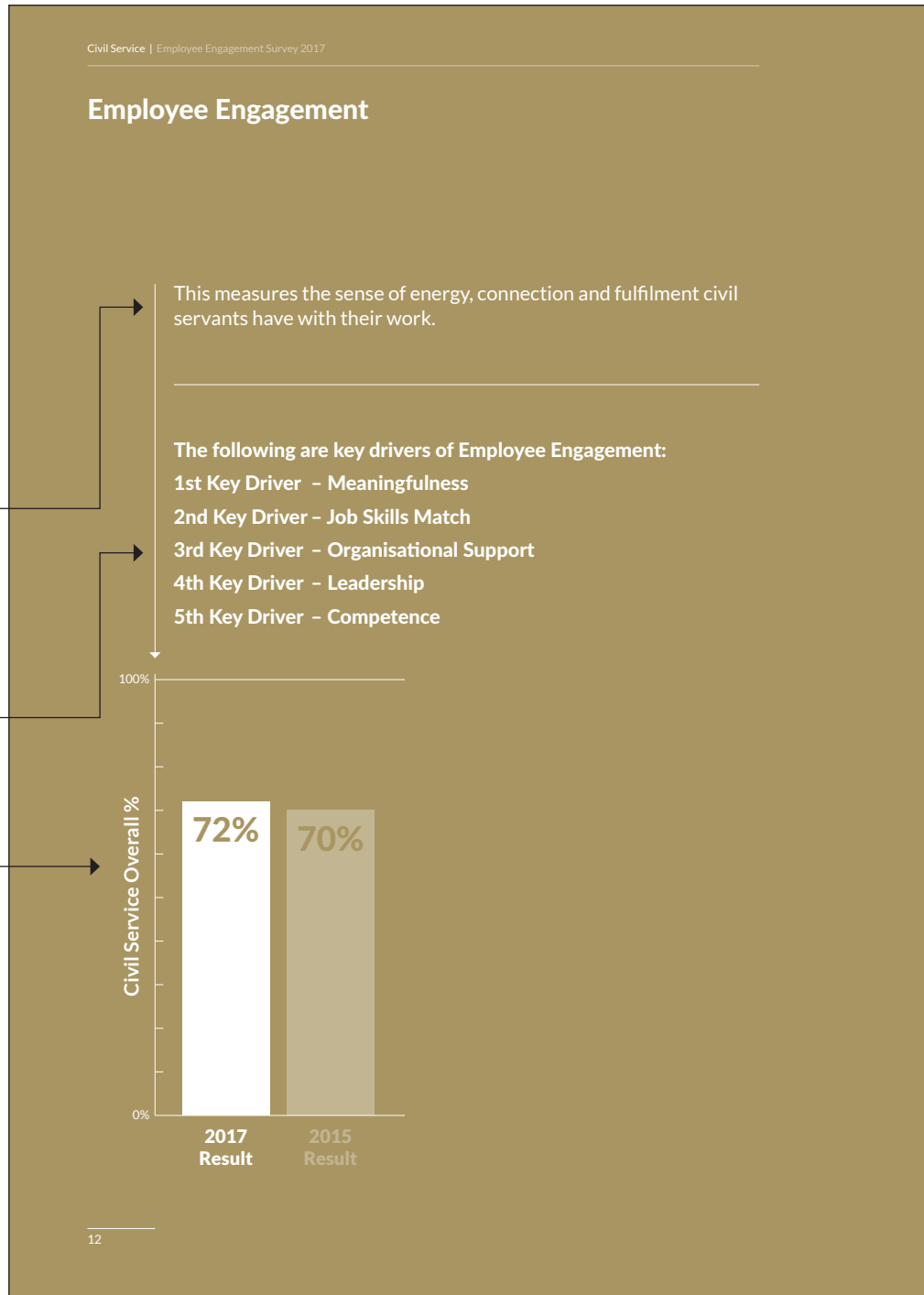
This explains what outcome the theme influences and impacts as a key driver.

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 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.

This section will use phrases like ‘X% of staff in the Civil Service feel...’ to describe the results for each survey statement. This refers always to the survey respondents.

Insight

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

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.

Detailed results

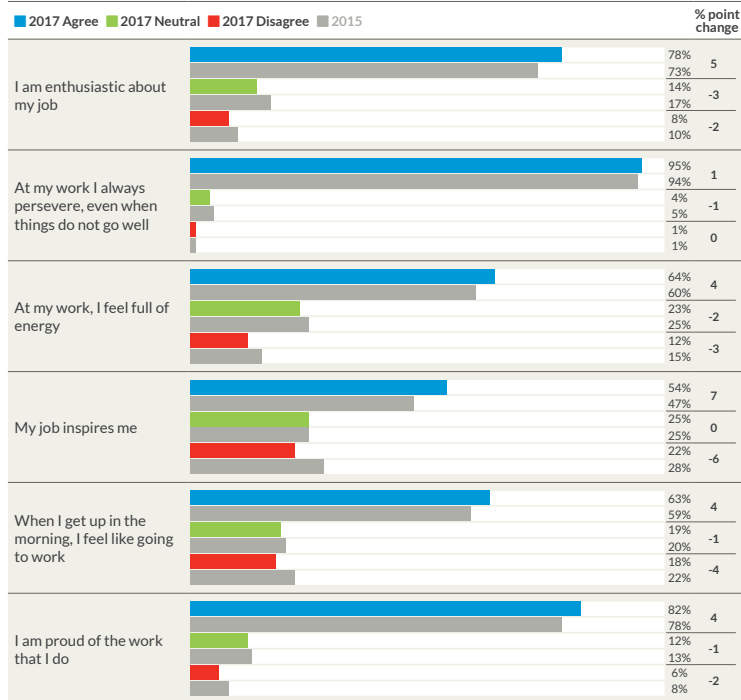
These bar charts summarise the results for each survey statement categorising them as ‘agree’ (where staff responded *Agree/Strongly Agree*), ‘neutral’ (where staff responded *Neither Agree nor Disagree*, and ‘disagree’ (where staff responded *Disagree / Strongly Disagree*).

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

- **The Employee Engagement result for the Irish Civil Service is 72%**, which is the third most positive result in the 2017 survey. Engagement levels continue to be high and show an increase on an already high baseline.
- All Civil Service Departments and Offices represented on the Civil Service Management Board have an Employee Engagement result of over 69%. This means that the majority of staff continue to feel positively engaged and connected with their work. (Further information p.62)
- The findings suggest a very high level of determination among respondents, for example, 95% state that they persevere in their work, even when things do not go well.
- The result for Employee Engagement is also steady across grade levels, gender, length of service, and age which is evident of a workforce with a strong sense of connection to their work. (Further information p.62)
- Organisations may be able to increase this already positive score by enhancing the Meaningfulness of work, by empowering staff to utilise their full abilities in completing their work, by demonstrating support for employees’ well-being, by demonstrating strong and visible Leadership, and by enhancing perceptions of Competence through feedback and recognition.

Insight:
The slight increase in Employee Engagement is a positive result, particularly when engagement scores have been shown to be relatively stable over time in other countries.¹

International Benchmark:
The result, at 72%, compares well internationally. For example, the employee engagement result in the 2017 Civil Service People Survey in the UK was 61%.²



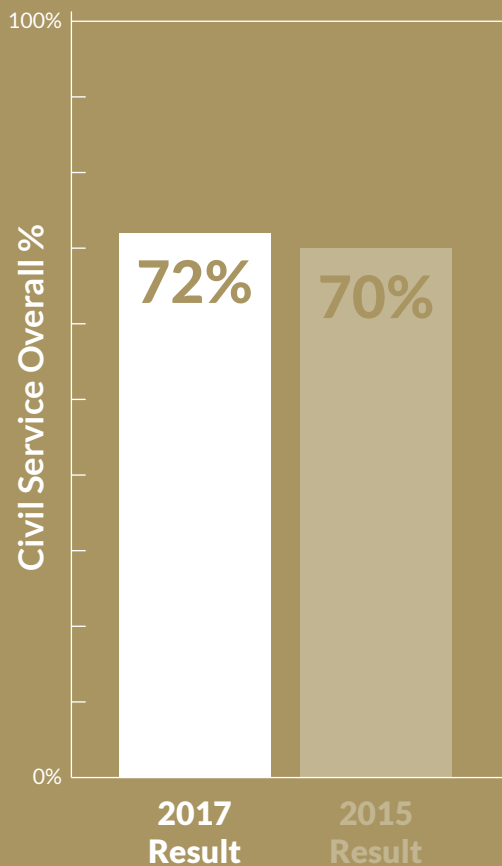
Note: Due to rounding, not all percent positives add up to 100%.

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 - Job Skills Match
- 3rd Key Driver - Organisational Support
- 4th Key Driver - Leadership
- 5th Key Driver - Competence



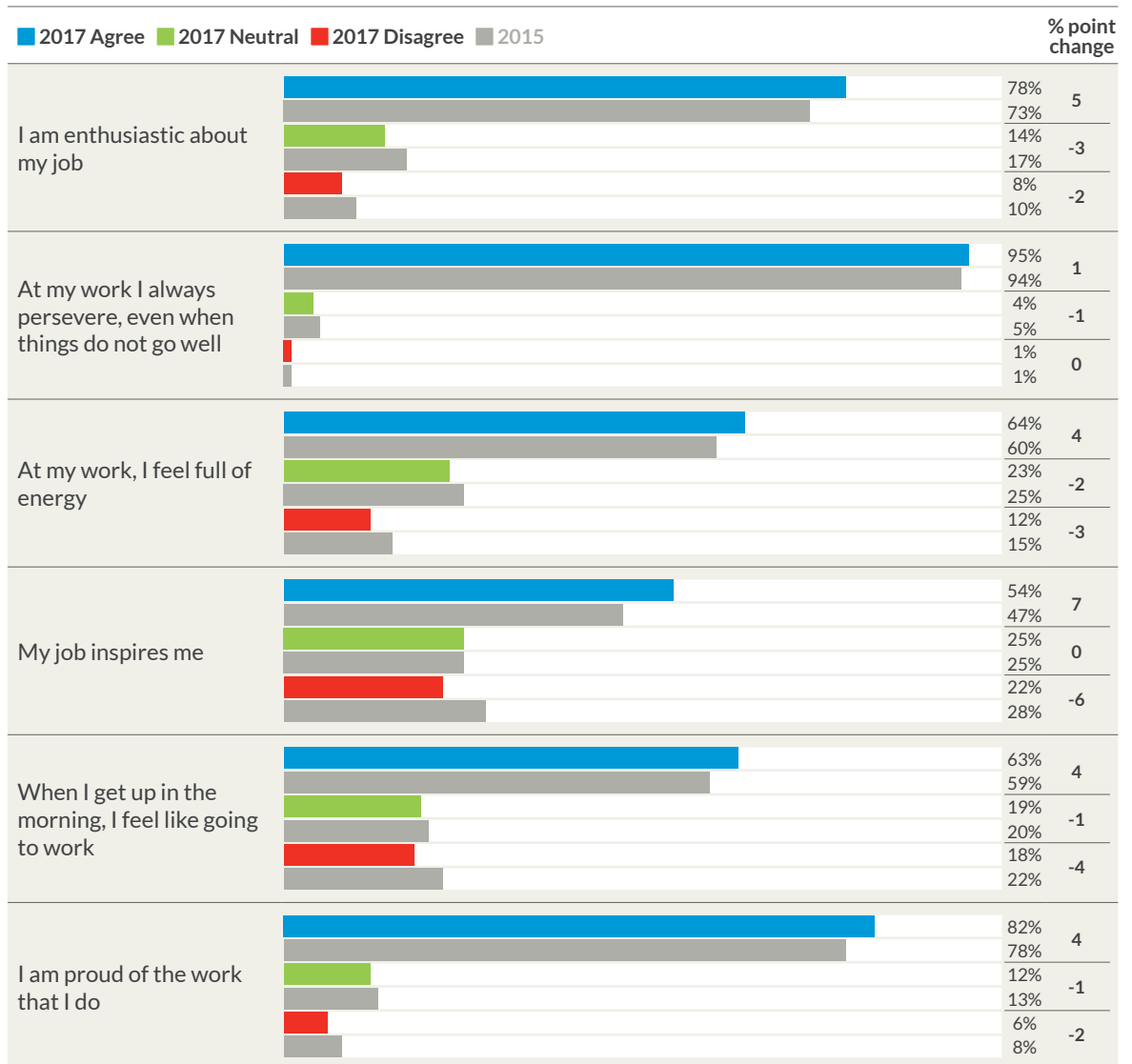
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- The findings suggest a very high level of determination among respondents, for example, 95% state that they persevere in their work, even when things do not go well.
- The result for Employee Engagement is also steady across grade levels, gender, length of service, and age which is evidence of a workforce with a strong sense of connection to their work. (Further information pp.69-72)
- Organisations may be able to increase this already positive score by enhancing the Meaningfulness of work, by empowering staff to utilise their full abilities in completing their work, by demonstrating support for employees' well-being, by demonstrating strong and visible Leadership, and by enhancing perceptions of Competence through feedback and recognition.

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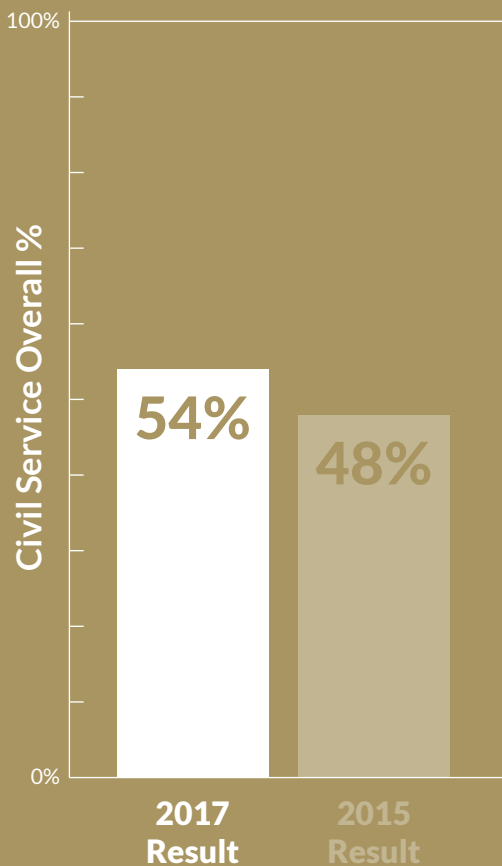
Note: Due to rounding, not all percent positives add up to 100%.

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:

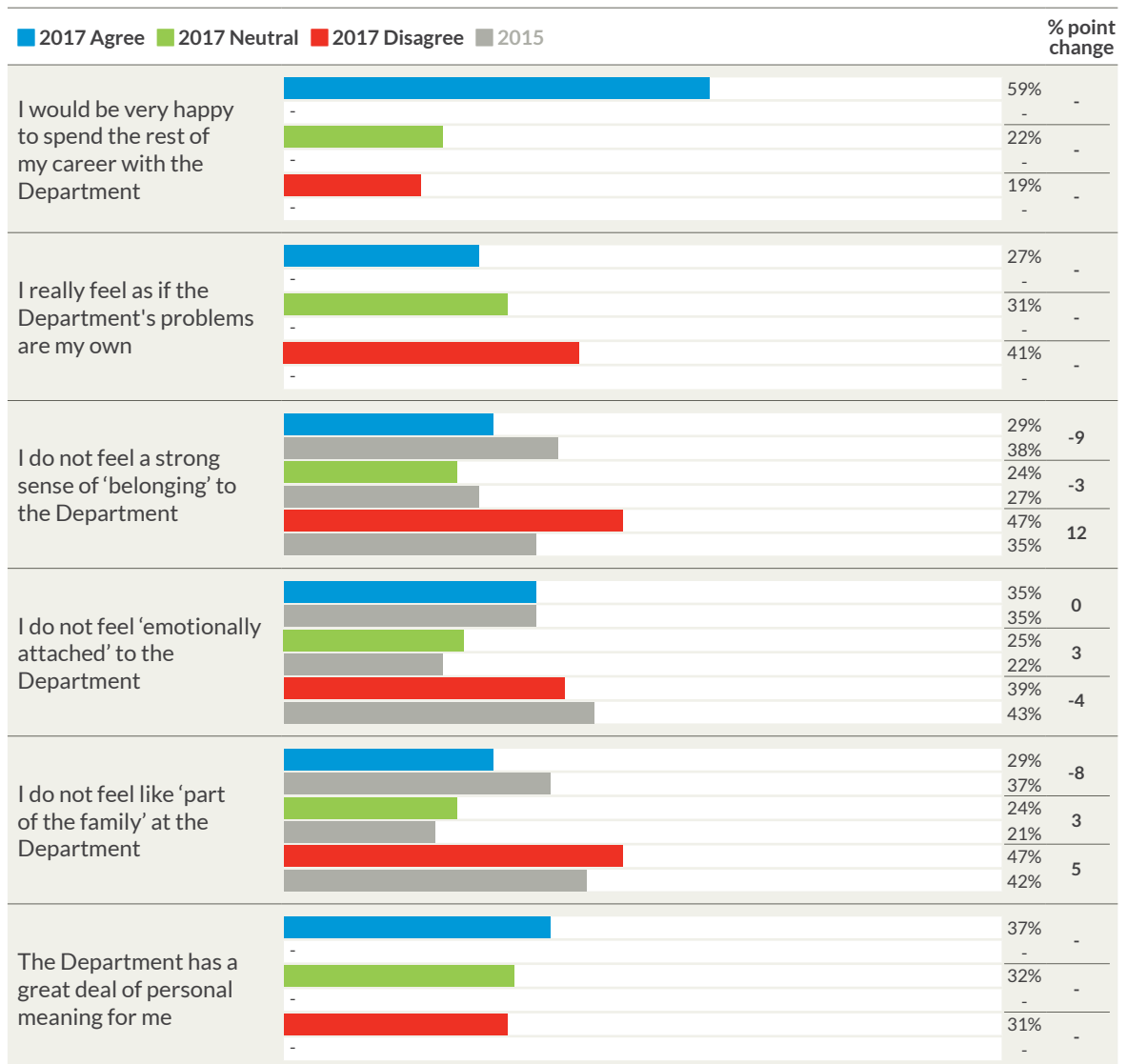
- 1st Key Driver - Organisational Support
- 2nd Key Driver - Meaningfulness
- 3rd Key Driver - Leadership
- 4th Key Driver - Social Support
- 5th Key Driver - Job Skills Match



- **Commitment to the Organisation***, at 54%, remains a challenging result with a level of detachment evident.
- Over 59% of staff indicated that they would be happy to spend the rest of their career with their organisation. 29% of staff do not feel a sense of belonging whereas 47% do feel a sense of belonging.
- Although the scores for this theme remain stable across gender, length of service and age, greater variance is evident with regard to grade. Senior managers have the strongest levels of attachment to their Department/Office and this sense of connection decreases steadily among more junior grades. (Further information pp.69-72)
- Enhancing commitment levels will require a focus on the key drivers, detailed on the opposite page, to ensure that staff feel supported by their organisation, that staff experience meaningful work and visible leadership, and that they have opportunities to fully utilise their skills in their work.

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.³ In addition, individuals may not show high commitment to their organisation, but still demonstrate high commitment to public values in general.⁴ The research evidence internationally shows that organisational commitment varies across employee grades, with managers experiencing higher commitment than clerical workers^{5,6} which aligns to the results of this survey.



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

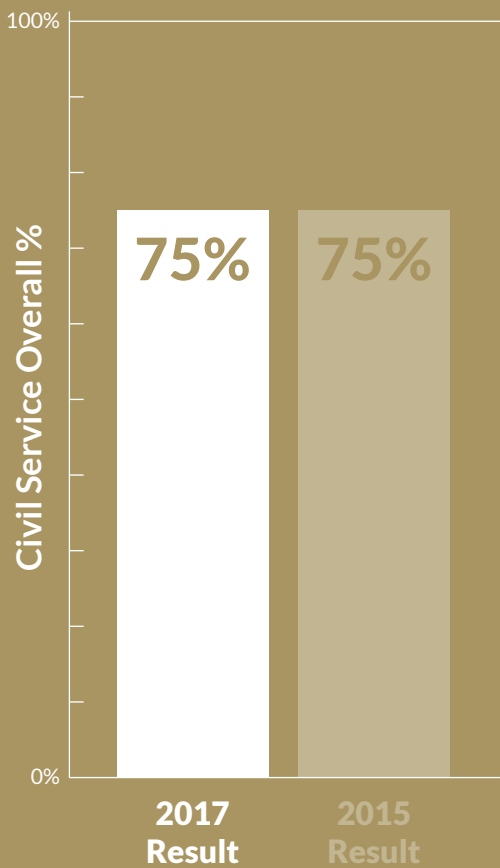
*The 2015 and 2017 scores for Commitment to the Organisation are not directly comparable and have been included for context. The Commitment to the Organisation results are not comparable between 2015 and 2017. In 2015, results from only 3 of the 6 questions from this theme could be included in the analysis.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

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:

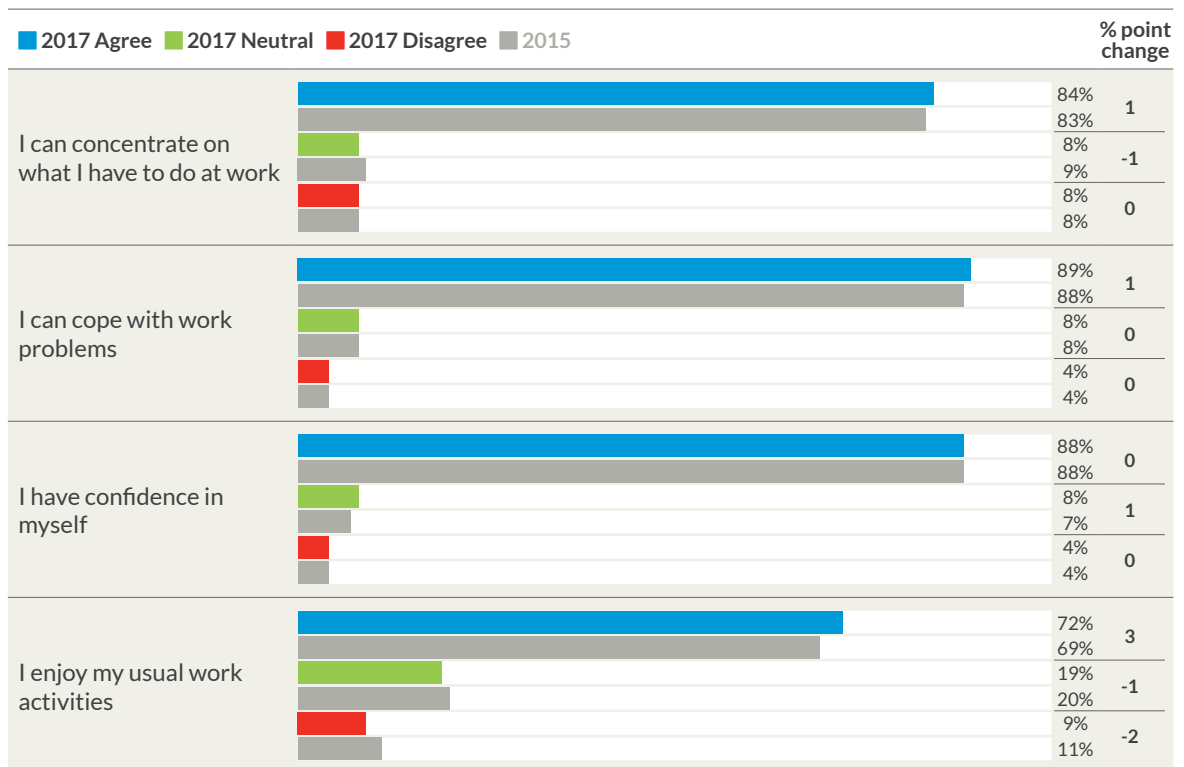
- 1st Key Driver – Competence
- 2nd Key Driver – Meaningfulness
- 3rd Key Driver – Job Demands
- 4th Key Driver – Job Skills Match
- 5th Key Driver – Organisational Support



- **Well-being, at 75%**, is the second highest result in the survey and remains at the same level as the 2015 survey. This result is especially positive as it shows that generally, employees cope well with work stresses and problems. The vast majority of civil servants 'feel confident' in themselves, 'can cope' with work problems, and 'can concentrate' on what they have to do.
- The scores for this theme are particularly high for Senior Management but remain high across all grades. (Further information pp.69-72)
- Following the release of the 2015 survey results, organisations progressed a number of programmes including initiatives related to mental health, healthy eating and personal finances. The Civil Service Employee Assistance Service also continues to provide support for civil servants in managing their Well-being.
- Well-being is influenced by the level at which staff feel competent in their work, believe that their work has meaning, the extent to which the demands of their job are manageable and feel their skills are matched to their job. Organisations may be able to increase this already positive score by empowering staff to utilise their full abilities in completing their work and by demonstrating care and support for employees' Well-being.

Insight:

Well-being at work is important to maintain; it is linked to job performance, being a stronger predictor than job satisfaction. It is supported through a careful balance of demands and resources.



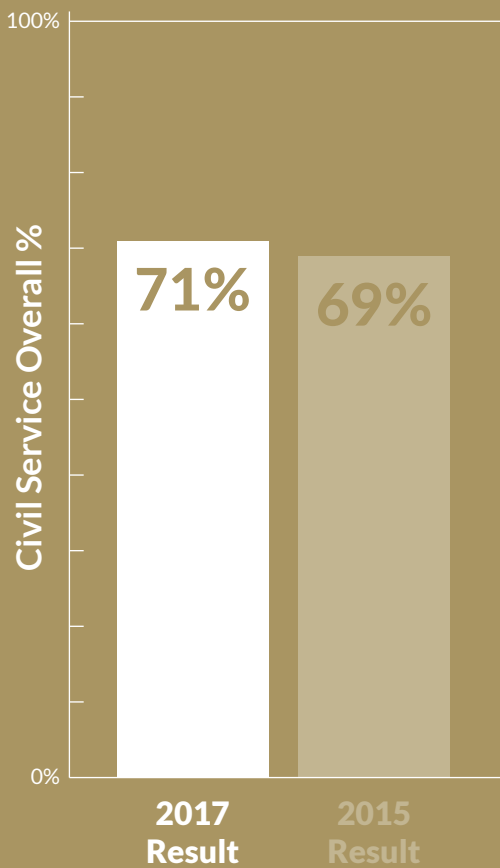
Note: Due to rounding, not all percent positives add up to 100%.

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
- 4th Key Driver - Job Skills Match
- 5th Key Driver - Citizen Impact

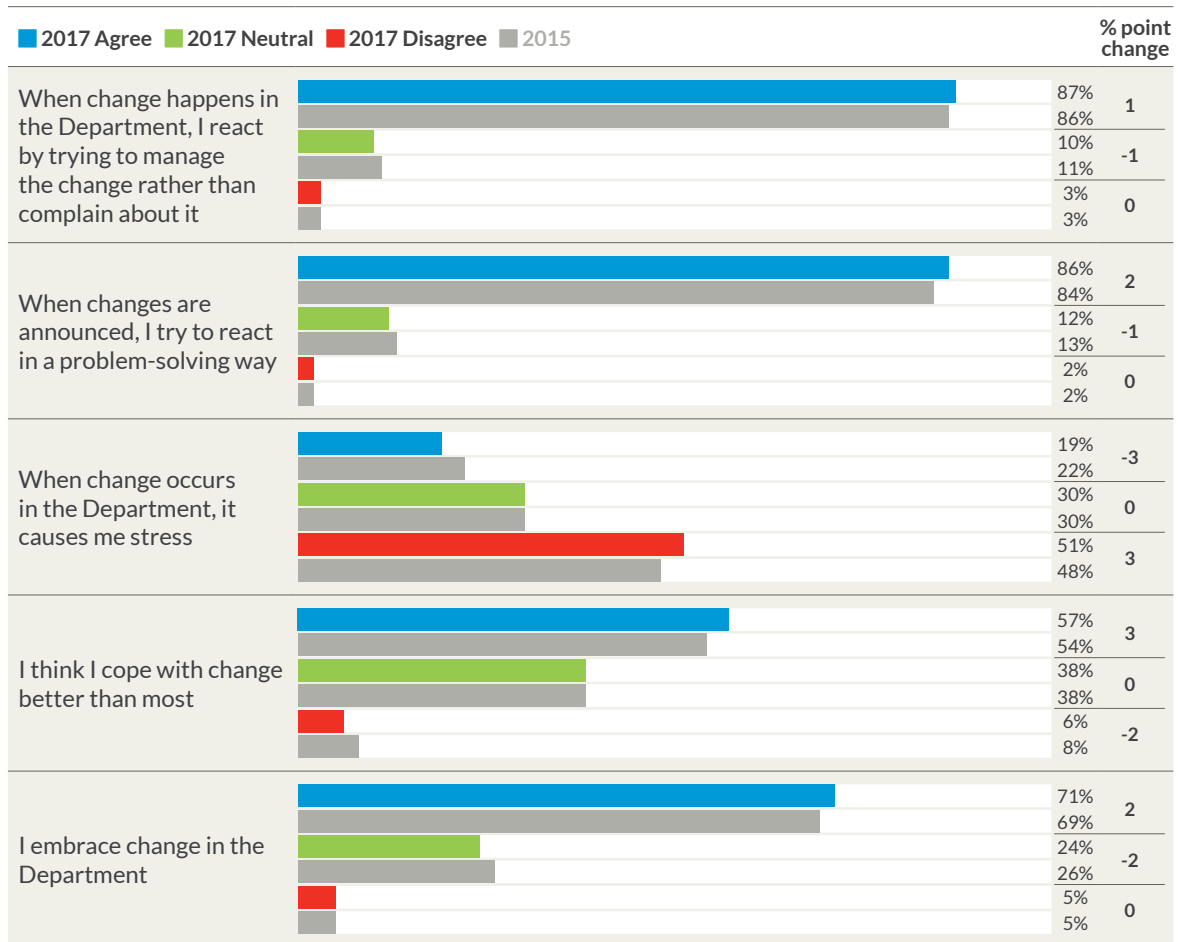


- **Coping with Change, at 71%**, is a strong result that shows that most staff generally feel they can cope with change. This score is particularly positive due to the pressures and changes in the Civil Service in recent years.
- While responses are generally positive, one fifth of all staff did note change as a cause of stress. This remains a challenge for all Departments/Offices.
- The variance in results on this theme related to length of service remain static which is evidence that those staff who have experienced the greatest amount of change remain confident in their ability to cope with change. (Further information pp.69-72)
- Organisations can positively influence this score through ensuring that staff feel competent in their work, that they feel adequately supported by their organisation, that they are engaged in meaningful work, and that they are made aware of the difference their work makes in citizens' lives.

Insight:

Support for Coping with Change can also be provided by ensuring staff are kept well informed in advance of changes, that their suggestions are considered, and that they have opportunities to ask questions helping them feel more reassured about the change.

Consultation has been found to be a critical resource for Irish employees in dealing with the demands of difficult organisational change.⁷

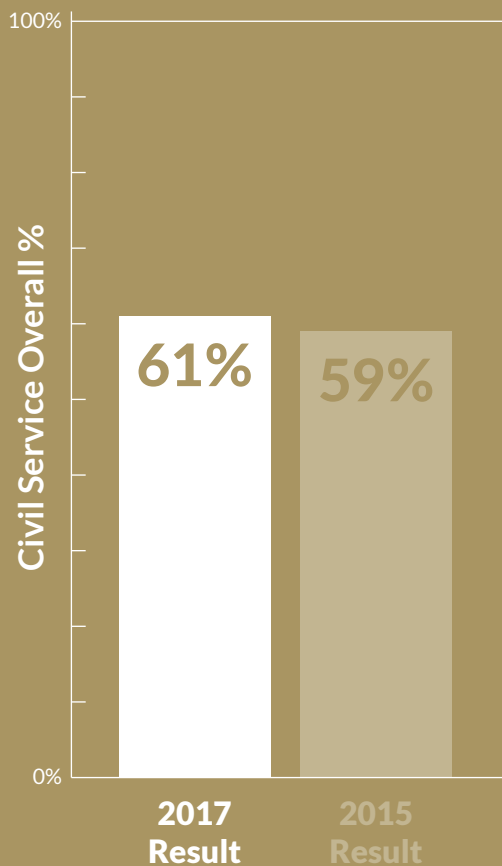


Note: Due to rounding, not all percent positives add up to 100%.

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 one of the four outcomes; Employee Engagement, Commitment to the Organisation, Well-being and Coping with Change.



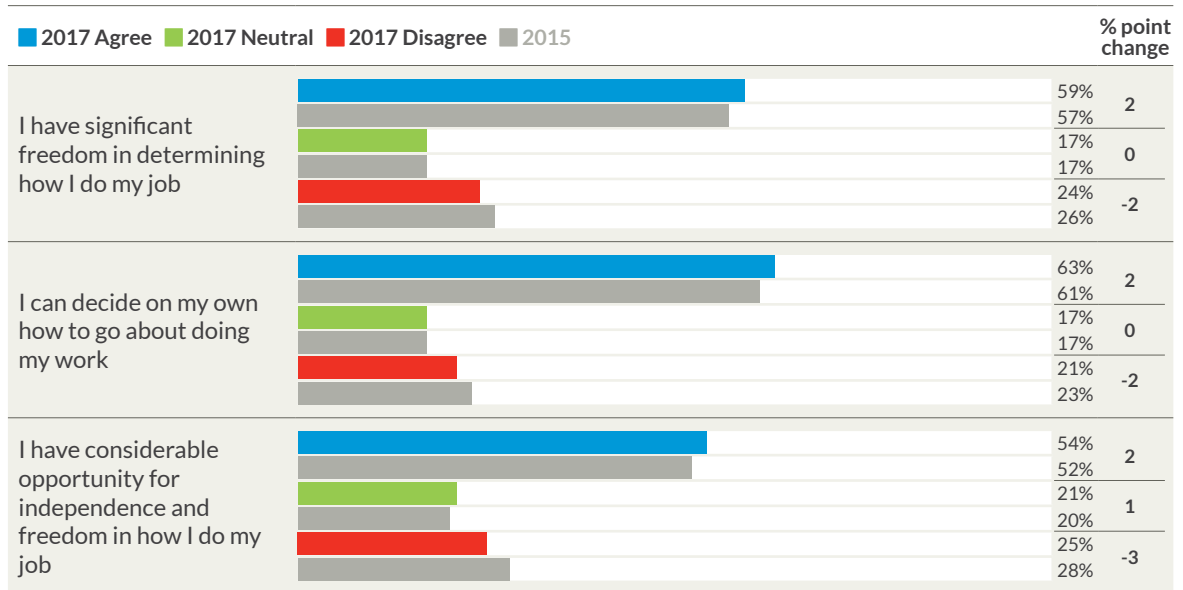
- **Autonomy, at 61%**, shows that many staff feel that they are provided with the freedom to decide how they approach their work. However, a particularly challenging finding is that approximately a quarter of staff do not feel they have opportunities for independence and freedom in how they do their job.
- The variances remain similar to the findings of the 2015 survey with results highest amongst senior grades and significantly lower amongst junior grades. In terms of variances due to length of service, perceptions of Autonomy are more evident after staff have completed more than five years in their role. (Further information pp.69-72)
- Organisations need to pay particular attention to perceptions of Autonomy. In particular, managers should be supported through management development initiatives designed to develop 'empowering' leadership styles in order to afford greater Autonomy to employees.

Insight:

Evidence shows that public sector workers do not typically have the same levels of Autonomy as those employed in the private sector.⁸ while managers in the public sector tend to afford less Autonomy to employees and lower-level managers. Evidence shows that higher levels of Autonomy are aligned with experienced Meaningfulness at work.⁹

International Benchmark:

This result for Autonomy is considerably less favourable when compared to international benchmarks. For example, in the UK 2017 Civil Service People Survey¹⁰ scores for the statement 'I have choice in deciding how I do my work' were 81% for Scotland and 75% for the UK. This compares to a score of 63% in the current survey with regard to the statement 'I can decide on my own how to go about my work'.



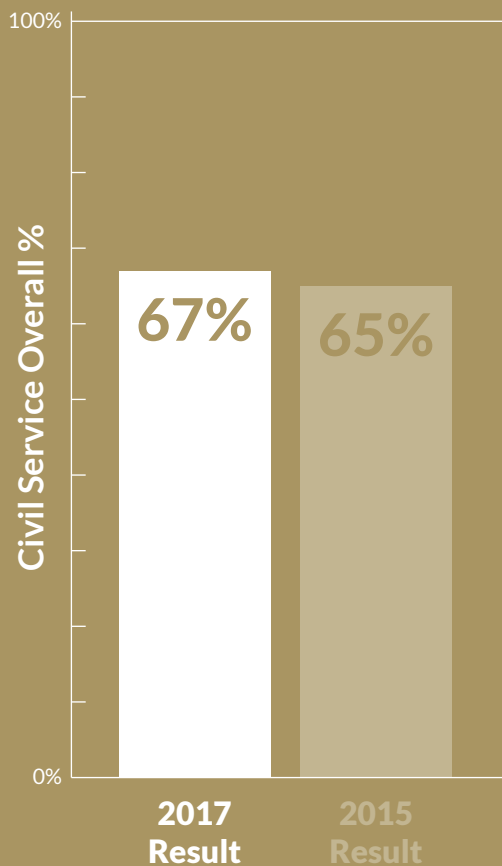
Note: Due to rounding, not all percent positives add up to 100%.

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

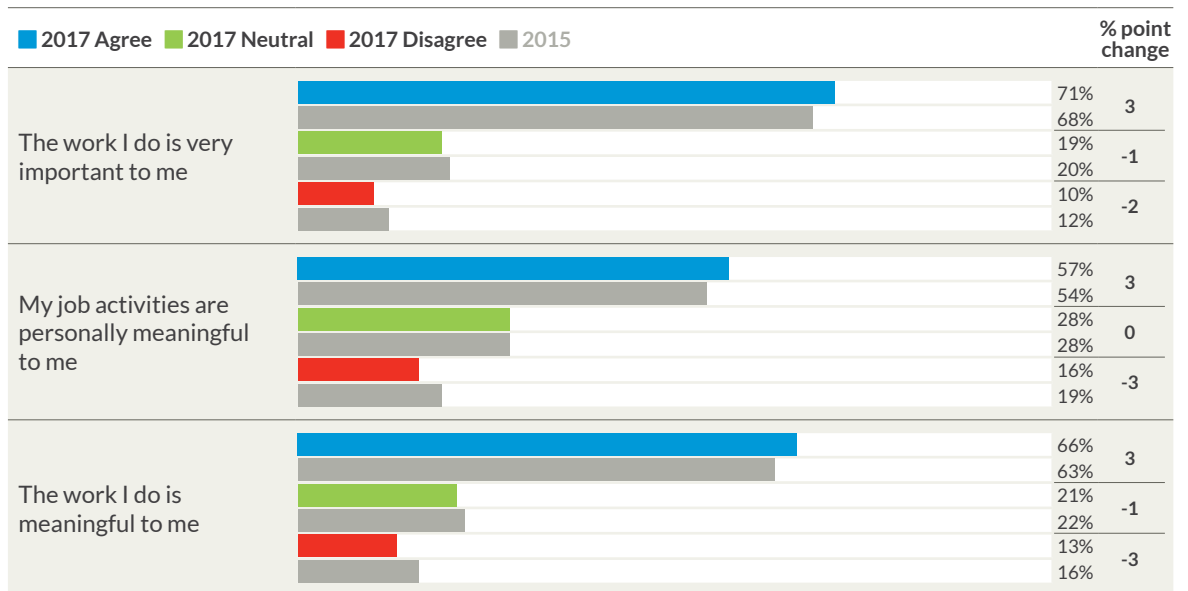


- **Meaningfulness, at 67%**, indicates that a majority of staff believe their work is meaningful. This result is important as Meaningfulness is a key driver for all survey outcomes (i.e. Employee Engagement, Well-being, Commitment to the Organisation and Coping with Change).
- The findings suggest that staff find their work is very important (71%) and very meaningful (66%) to them.
- This result is particularly strong at senior grades but is comparatively high across all demographics. (Further information pp.69-72)
- Civil Service organisations must embrace the importance of meaningful work and this can be achieved through communicating the impact of the work of each individual staff member along with the successes of the Department/Office as a result of these valued contributions. An appreciation of meaningful work needs to be embedded in the culture of the organisation. Many organisations have held staff engagement events to communicate these messages and this result suggests that this has resonated well with staff.

Insight:

In order to foster Meaningfulness at work, leaders within Departments should mobilise employees' skills and potential through a focus on job design and enhancing interesting work and positive relationships with colleagues and clients.

Evidence suggests that communicating the pro-social impact an organisation has on the public/ wider community will heighten employee perceptions of the meaning of their jobs, thereby increasing their desire to perform public service.¹¹



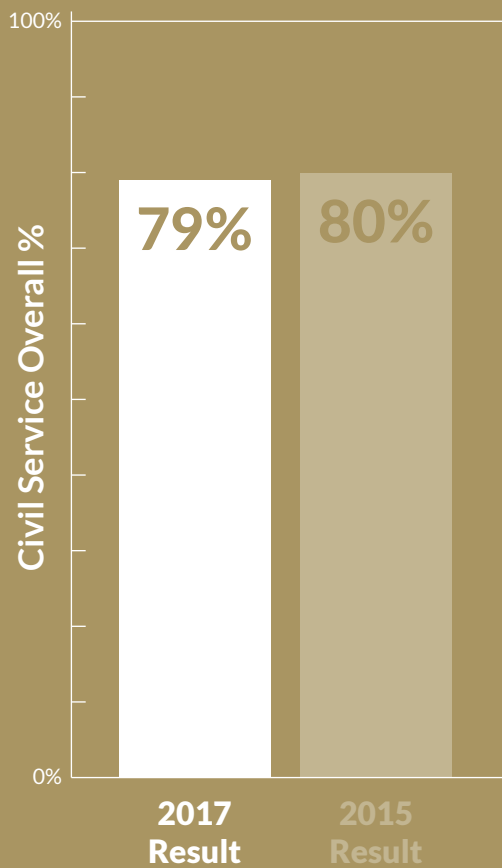
Note: Due to rounding, not all percent positives add up to 100%.

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**
- 5th Key Driver - Employee Engagement**



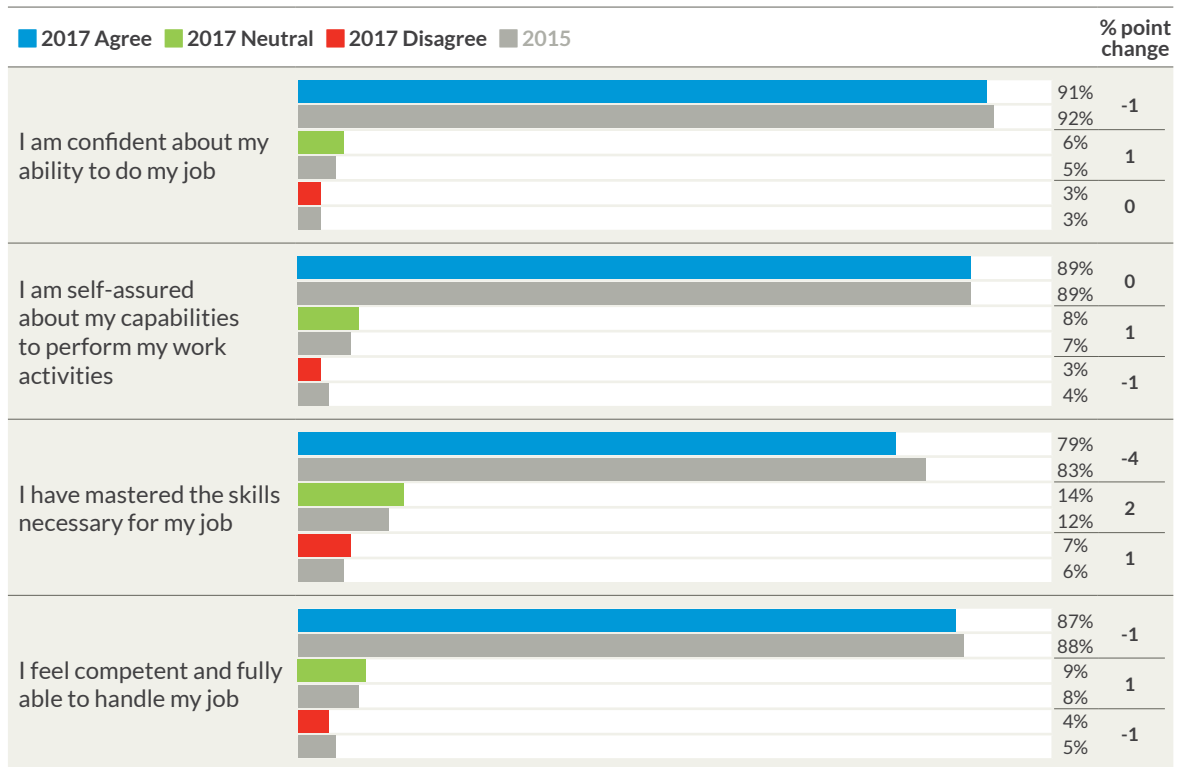
- **Competence, at 79%**, indicates that the majority of staff feel capable and skilful at work.
- This theme had one of the most positive responses with 91% of respondents agreeing with the statement that they are 'confident about their ability to do their job'.
- This theme is a key driver of a number of outcomes and organisations need to ensure that staff feel competent in their work in order to increase their employees' ability to cope with change (Coping with Change), and levels of engagement (Employee Engagement) and Well-being.
- Recent developments related to Learning and Development may have positively influenced the level of self-belief amongst staff regarding their ability to carry out the work required. Perceptions of Competence should strengthen in the coming years with the establishment of OneLearning, the new Civil Service Learning and Development Centre, which was established in 2017 to support the development of skills and competencies across the Civil Service.

Insight:

The slight decrease in Competence scores may be as a result of increased mobility within the Civil Service. Individuals moving into new roles are typically faced with new challenges and it can take a period of adjustment before they feel fully competent. This is not inherently negative.

International Benchmark:

In the Welsh Government Civil Service People Survey 2017¹², 89% of respondents reported that they had the skills needed to do their jobs effectively.

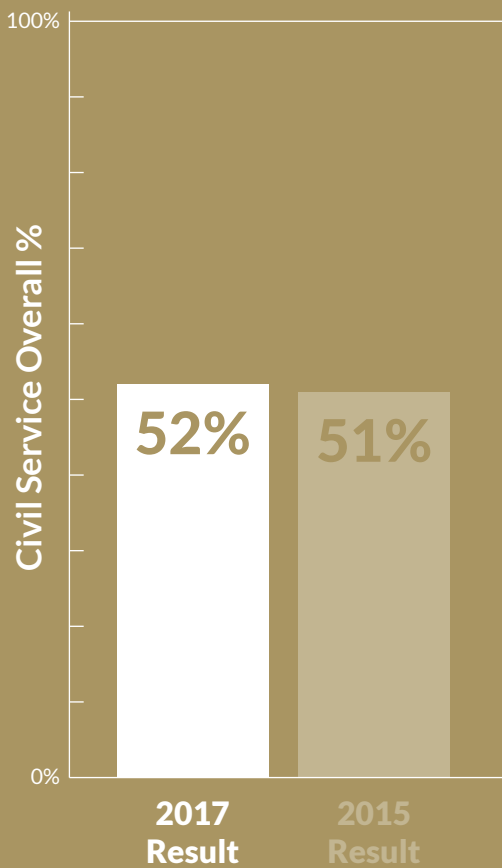


Note: Due to rounding, not all percent positives add up to 100%.

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**



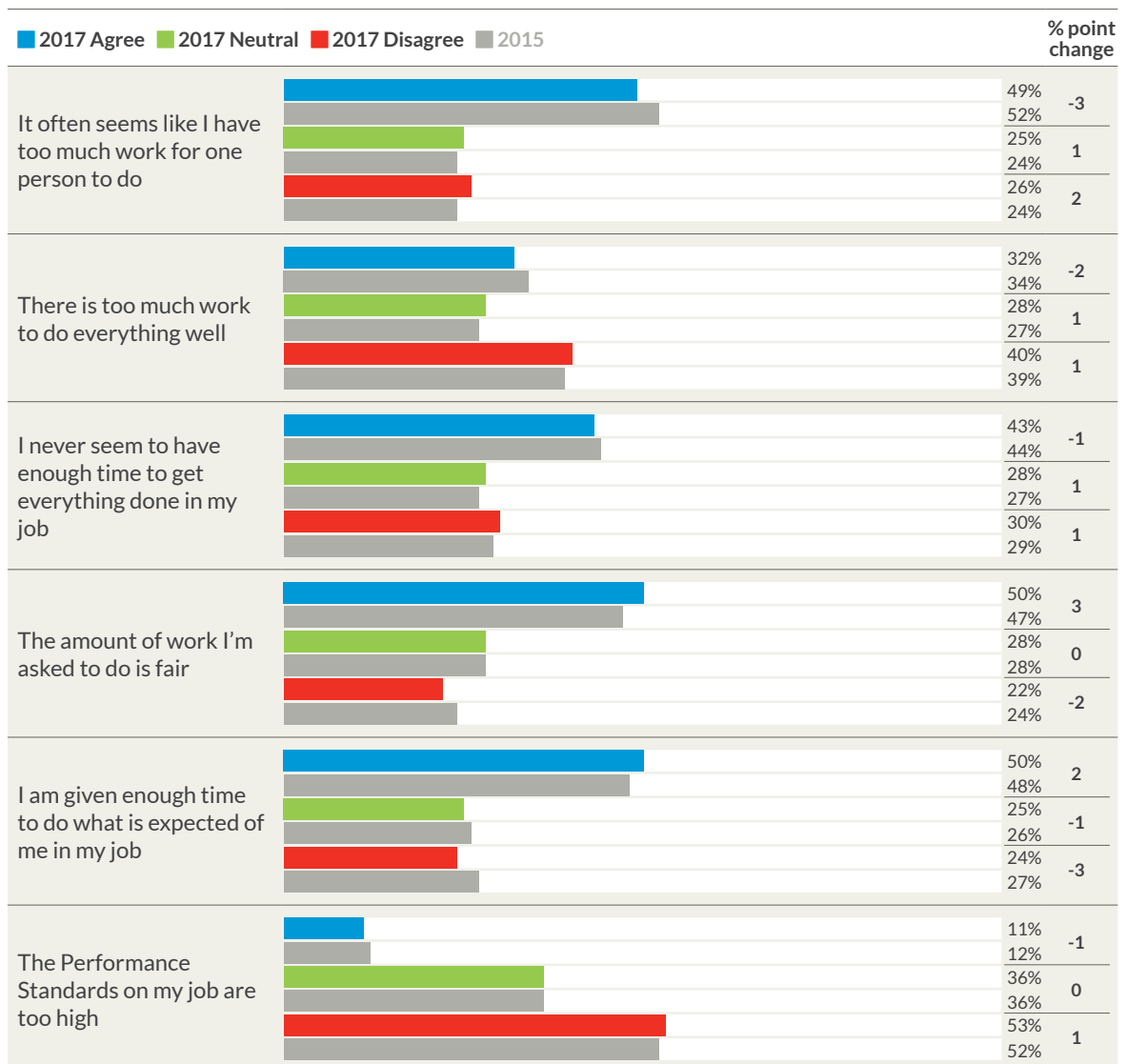
- **Job Demands at 52%**, indicates that there are mixed views about how demanding civil servants find their work. Only half of all staff believe that the amount of work they are asked to do is fair and agree that they are given enough time to do what is expected of them.
- This theme has experienced increases across a number of grades, particularly at middle management levels. (Further information pp.69-72)
- The level at which staff find their work demanding has an impact on their sense of Well-being and further research across individual organisations is required to ensure that an appropriate balance in workload is achieved.

Insight:

Job Demands are not wholly negative; they represent challenges, which help civil servants to feel engaged in their work, and aspects of work that place pressure on civil servants to get things done. However, excessive demands without appropriate resources to manage them can lead to declines in engagement and Well-being.¹³ In order to cope with Job Demands, managers can ensure that civil servants have access to job resources, such as Autonomy, manager and Social Support as well as appropriate training^{14,15}

International Benchmark:

At 52%, this result is somewhat less favourable compared to international benchmarks. For example, in the 2017 Scottish Civil Service People Survey¹⁶, 63% of respondents indicated that they had an acceptable workload.



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.

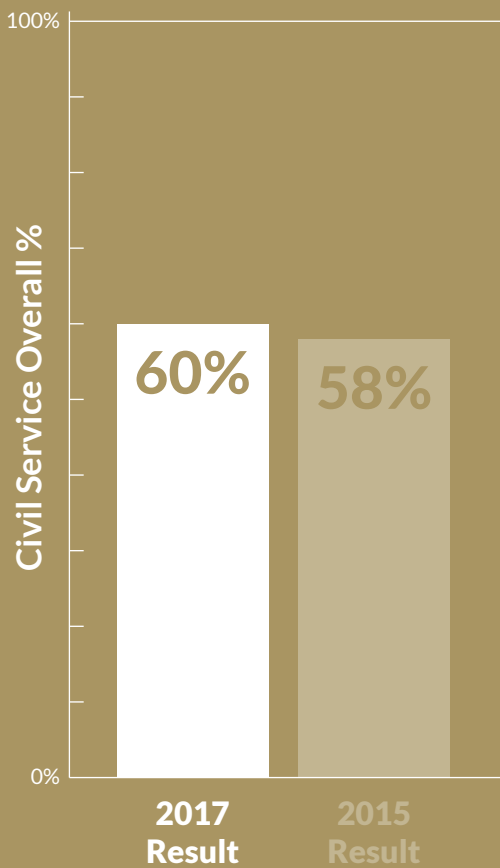
Job Skills Match is a key driver of the following outcomes:

2nd Key Driver – Employee Engagement

4th Key Driver – Coping with Change

4th Key Driver – Well-being

5th Key Driver – Commitment to the Organisation



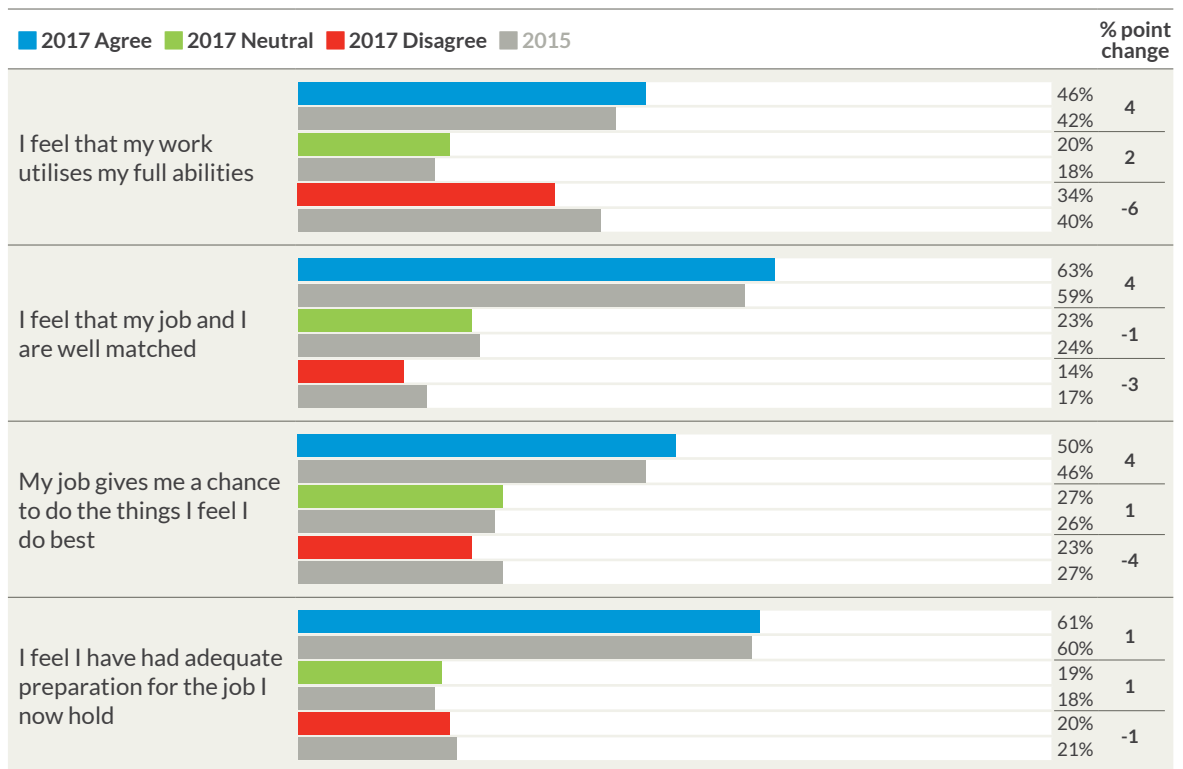
- **Job Skills Match, at 60%**, is important as it is a main driver for all survey outcomes (Employee Engagement, Well-being, Commitment to the Organisation and Coping with Change).
- The results show that 63% of staff feel that they are well matched to their jobs, which compares to 59% in 2015. This result may indicate that staff have had the opportunity to develop more suitable skills as a result of the increase in Learning and Development opportunities across Departments/Offices, or this may be a reflection of the increase in movement across the system as staff have more opportunities to move into a role that is better aligned with their skills. While the results show that 61% of staff feel adequately prepared for the job they currently hold, 20% indicate that they do not. This suggests that further learning or career supports may be required as people move into new roles.
- Departments/Offices can increase their scores in this theme by ensuring staff have more flexibility to move to roles that match their skills or that they have opportunities to avail of training that helps them to develop required skills.

Insight:

Evidence suggests that both public service motivation and job satisfaction can be negatively impacted when there is a poor fit between individuals' skills and the type of jobs that they do. They are also less likely to feel that their work has a positive impact on society.¹⁷

International Benchmark:

This result, at 60%, is somewhat less favourable compared to international benchmarks. For example, according to the Australian Public Service – State of the Service Report, 74% of respondents feel that they use their skills in their current jobs.¹⁸

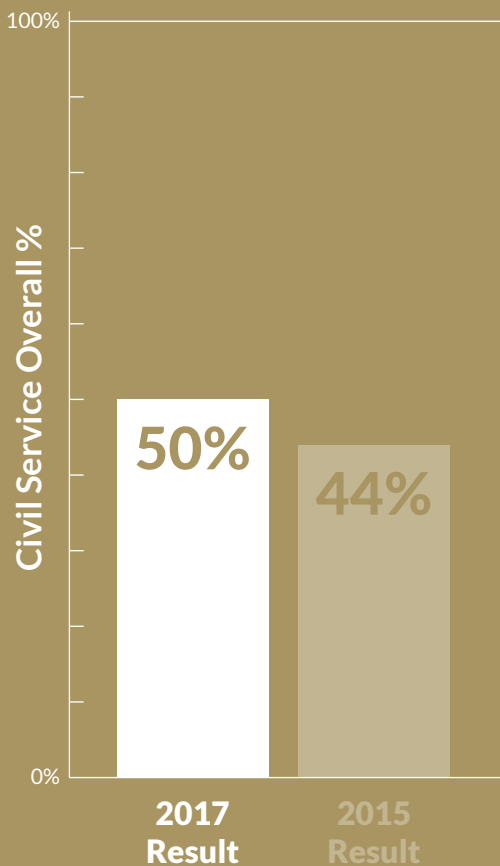


Note: Due to rounding, not all percent positives add up to 100%.

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 one of the four outcomes; Employee Engagement, Commitment to the Organisation, Well-being and Coping with Change.



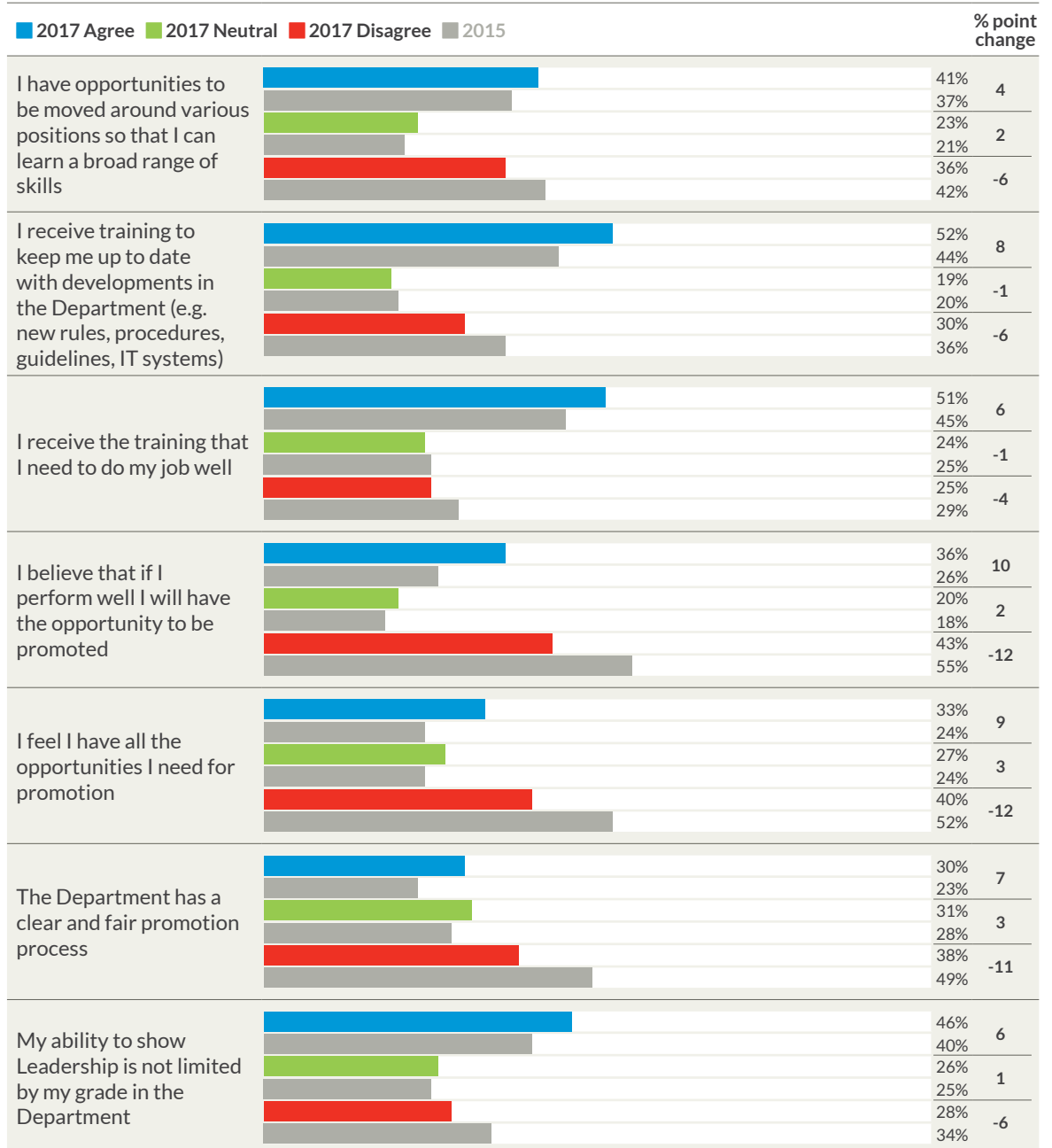
- **Career Development and Mobility, at 50%**, has improved considerably since 2015 but remains one of the more challenging results in the survey.
- Notwithstanding this challenging result, there was a considerable increase in agreement to the statement 'I believe that if I perform well I will have the opportunity to be promoted' (from 26% in 2015 to 36% in 2017).
- It is worth noting that no significant differences emerged in perceptions of Career Development and Mobility according to gender. Improvements across a number of groupings including amongst junior grades and a significant increase amongst staff aged 30-34 years old may be an indication of the positive impact on perception of mobility through the increase in open competitions for promotion and the recently launched Civil Service Mobility Scheme. (Further information pp.69-72)
- While this score has improved, the results show that opportunities for Career Development and Mobility are constrained. The score will further be improved as a result of the roll out of the Civil Service Mobility Scheme under Action 15 of the Civil Service Renewal Plan.

Insight:

The challenges associated with career development need to be considered in conjunction with both performance management and Learning and Development opportunities.

International Benchmark:

In the UK Civil Service People Survey 2017, 47% of respondents indicated that they had opportunities to develop their careers compared to 33% in this survey.¹⁶

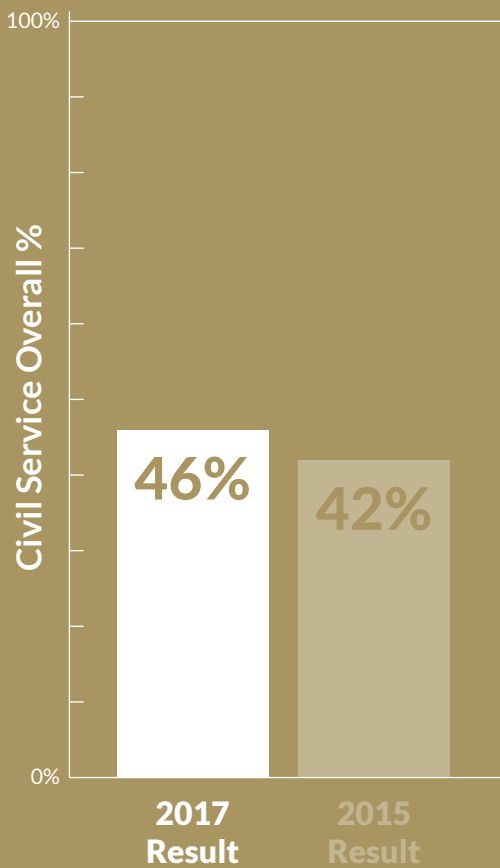


Note: Due to rounding, not all percent positives add up to 100%.

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 one of the four outcomes; Employee Engagement, Commitment to the Organisation, Well-being and Coping with Change.



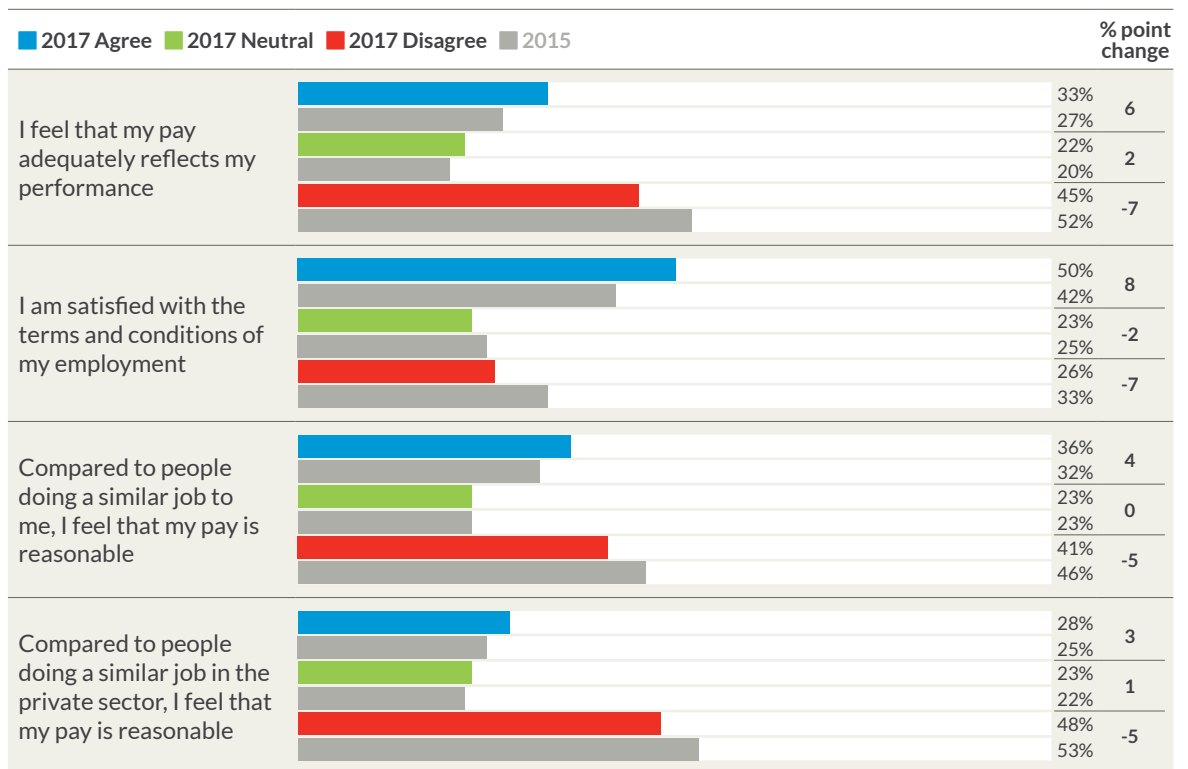
- **Your Pay, at 46%**, is the third lowest result in the survey. Following on from the 2015 survey, this finding perhaps reflects recent changes to pay conditions in response to the economic crisis.
- While this score remains challenging, the slight improvement may be related to partial pay restoration which has been introduced since 2015.
- It is worth noting that no significant differences emerged with regard to gender and pay. It is also notable that pay did not emerge as a key driver of the outcomes investigated in the survey i.e. employees' levels of engagement, their Well-being, their ability to cope with change, and commitment to their organisation. (Further information pp.69-72)
- The challenge in improving this score in the future rests on establishing a sense of internal pay equity that will rely on fair and transparent performance management and promotion processes.

Insight:

International evidence strongly suggests that, compared to private sector employees, public sector workers value the opportunity to perform public services and are more likely to be motivated by intrinsic aspects of work than by monetary rewards. Satisfaction related to pay is not simply about how much employees are paid but how they are paid relative to colleagues in similar roles with similar tenure. Any perceptions of inequity in this regard can considerably impact negatively on pay satisfaction and on motivation more generally. For this reason, consideration should be given to the prioritisation of performance management and promotion systems.

International Benchmark:

In the survey, 33% of staff agreed with the statement 'I feel that my pay adequately reflects my performance', which compares to 30% among respondents in the 2017 UK Civil Service People Survey.¹⁶

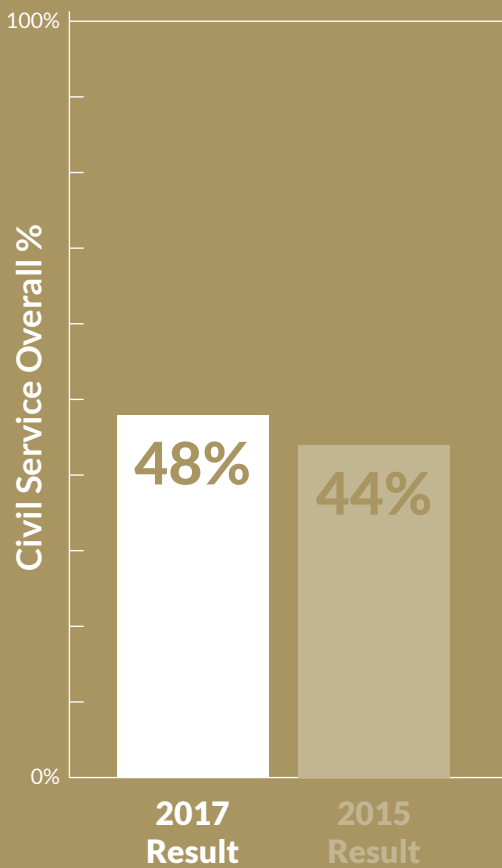


Note: Due to rounding, not all percent positives add up to 100%.

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 one of the four outcomes; Employee Engagement, Commitment to the Organisation, Well-being and Coping with Change.



- **Performance Standards, at 48%**, was one of the lowest in the survey, raising questions for the Civil Service about how Performance Standards, and performance management is perceived. This is one of the more challenging results to emerge from the survey, where only 15% of staff think that poor performance is being addressed. The results highlight that civil servants do not see any meaningful improvements in the management of poor performance.
- Almost 60% of civil servants feel that 'poor performance' is not effectively addressed throughout their Department – this is a particularly challenging result. Although the score remains quite low, the marginal improvement since 2015 may be attributed to the range of initiatives progressed to combat this challenging area including the introduction of a new Performance Management and Development System and an updated disciplinary code in 2016, along with an updated Management of Underperformance Policy which came into effect in 2017.
- The results show that those aged between 30-34 years old have significantly more positive views with regard to how performance is managed. (Further information pp.69-72)
- Departments/Offices can optimise individual and team performance by tackling underperformance along with identifying increased supports and recognition for high performance. Maintenance of Performance Standards can also be supported by fostering a culture of Learning and Development and by facilitating continuous professional development.

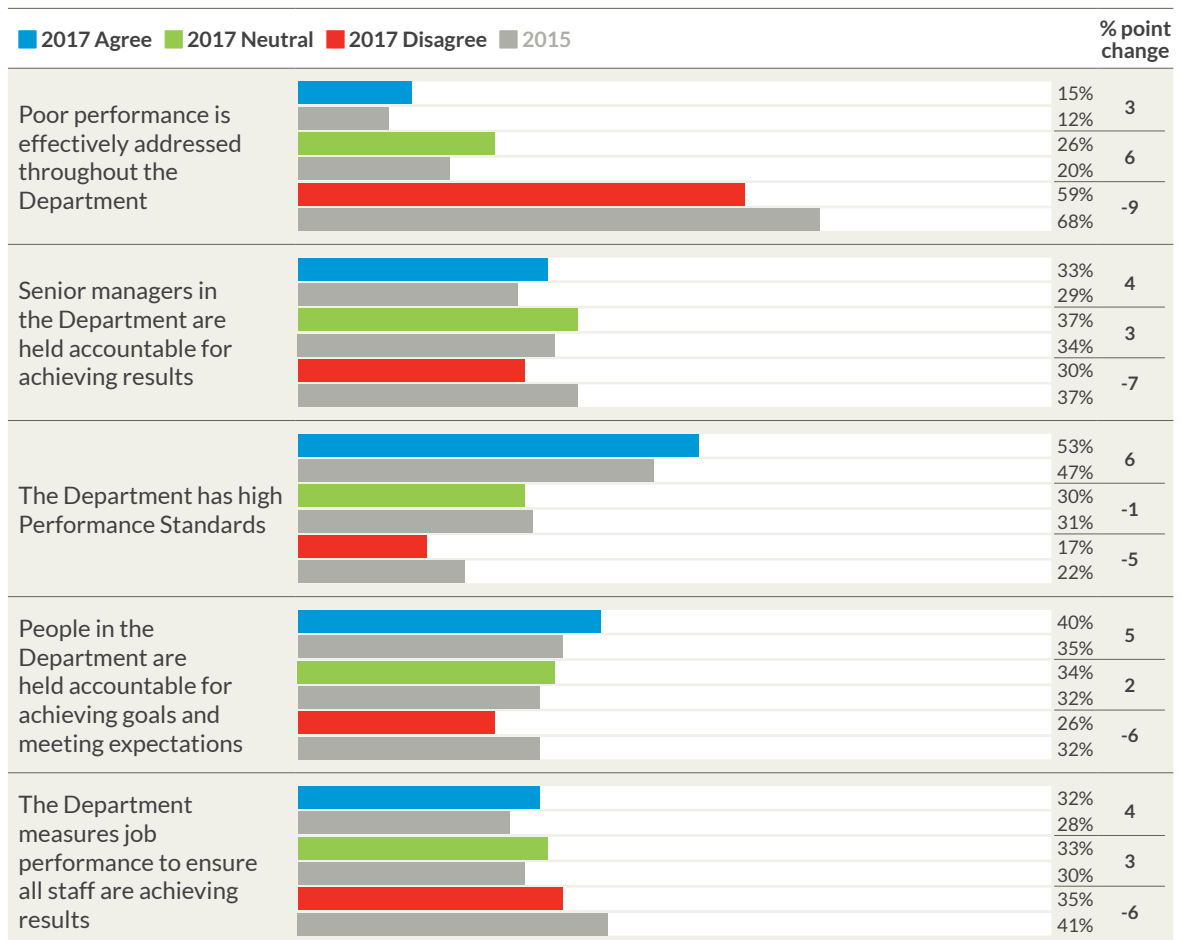
Insight:

The management of performance, including underperformance, continues to be a dominant focus in public management internationally.¹⁹

Studies suggest that managers and employees should identify and discuss the types of supports that are required to achieve higher future performance, with a particular emphasis on Learning and Development needs.

International Benchmark:

This result for Performance Standards is considerably less favourable compared to international benchmarks. For example, in the 2017 UK Civil Service People Survey, 40% of respondents agreed with the statement that 'poor performance is dealt with effectively in my team'. This compares to just 15% of respondents in this survey agreeing with the statement 'poor performance is effectively addressed throughout the department'.¹⁶

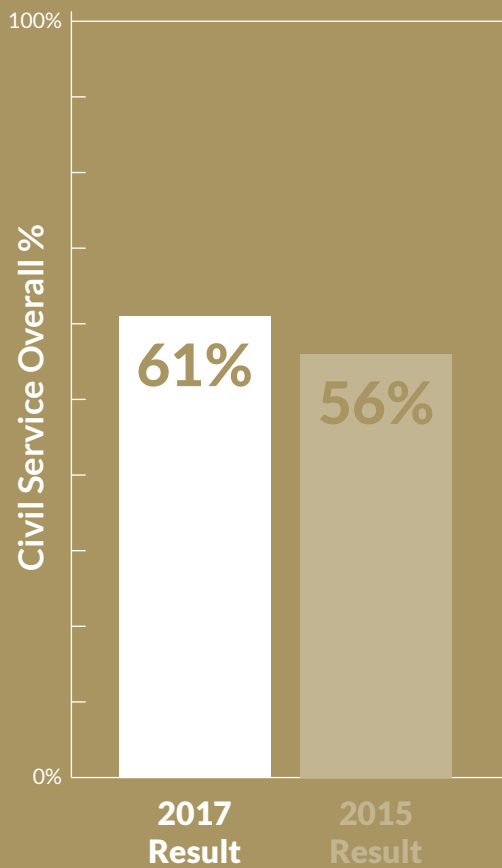


Note: Due to rounding, not all percent positives add up to 100%.

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 one of the four outcomes; Employee Engagement, Commitment to the Organisation, Well-being and Coping with Change.



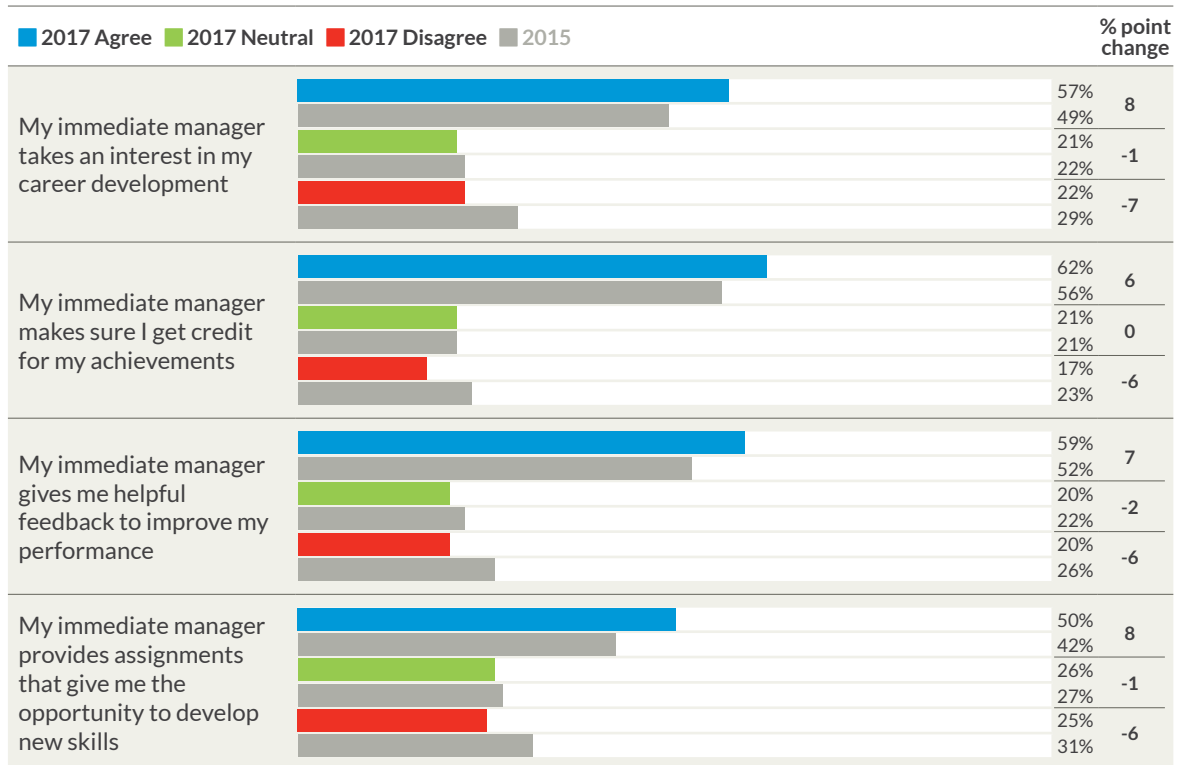
- **Manager Career Support, at 61%**, shows mixed responses regarding the level of support staff receive from their immediate line managers. However, yet again, it shows a marked 5-point increase on perceptions of manager career support since the 2015 survey.
- The findings show that 59% of employees agree that managers provide them with helpful feedback to improve their performance, which compares to a score of 52% on the 2015 results. In addition, 62% agree that managers give them credit for their achievements, compared to 56% in 2015.
- While the increase in perceptions of manager support since 2015 is fairly consistent across the Civil Service groupings, significant improvements are more evident amongst junior grades which may reflect initiatives progressed across organisations to increase Learning and Development opportunities, along with the usage of the new Performance and Development Management System to set clear goals for staff. It is also notable that no significant gender differences emerged with regard to Manager Career Support. Individual managers can have an impact on this theme by developing skills required for their people management role and by providing clarity to staff on their expected level of performance. (Further information pp.69-72)

Insight:

Managers who create a supportive work environment do so by showing concern for their employees' Well-being, assisting with their career development, and recognising and valuing their contributions. One important consequence of such an environment is that employees will not be afraid to share new ideas about their work activities because they will feel confident that their supervisor will be supportive. An associated outcome is that this climate of 'psychological safety' will promote greater meaningfulness and attention to work tasks.

International Benchmark:

The result for Manager Career Support is considerably less favourable compared to international benchmarks. For example, in the 2017 UK Civil Service People Survey, 79% of respondents agreed with the statement 'My manager recognises when I have done my job well'. This compares to 62% of respondents in this survey who agreed with the statement 'My immediate manager makes sure I get credit for my achievements'

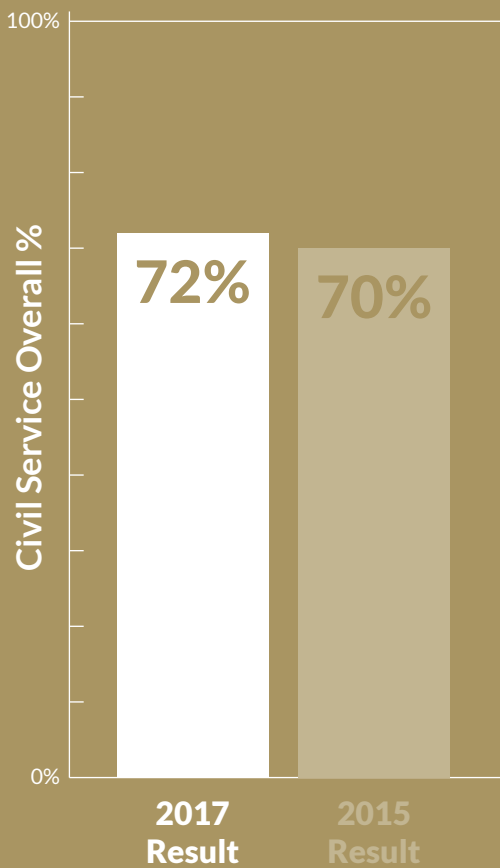


Note: Due to rounding, not all percent positives add up to 100%.

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:
4th Key Driver – Commitment to the Organisation**



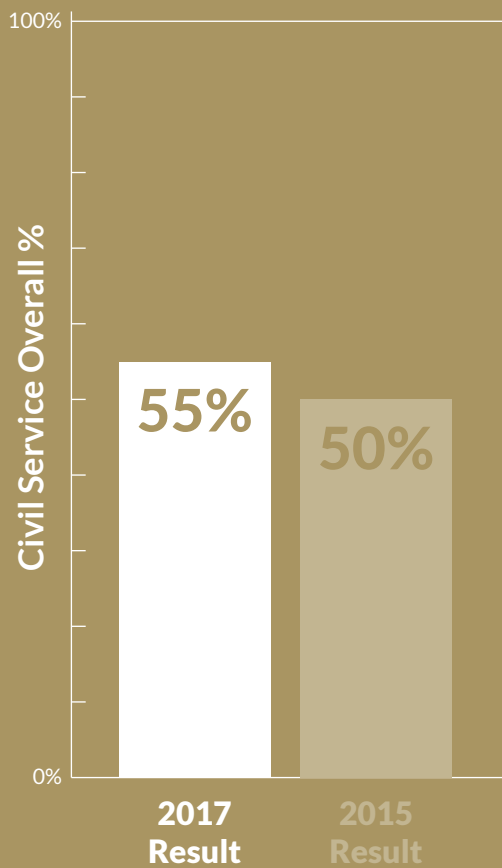
Leadership

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:

3rd Key Driver – Commitment to the Organisation

4th Key Driver – Employee Engagement



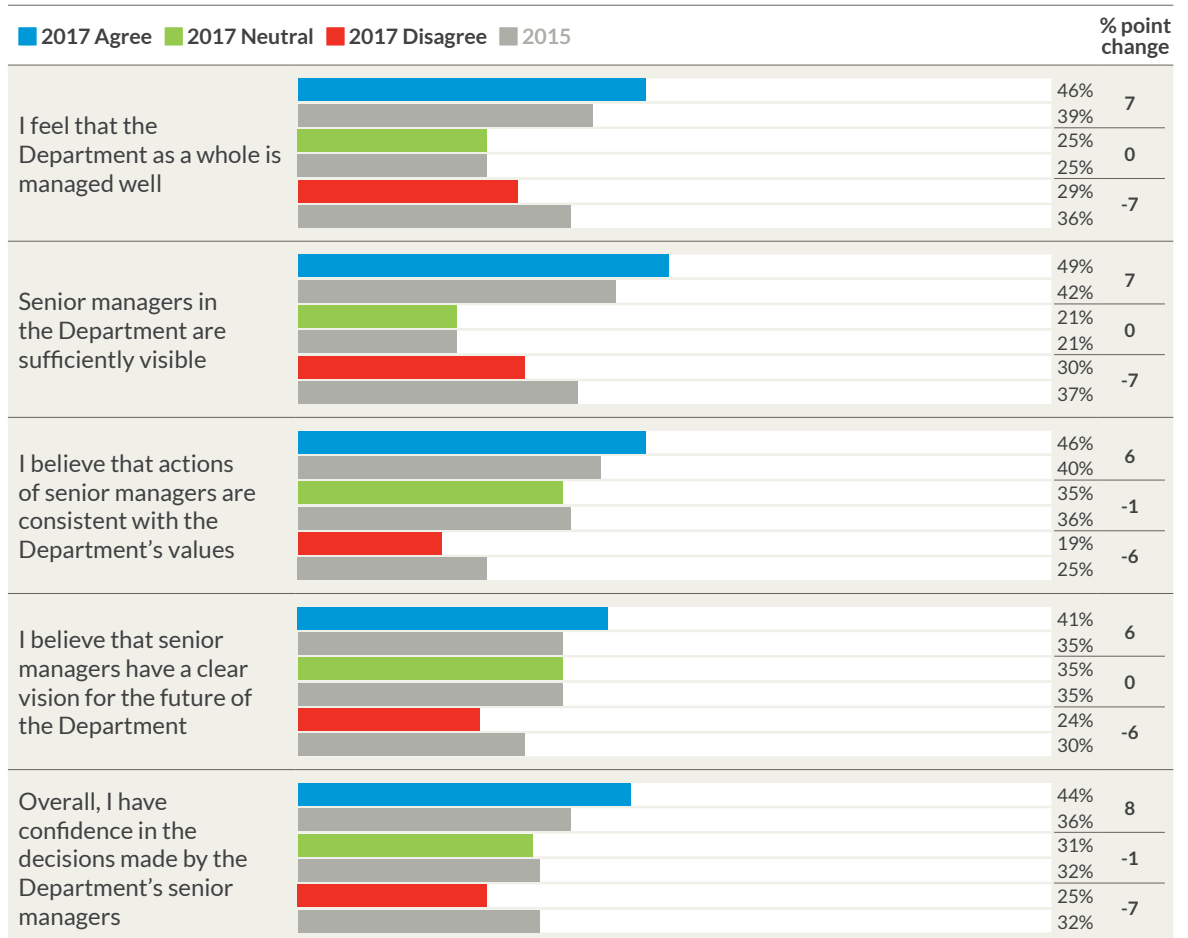
- **Leadership, at 55%**, has seen a 5-point increase since 2015, but it still remains a significant challenge for the Civil Service.
- Nearly one third of staff (29%) believe that their organisation as a whole is not managed well and a quarter of staff do not have confidence in the decisions made by their organisation’s senior managers.
- Leadership is a key driver of two of the main outcomes in the survey (Employee Engagement and Commitment to the Organisation).
- While this result is particularly challenging, the increase in scores within the theme is evidence of the positive steps taken by organisations following the results of the 2015 survey including the introduction of grade fora and enhanced internal communications. It also reflects the numerous strategic initiatives that have been rolled out across the Civil Service such as benefits arising from the establishment of the Civil Service Management Board, the establishment of an Accountability Board for the Civil Service, and the setting of governance standards both within Departments/Offices and for the Civil Service as a whole. There have also been investments in Leadership development, such as the Public Service Executive Leadership programme, to assist in building future Leadership capacity across the Civil Service.

Insight:

Concentrating on improving communications, both top-down and bottom-up, between leaders and employees within Departments is the first step towards improving attitudes towards leadership in their organisation.

International Benchmark:

The responses regarding Leadership are somewhat less positive compared to responses from the 2017 UK Civil Service People Survey. For example, only 49% agree with the statement ‘senior managers in the Department are sufficiently visible’ compared to 60% in the UK.¹⁶



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.

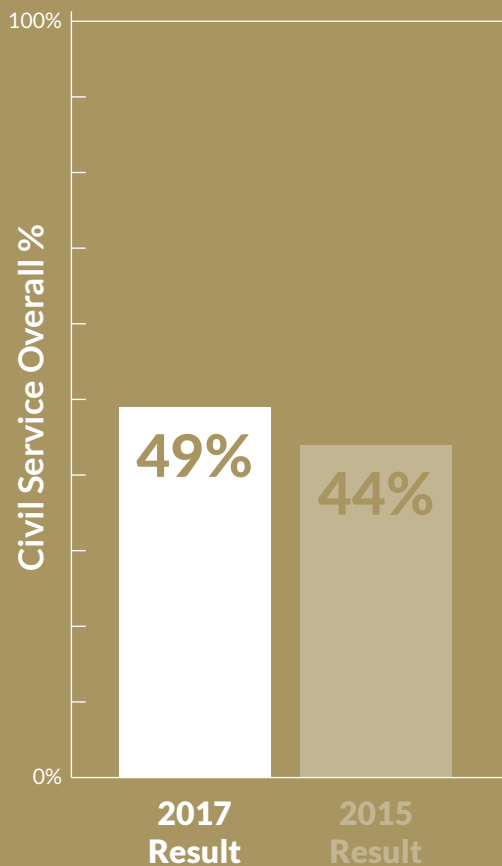
Organisational support is a key driver of the following outcomes:

1st Key Driver – Commitment to the Organisation

2nd Key Driver – Coping with Change

3rd Key Driver – Employee Engagement

5th Key Driver – Well Being



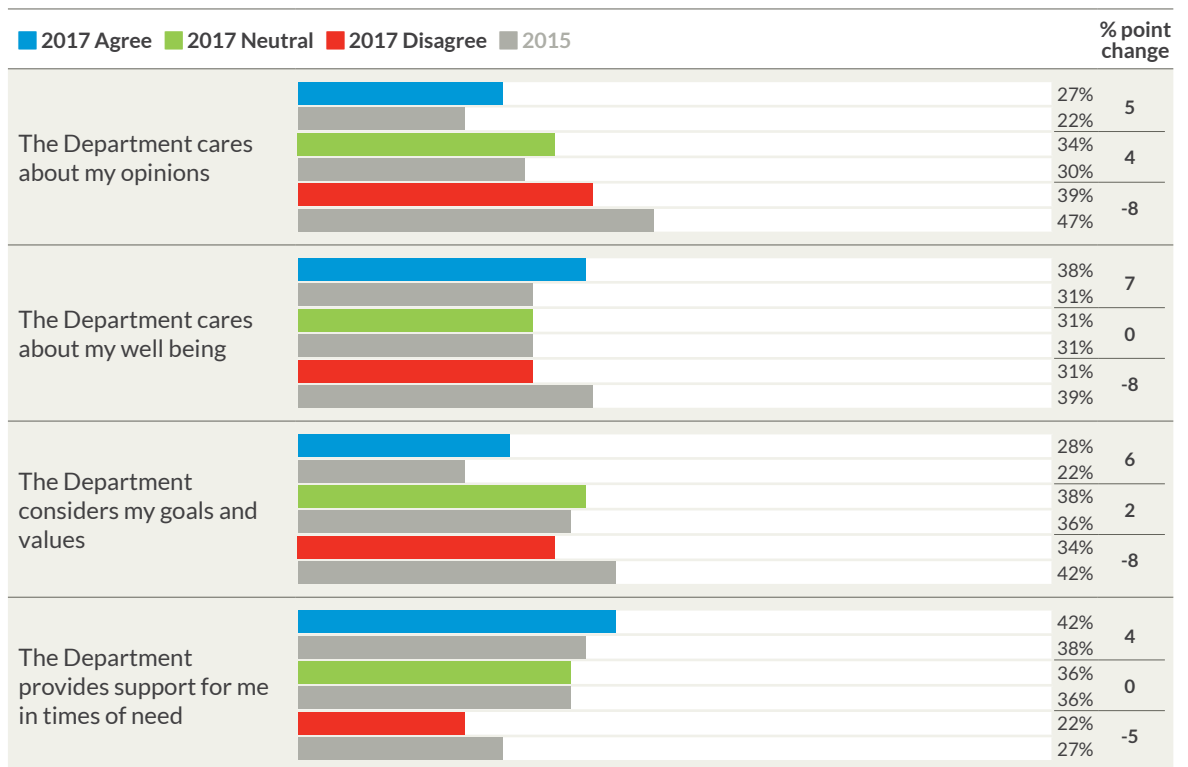
- **Organisational Support, at 49%**, is one of the lowest scores in the survey. Although the score has increased slightly since 2015, this remains a significantly challenging result.
- The increase may be as a result of developments since the 2015 CSEES, including increased Learning and Development opportunities for staff, the new wellness initiatives that have been rolled out across Departments/Offices, and the embedding of the Employee Engagement Survey as a means of obtaining feedback from staff.
- Staff at senior levels are markedly more positive about the extent to which their contribution is valued by their organisations along with staff who have worked in the Civil Service for less than 5 years. (Further information pp.69-72)
- Perceptions of Organisational Support have a profound impact on how engaged civil servants feel at work, their ability to cope with change and their sense of Commitment to the Organisation. Organisations can improve perceptions in this area by continuing to increase internal communications, including upward feedback, and fostering a culture in which contributions are valued.

Insight:

Essentially, the extent to which a civil servant feels supported in their organisation comes down to feeling that their contribution is valued and that the organisation cares about their Well-being. Recognition of achievement; praise for jobs well done and showing concern for employee welfare are critical in conveying Organisational Support to employees. These simple steps are often taken for granted but have a significant impact on employees' perceptions of the organisation. Employees who perceive higher levels of organisational support trust the organisations more, are more inclined to work harder and to go above and beyond for the organisation, while they are less likely to engage in counterproductive behaviours.²²

International Benchmark:

The result for Organisational Support is somewhat less favourable compared to international benchmarks. For example, in the 2016 United States Federal Employee Viewpoint Survey²³, 55% of respondents agreed with the statement 'Senior leaders demonstrate support for work/life programmes'. This compares to 38% of respondents in this survey who agreed with the statement 'The Department cares about my Well-being'.

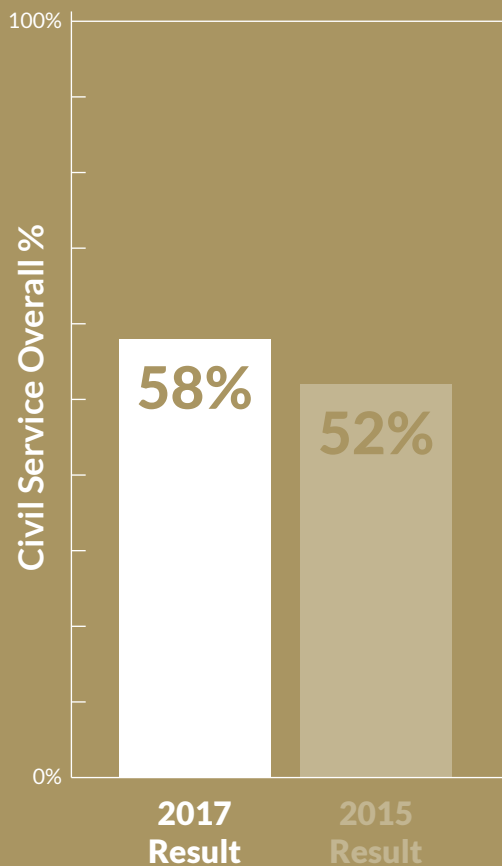


Note: Due to rounding, not all percent positives add up to 100%.

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 one of the four outcomes; Employee Engagement, Commitment to the Organisation, Well-being and Coping with Change.



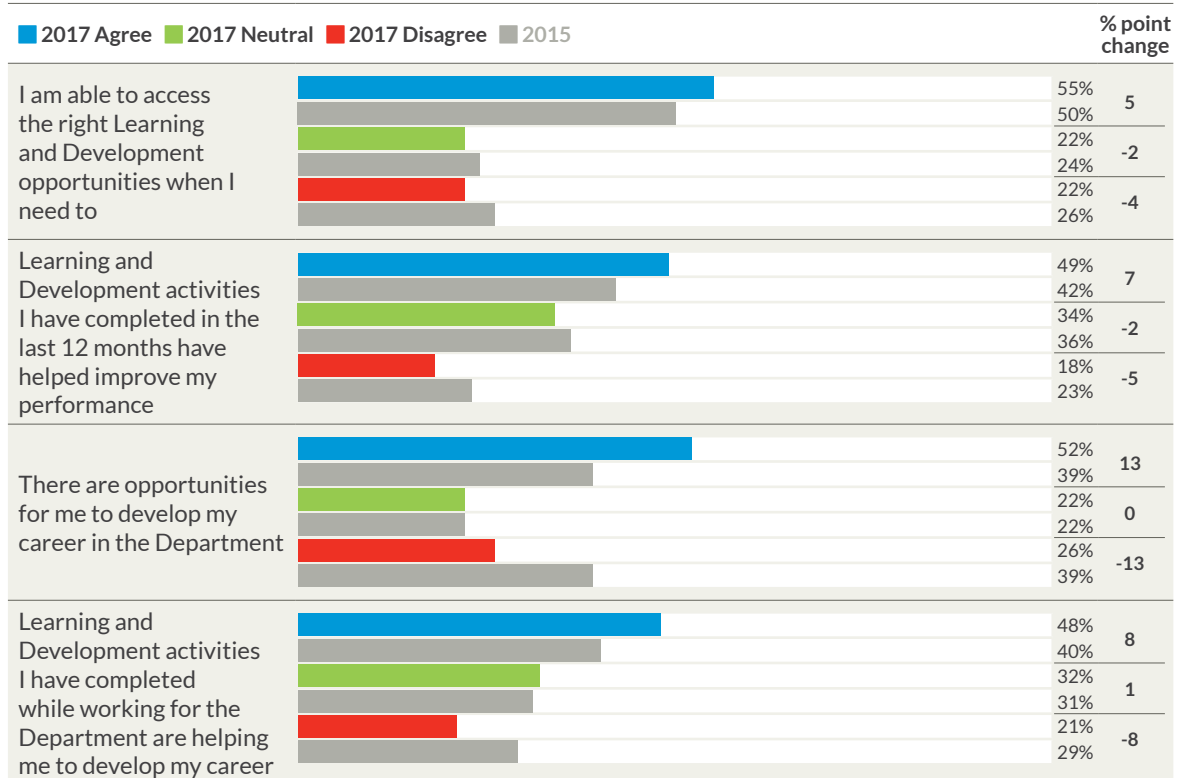
- **Learning and Development, at 58%**, has experienced one of the largest increases since 2015.
- The largest increase under this theme is evident in respondents' agreement to the question 'There are opportunities for me to develop my career in the Department', which increased from 39% in 2015 to 52% in 2017. This substantial improvement from the 2015 Survey may be as a result of increased development opportunities. In addition, 55% of staff believe they can access the correct training opportunities when required (up from 50% in 2015), which may reflect the increased emphasis on identifying learning needs of staff through the PMDS system.
- The largest improvement in this theme is amongst staff aged 30-34 years old and those with over five years' service in the Civil Service which may reflect the increased resources now available for training as opposed to the budget cuts that were applied to this area in the past. (Further information pp.69-72)
- To see further improvements on this score, organisations should ensure that training needs identified through the PMDS system are adequately addressed and that appropriate monitoring and evaluation of training is carried out. These scores can be impacted further by the ongoing work to improve Learning and Development in the Civil Service through the establishment of OneLearning (Action 9 of the Civil Service Renewal Plan).

Insight:

While training and development opportunities serve dual purposes by addressing performance problems while also developing an individual's potential, they also signal an investment in employees on the part of organisations. This investment represents a form of Organisational Support which is often then reciprocated on the part of employees in the form of higher levels of commitment, engagement, performance and other outcomes. Such investments, by alleviating performance deficits can also lead to more fulfilling work for employees, which in turn can impact positively on their Well-being.

International Benchmark:

The result is somewhat less favourable compared to international benchmarks. In the survey, 55% of staff agreed with the statement 'I am able to access the right Learning and Development opportunities when I need to', which compares to 67% among respondents to the 2017 Welsh Civil Service People Survey.²⁴

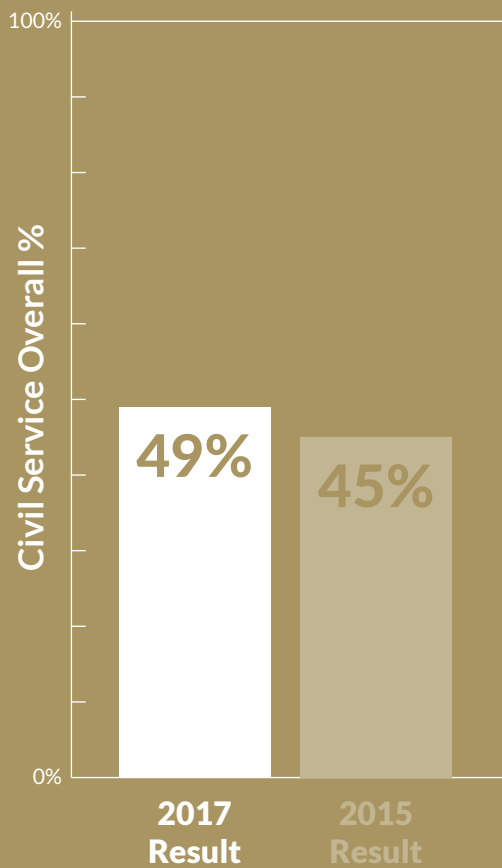


Note: Due to rounding, not all percent positives add up to 100%.

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 one of the four outcomes; Employee Engagement, Commitment to the Organisation, Well-being and Coping with Change.



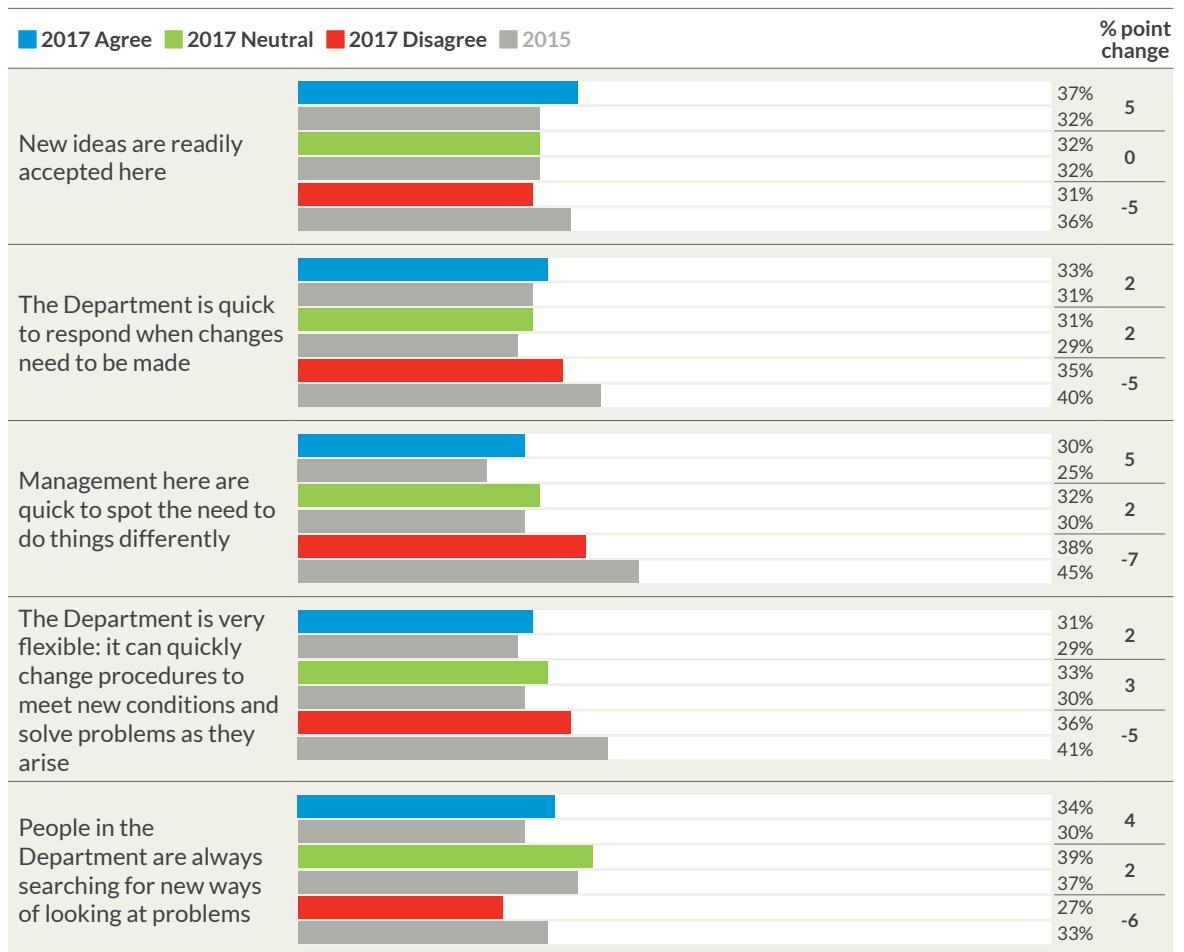
- **Innovative Climate, at 49%**, has seen a 4-point increase since 2015. While this is a positive development, it remains one of the more challenging results in the Employee Engagement Survey.
- The results show that almost one third of staff (31%) do not believe that ideas are readily accepted in their organisation, while 38% do not believe that managers are quick to spot the need to do things differently.
- Results under this theme are high at senior levels but decrease considerably from Assistant Secretary General level and equivalent grades to lower grades. This score may indicate that staff at higher grades feel they have more freedom and space to be innovative. (Further information pp.69-72)
- A very positive development since 2015 has been the launch of the Civil Service Excellence and Innovation Awards, which should set a solid foundation for the further enhancement of a climate for innovation both within and across Departments/Offices. Further work is required by Departments/Offices to embed a culture of innovation and to foster a climate which encourages innovative behaviours among staff. This requires organisational cultures that provide support – to managers and employees - for attempts to introduce new and improved ways of doing things.

Insight:

Building an innovative climate requires jobs that allow for autonomy and that foster employee empowerment through arrangements such as participation and delegation. Such a climate is driven by leaders who value innovation, and who provide the supports necessary to employees to deal effectively with the additional responsibility that accompanies increased empowerment.

International Benchmark:

This result is considerably less favourable compared to international benchmarks. In the 2017 Scottish Civil Service People Survey, 85% of respondents agreed with the statement 'my manager is open to new ideas'. This compares with just 30% of respondents agreeing with the statement 'management here are quick to spot the need to do things differently' and 37% agreeing to the statement 'New ideas are readily accepted here'.¹⁶

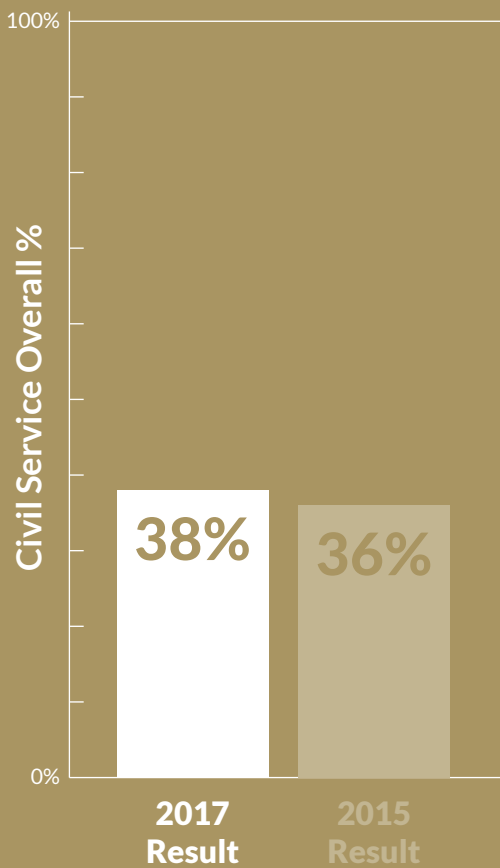


Note: Due to rounding, not all percent positives add up to 100%.

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 one of the four outcomes; Employee Engagement, Commitment to the Organisation, Well-being and Coping with Change.



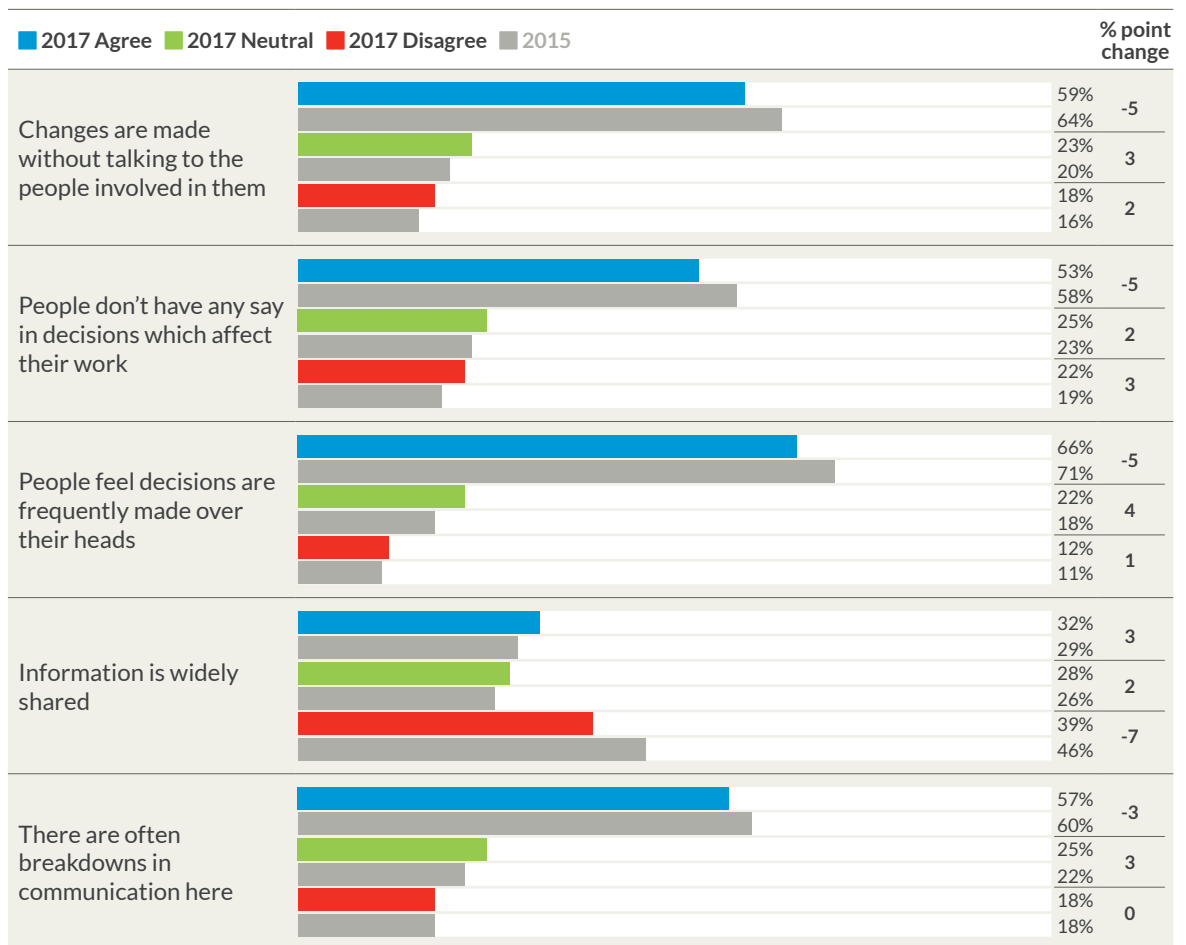
- **Involvement Climate, at 38%**, this is the most challenging result in the survey and shows that only a minority of civil servants feel that they are openly involved in decision making in their organisation.
- While this result is low across most grades, it is particularly low at lower grades which may indicate that this may be impacted by a hierarchical culture in the Civil Service. (Further information pp.69-72)
- Variances in this result are also evident with regard to length of service as staff are increasingly negative about the lack of an involvement climate the longer they spend working in the Civil Service. (Further information pp.69-72)
- The slight increase in the score from 2015 may have resulted from the emphasis placed on internal communications by Departments/Offices but further efforts are required to involving all staff in the decision making process where possible.

Insight:

Evidence suggests that investment in employee involvement mechanisms can have the dual outcomes of both enhancing engagement and Well-being in a civil service context.²⁵ This suggests that managers might consider ways in which to both strengthen existing participation mechanisms and to explore different types of involvement to afford greater opportunities for employees to have a say in work activities and decision making within their organisations.

International Benchmark:

This result for involvement is considerably less favourable compared to international benchmarks. For example, in the 2017 Welsh Civil Service People Survey, 16% disagreed with the statement 'I feel involved in decisions about my work', while 59% agreed. This compares to 53% of respondents in this survey who agreed with the statement 'people don't have any say in decisions which affect their work', while 22% disagreed.¹⁶

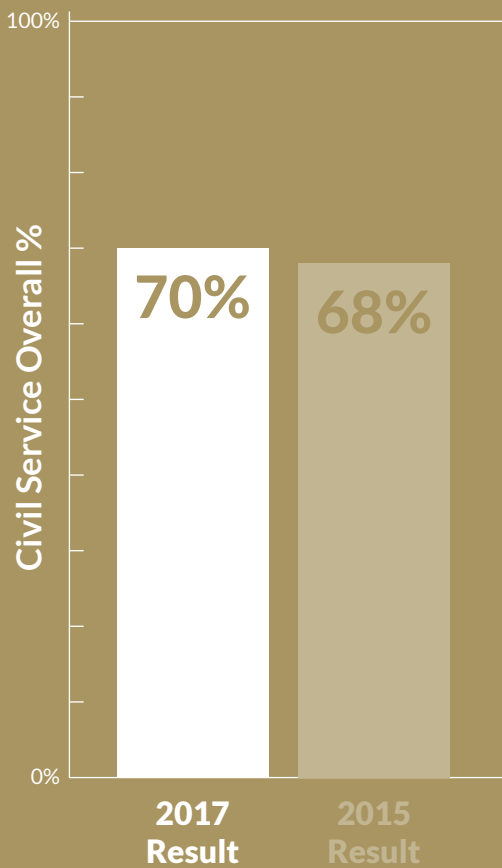


Note: Due to rounding, not all percent positives add up to 100%.

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



- **Citizen Impact, at 70%**, shows staff continue to feel that their work has a positive impact on the public and makes a positive difference in citizens' lives.
- It is interesting to note the difference between this theme and the Public Perception of the Civil Service theme. Even though the vast majority of staff feel that they make a difference in citizens' lives, they still do not believe that the public appreciate the work that they do.
- Citizen impact is a key driver in the perceptions of staff regarding their ability to cope with change and improvements in this area will positively impact on this important outcome.
- As part of the Civil Service Renewal Plan, efforts have been made to recognise and celebrate success through the Civil Service Excellence and Innovation Awards. This is an opportunity for management to highlight the significant achievements of staff in assisting in building a better and more innovative Civil Service.

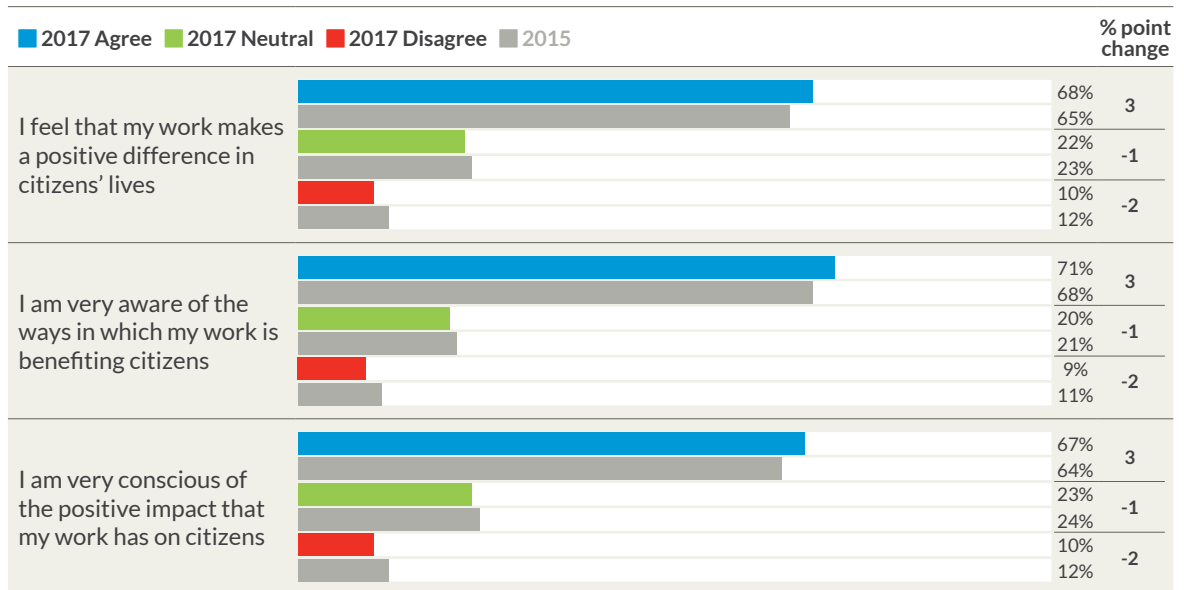
Insight:

Research on other public servants in Ireland has shown that when they perceive their work has a positive impact on others, they are more likely to feel engaged in their work.²⁶ Beyond the effects on engagement, other research shows that perceiving a positive impact on others through work helps to buffer the effects of strain at work.²⁷

International Benchmark:

The result for Citizen Impact is quite favourable compared to international benchmarks. For example, in the 2017 UK Civil Service People Survey, 77% of respondents agreed with the statement 'My work gives me a sense of personal accomplishment'.

In the current survey, 68% agree with the statement 'I feel that my work makes a positive difference in citizens' lives'. As a further comparison, in the 2017 Scottish Civil Service People Survey, only 23% agreed with the statement '[The Department] is making a positive difference to the way things are done in the Scottish Government'.¹⁶

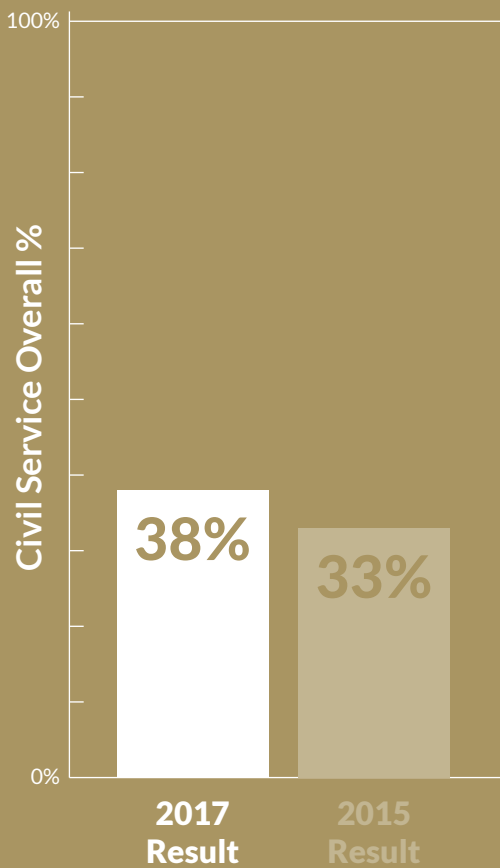


Note: Due to rounding, not all percent positives add up to 100%.

Public Perception of the Civil Service

This measures how civil servants feel they are valued and perceived by the general public

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



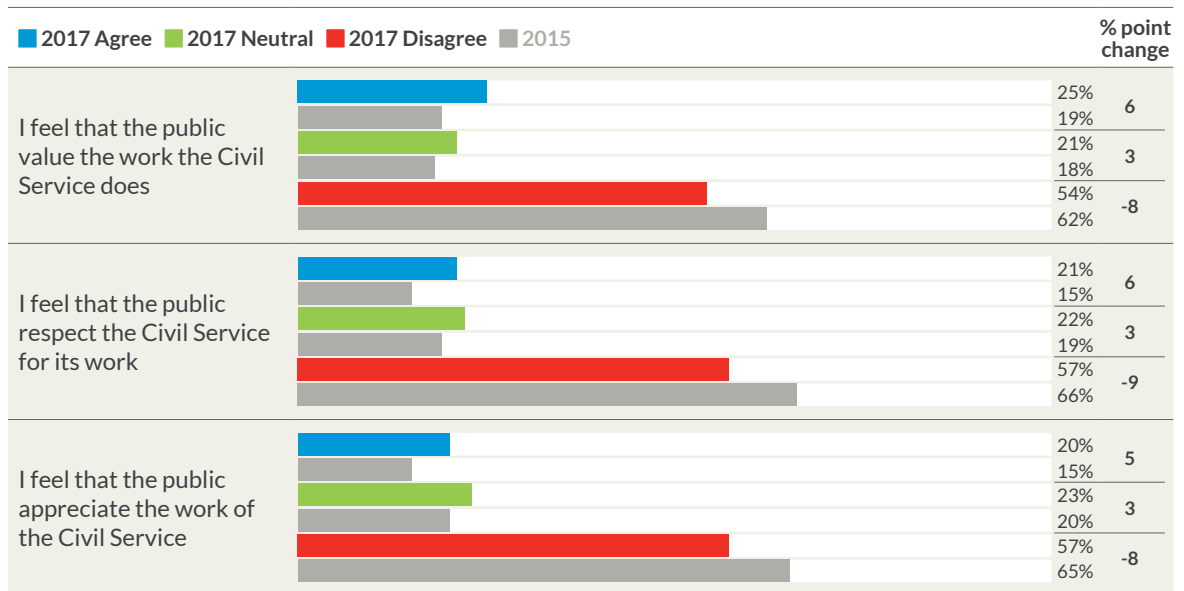
- **Public Perception of the Civil Service is low at 38%** and, despite an improvement of 5 percentage points since 2015, it is the joint lowest score in the 2017 survey.
- Responses to each statement in this theme suggest that over half of respondents feel that the public do not value, respect or appreciate the work that the Civil Service does.
- While respondents at senior levels are more positive about the Public Perception of the Civil Service, almost half of these staff do not believe the work of the Civil Service is valued by the public. This perception is mirrored across all grades and is particularly evident among those staff who have worked longer in the Civil Service. (Further information p.69)
- These results are in stark contrast with the results of the Civil Service Customer Survey and the Civil Service Business Customer Survey which have shown that general perceptions of the Civil Service are quite positive, for example:
 - 71% of Civil Service customers feel that the Civil Service is efficient; and
 - 70% of all businesses who have dealt with the Civil Service have been satisfied with the service provided. This result indicates the need for senior leaders to actively highlight to all staff the positive impact of their work.

Insight:

Employees 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.²⁸ To improve the results of this measure, managers can consider developing communication 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.

International Benchmark:

This result is quite low when considered in the context of the 2017 Irish Civil Service Customer Satisfaction Survey. It found that some 87% of service users reported that service levels were mostly meeting or exceeding expectations, up from 83% in 2015. In the same survey, and in response to the statement 'Thinking of the most recent interaction you had with a Civil Service Department or Office - overall how satisfied or dissatisfied were you with the service you received?', 83% expressed satisfaction, up from 77% in 2015.

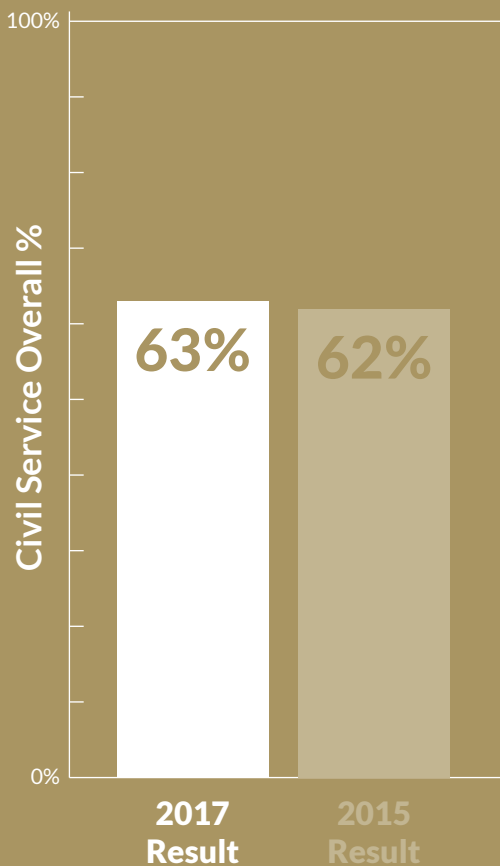


Note: Due to rounding, not all percent positives add up to 100%.

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.

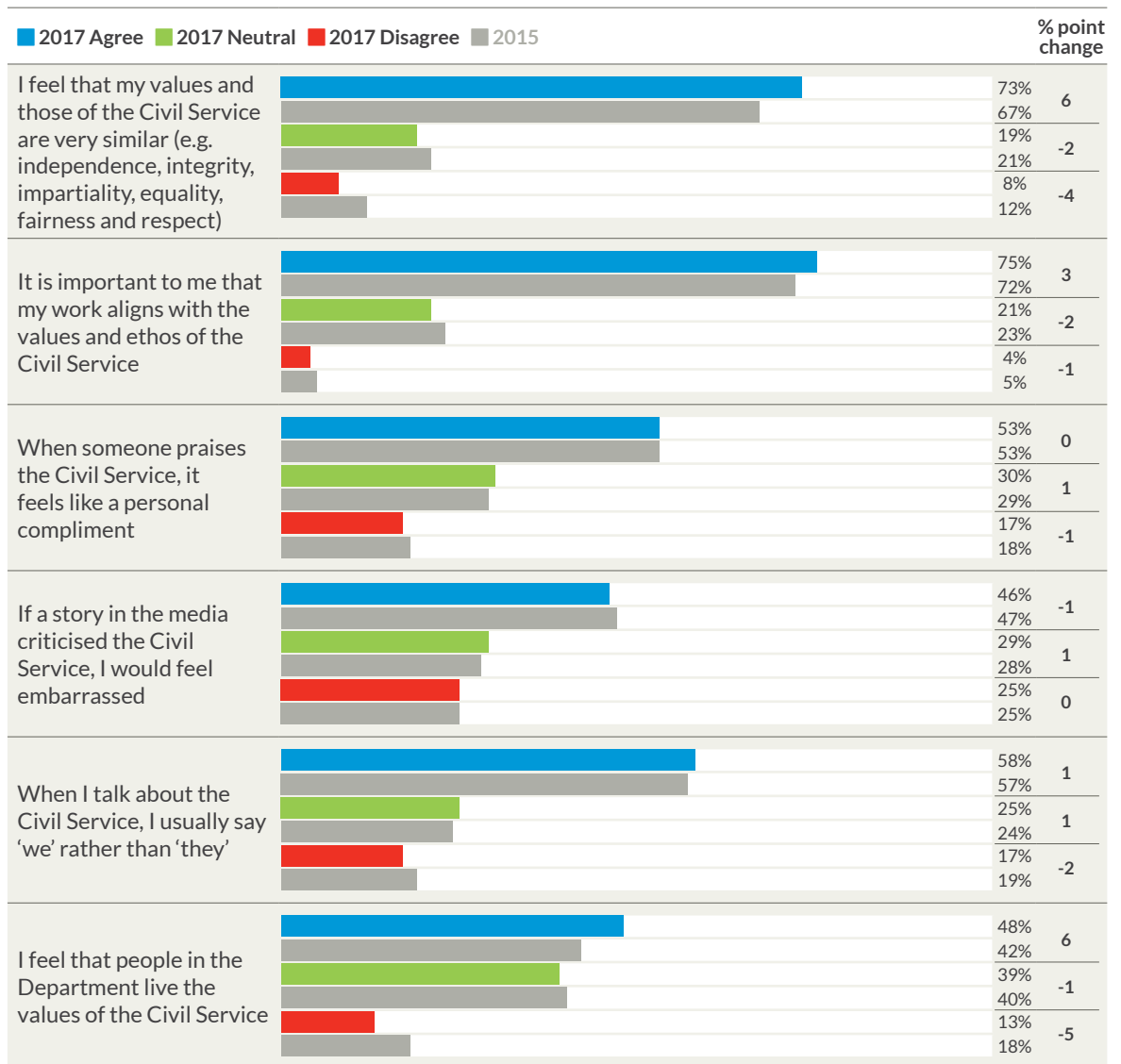
This is a standalone theme which is not a key driver of one of the four outcomes; Employee Engagement, Commitment to the Organisation, Well-being and Coping with Change.



- **Identification with the Civil Service, at 63%**, is a very positive result and reflects the work progressed as part of the Civil Service Renewal Plan to develop the Civil Service as a single unified organisation.
- Staff overwhelmingly agreed with the statements related to the values and ethos of the Civil Service which is a particularly positive result.
- While this result is highest at senior levels, staff across all grades identify with the Civil Service. (Further information pp.69-72)
- Departments/Offices can maintain this result through continuing to improve internal communication related to the work of the Civil Service Management Board which progresses actions concerning the Civil Service as a collective.

Insight:

It is necessary to increase communication, both vertical – to support identification with the Civil Service vision (“One Civil Service”); and horizontal – to foster identification with the specific Department.²⁹ Higher levels of organisational identification within the Civil Service fosters a sense of belonging and so fosters social support amongst organisational members.³⁰

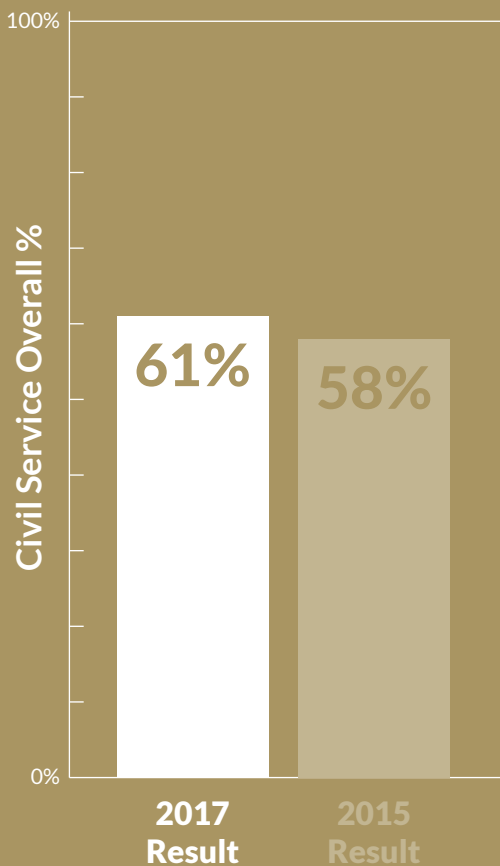


Note: Due to rounding, not all percent positives add up to 100%.

Commitment to Civil Service Renewal

This measures the degree to which civil servants support Commitment to Civil Service Renewal.

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

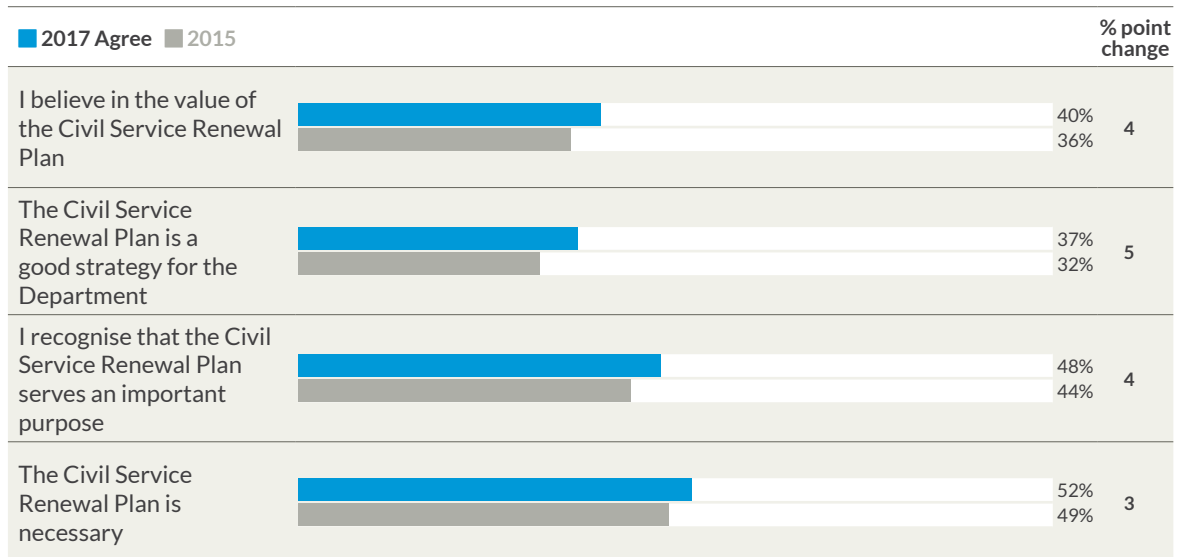


- **The result for Commitment to Civil Service Renewal* is 61%.**
- This theme continues to have a high proportion of neutral responses to the statements which may be an indication that civil servants are unaware of the Civil Service Renewal Plan.
- Support for Civil Service Renewal is highest at senior levels. However a majority of staff at all other levels also committed to Civil Service Renewal. (Further information p.69)
- Efforts have been made to improve awareness of Civil Service Renewal Plan through communications including website updates, quarterly newsletters issued to all Departments/Offices and various engagement events including a number of Town Hall sessions held throughout the country.

Insight:

Evidence suggests that employees are more likely to be committed to change that is locally focused and where it has immediate implications for their jobs and working conditions.³¹

This indicates to effect change it must be channeled into local rather than national-level initiatives and in translating system-wide change into initiatives with which employees can easily identify and make sense of in relation to their own work situations.

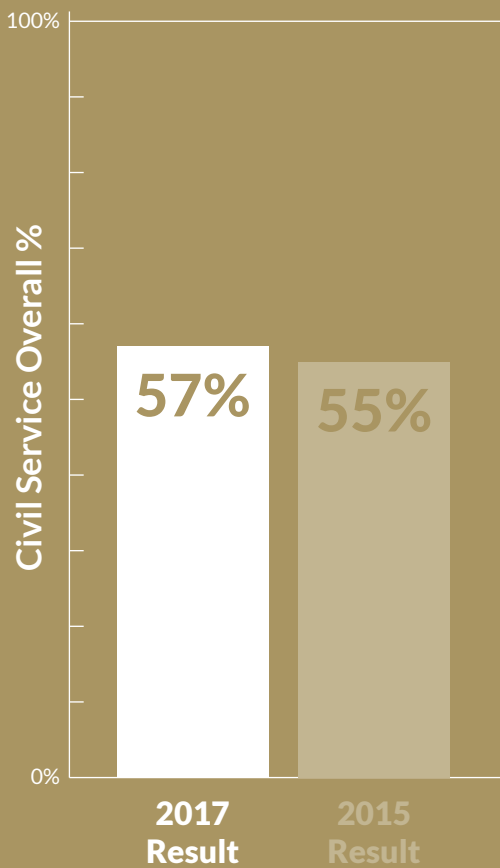


*The statements in the Commitment to Civil Service Renewal theme were not developed the same way as the other themes in this report. As a result, there are a reduced set of outputs available for this theme compared to others.

Awareness of Civil Service Renewal

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

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



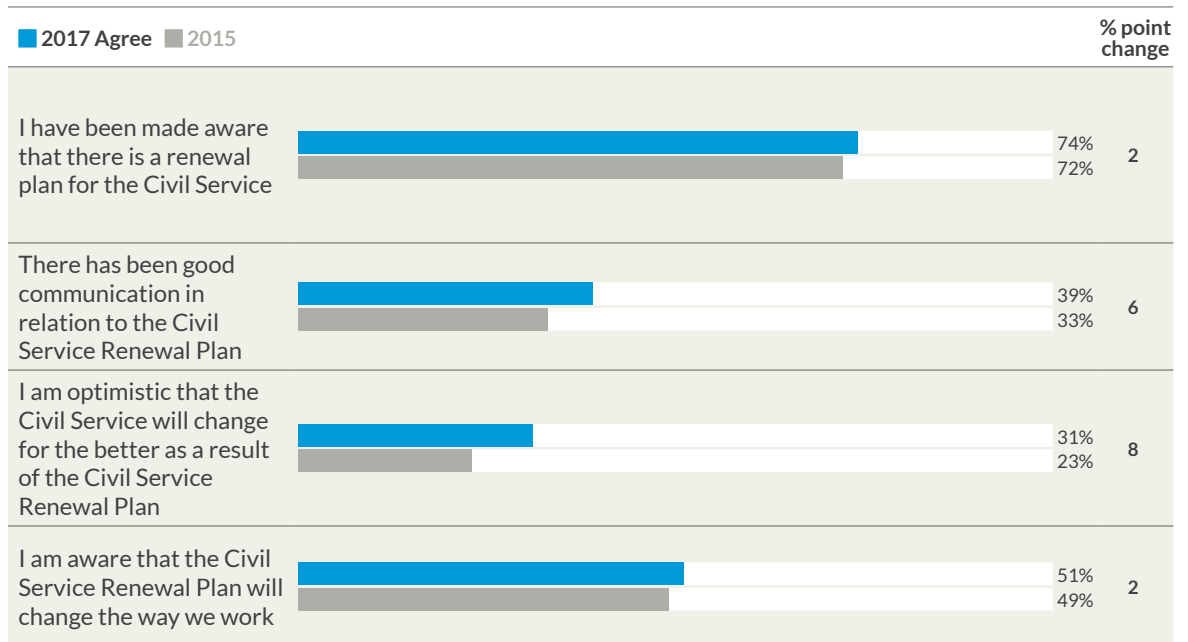
- **The result for Awareness of the Civil Service Renewal Plan* is 57%.**
- Launched in October 2014, the plan focuses on delivering 25 actions that will help the Civil Service work towards a more professional, responsive, open and accountable, and unified organisation, a ‘One Civil Service’ that civil servants can be proud to be a part of.
- 74% of all staff have been made aware that there is a Renewal Plan for the Civil Service. However, only 39% agree that there has been good communication about the detail of the plan and only 31% are optimistic that the plan will improve the Civil Service. This suggests that information related to the plan, including its aims and actions, has not been clearly disseminated to all staff.
- Staff with less than 1 year in the Civil Service are the least aware of the Civil Service Renewal Plan which may reflect the need for the achievements of the plan to be communicated more widely. (Further information pp.69-72)
- The lower proportion of positive responses to this theme related to the communication of the plan and the level of optimism surrounding it is very challenging. It suggests that senior Leadership should consider how its vision for an improved Civil Service is articulated and how it will make a positive difference to those working in the service.

Insight:

The result suggests that while there is a certain level of awareness of the plan, more efforts may be needed to ‘localise’ communication in order to signal how the plan will change and benefit staff in delivering a better service to the public.

International Benchmark:

This result is quite positive when considered in the context of international benchmarks. For example, in the UK Civil Service People Survey, 43% of respondents agreed to the statement, ‘I am aware of the Civil Service vision for “A Brilliant Civil Service”’. In comparison, 74% of respondents to the current survey agreed with the statement ‘I have been made aware that there is a renewal plan for the Civil Service’.



*The statements in the Awareness of the Civil Service Renewal Plan 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.

2017 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 24 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	Driver (15 vs 17)
 72%	Key Driver 1	Meaningfulness	67%	-
	Key Driver 2	Job Skills Match	60%	-
	Key Driver 3	Organisational Support	49%	-
	Key Driver 4	Leadership	55%	-
	Key Driver 5	Competence	79%	-

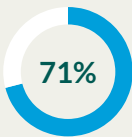
Outcome 2: Commitment to the Organisation*

Overall Score	Position	Theme	Score	Driver (15 vs 17)
 54%	Key Driver 1	Organisational Support	49%	
	Key Driver 2	Meaningfulness	67%	
	Key Driver 3	Leadership	55%	
	Key Driver 4	Social Support	72%	
	Key Driver 5	Job Skills Match	60%	

Outcome 3: Well-being

Overall Score	Position	Theme	Score	Driver (15 vs 17)
 75%	Key Driver 1	Competence	79%	-
	Key Driver 2	Meaningfulness	67%	-
	Key Driver 3	Job Demands	52%	-
	Key Driver 4	Job Skills Match	60%	-
	Key Driver 5	Organisational Support	49%	New Driver

Outcome 4: Coping with Change

Overall Score	Position	Theme	Score	Driver (15 vs 17)
 71%	Key Driver 1	Competence	79%	+2
	Key Driver 2	Organisational Support	49%	New Driver
	Key Driver 3	Meaningfulness	67%	-2
	Key Driver 4	Job Skills Match**	60%	-
	Key Driver 5	Citizen Impact	70%	New Driver

*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 the theme is more likely indicative of a lower score in the outcome. For example, a high score on Job Skills Match is more likely to be associated with a low score on Coping with Change.

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 Civil Service Management Board (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.60, 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.73-74).

Employee Engagement

Civil Service Overall 72%

Department/Office	2017		% Point Change 2015-17
Central Statistics Office	71%		-1
Chief State Solicitor's Office	72%		5
Companies Registration Office including Registry of Friendly Societies	75%		7
Courts Service of Ireland	75%		3
Department of Agriculture, Food and the Marine	75%		4
Department of Business, Enterprise and Innovation	70%		3
Department of Children and Youth Affairs	72%		2
Department of Communications, Climate Action and Environment	72%		
Department of Culture, Heritage and the Gaeltacht	74%		
Department of Defence	73%		2
Department of Education and Skills	75%		3
Department of Employment Affairs and Social Protection	70%		3
Department of Finance	74%		5
Department of Foreign Affairs and Trade	78%		3
Department of Health	69%		3
Department of Housing, Planning and Local Government	73%		
Department of Justice and Equality	73%		4
Department of Public Expenditure and Reform	71%		—
Department of Rural and Community Development	75%		
Department of the Taoiseach	78%		5
Department of Transport, Tourism and Sport	70%		3
Forensic Science Ireland	74%		10
Garda Civilians	71%		5
Garda Síochána Ombudsman Commission	68%		4
Houses of the Oireachtas Service	73%		2
Irish Human Rights and Equality Commission	74%		7
Irish Prison Service	62%		6
Labour Court	83%		
Legal Aid Board	76%		2
National Council for Curriculum and Assessment	88%		
National Council for Special Education	66%		-2
National Shared Services Office	65%		-3
Office of Government Procurement	71%		-
Office of Public Works	71%		-4
Office of the Attorney General	75%		1
Office of the Comptroller and Auditor General	75%		-1
Office of the Director of Corporate Enforcement	70%		3
Office of the Director of Public Prosecutions	77%		2
Office of the Ombudsman	71%		-3
Office of the Revenue Commissioners	72%		2
Patents Office	77%		
President's Establishment	77%		3
Probation Service	74%		—
Property Registration Authority	71%		3
Public Appointments Service	80%		3
State Examinations Commission	80%		—
State Laboratory	72%		2
Valuation Office	62%		8
Workplace Relations Commission	73%		

1: Significance testing is used to show whether the change in outcome score for a Department/Office between 2015 and 2017 is statistically significant. For changes in outcome scores that are statistically significant, the result is highlighted yellow.

2: Changes to Department scores are blank if the structure of a Department/Office has changed substantially between 2015 and 2017.

Although structural changes have occurred in the Department of Employment Affairs and Social Welfare, Department of Business, Enterprise and Innovation and the Companies Registration Office including the Registry of Friendly Societies, their 2015 and 2017 results are deemed comparable for the purposes of this survey.

3: "% Point Change 2015-17" refers to the percentage point change or arithmetic difference between the 2015 and 2017 theme scores for the Department/Office.

Commitment to the Organisation

Civil Service Overall 54%

Department/Office	2017	% Point Change 2015-17
Central Statistics Office	57%	7
Chief State Solicitor's Office	51%	4
Companies Registration Office including Registry of Friendly Societies	54%	6
Courts Service of Ireland	55%	9
Department of Agriculture, Food and the Marine	58%	10
Department of Business, Enterprise and Innovation	52%	6
Department of Children and Youth Affairs	56%	3
Department of Communications, Climate Action and Environment	52%	
Department of Culture, Heritage and the Gaeltacht	50%	
Department of Defence	55%	6
Department of Education and Skills	58%	8
Department of Employment Affairs and Social Protection	47%	4
Department of Finance	58%	9
Department of Foreign Affairs and Trade	62%	9
Department of Health	50%	-1
Department of Housing, Planning and Local Government	54%	
Department of Justice and Equality	52%	7
Department of Public Expenditure and Reform	50%	3
Department of Rural and Community Development	47%	
Department of the Taoiseach	66%	13
Department of Transport, Tourism and Sport	49%	1
Forensic Science Ireland	59%	14
Garda Civilians	50%	8
Garda Síochána Ombudsman Commission	54%	1
Houses of the Oireachtas Service	59%	7
Irish Human Rights and Equality Commission	55%	-5
Irish Prison Service	44%	3
Labour Court	60%	
Legal Aid Board	51%	1
National Council for Curriculum and Assessment	72%	
National Council for Special Education	40%	-2
National Shared Services Office	40%	-6
Office of Government Procurement	51%	3
Office of Public Works	53%	
Office of the Attorney General	59%	4
Office of the Comptroller and Auditor General	57%	7
Office of the Director of Corporate Enforcement	56%	5
Office of the Director of Public Prosecutions	60%	5
Office of the Ombudsman	58%	2
Office of the Revenue Commissioners	57%	8
Patents Office	61%	
President's Establishment	76%	15
Probation Service	54%	5
Property Registration Authority	52%	5
Public Appointments Service	70%	7
State Examinations Commission	67%	8
State Laboratory	52%	7
Valuation Office	50%	9
Workplace Relations Commission	60%	

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3: "% Point Change 2015-17" refers to the percentage point change or arithmetic difference between the 2015 and 2017 theme scores for the Department/Office.

4: The 2015 and 2017 scores for Commitment to the Organisation are not directly comparable and have been included for context.

Well-being

Civil Service Overall 75%

Department/Office	2017	% Point Change 2015-17
Central Statistics Office	76%	-2
Chief State Solicitor's Office	74%	—
Companies Registration Office including Registry of Friendly Societies	77%	3
Courts Service of Ireland	76%	—
Department of Agriculture, Food and the Marine	78%	2
Department of Business, Enterprise and Innovation	74%	-1
Department of Children and Youth Affairs	74%	-2
Department of Communications, Climate Action and Environment	74%	—
Department of Culture, Heritage and the Gaeltacht	75%	—
Department of Defence	76%	—
Department of Education and Skills	76%	—
Department of Employment Affairs and Social Protection	74%	2
Department of Finance	75%	1
Department of Foreign Affairs and Trade	78%	2
Department of Health	72%	2
Department of Housing, Planning and Local Government	74%	—
Department of Justice and Equality	76%	1
Department of Public Expenditure and Reform	74%	-1
Department of Rural and Community Development	75%	—
Department of the Taoiseach	78%	3
Department of Transport, Tourism and Sport	73%	1
Forensic Science Ireland	73%	5
Garda Civilians	77%	1
Garda Síochána Ombudsman Commission	70%	-6
Houses of the Oireachtas Service	76%	1
Irish Human Rights and Equality Commission	75%	1
Irish Prison Service	72%	3
Labour Court	81%	—
Legal Aid Board	77%	-1
National Council for Curriculum and Assessment	85%	—
National Council for Special Education	70%	2
National Shared Services Office	72%	-3
Office of Government Procurement	74%	1
Office of Public Works	74%	—
Office of the Attorney General	77%	1
Office of the Comptroller and Auditor General	72%	-4
Office of the Director of Corporate Enforcement	76%	5
Office of the Director of Public Prosecutions	75%	-1
Office of the Ombudsman	74%	-2
Office of the Revenue Commissioners	75%	—
Patents Office	80%	—
President's Establishment	80%	-3
Probation Service	76%	1
Property Registration Authority	76%	1
Public Appointments Service	80%	-1
State Examinations Commission	80%	—
State Laboratory	73%	-2
Valuation Office	68%	8
Workplace Relations Commission	75%	—

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3: "% Point Change 2015-17" refers to the percentage point change or arithmetic difference between the 2015 and 2017 theme scores for the Department/Office.

Coping with Change

Civil Service Overall 71%

Department/Office	2017		% Point Change 2015-17
Central Statistics Office	69%		-1
Chief State Solicitor's Office	68%		-3
Companies Registration Office including Registry of Friendly Societies	76%		5
Courts Service of Ireland	72%		-1
Department of Agriculture, Food and the Marine	71%		2
Department of Business, Enterprise and Innovation	71%		1
Department of Children and Youth Affairs	73%		–
Department of Communications, Climate Action and Environment	71%		
Department of Culture, Heritage and the Gaeltacht	69%		
Department of Defence	71%		-1
Department of Education and Skills	72%		-1
Department of Employment Affairs and Social Protection	70%		2
Department of Finance	71%		3
Department of Foreign Affairs and Trade	72%		1
Department of Health	71%		1
Department of Housing, Planning and Local Government	69%		
Department of Justice and Equality	72%		2
Department of Public Expenditure and Reform	71%		–
Department of Rural and Community Development	69%		
Department of the Taoiseach	74%		–
Department of Transport, Tourism and Sport	69%		–
Forensic Science Ireland	71%		5
Garda Civilians	73%		1
Garda Síochána Ombudsman Commission	70%		–
Houses of the Oireachtas Service	73%		2
Irish Human Rights and Equality Commission	72%		2
Irish Prison Service	67%		4
Labour Court	78%		
Legal Aid Board	71%		-1
National Council for Curriculum and Assessment	81%		
National Council for Special Education	68%		1
National Shared Services Office	70%		-1
Office of Government Procurement	72%		-2
Office of Public Works	69%		
Office of the Attorney General	72%		2
Office of the Comptroller and Auditor General	68%		-3
Office of the Director of Corporate Enforcement	71%		3
Office of the Director of Public Prosecutions	70%		-1
Office of the Ombudsman	70%		1
Office of the Revenue Commissioners	70%		1
Patents Office	78%		
President's Establishment	75%		1
Probation Service	69%		3
Property Registration Authority	72%		-1
Public Appointments Service	75%		3
State Examinations Commission	74%		–
State Laboratory	69%		-2
Valuation Office	66%		2
Workplace Relations Commission	70%		

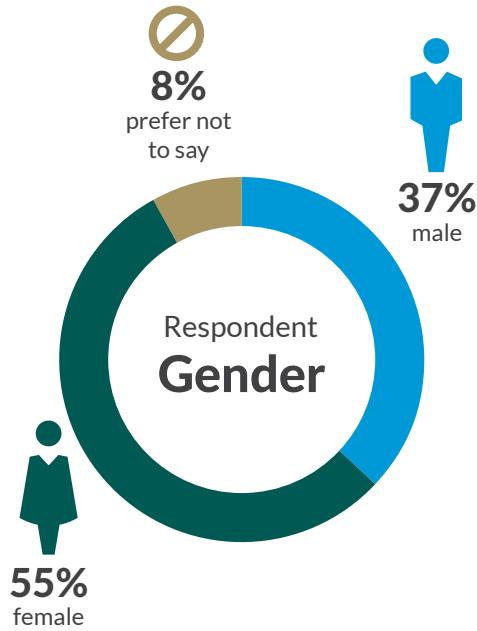
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2: Changes to Department scores are blank if the structure of a Department/Office has changed substantially between 2015 and 2017. Although structural changes have occurred in the Department of Employment Affairs and Social Welfare, Department of Business, Enterprise and Innovation and the Companies Registration Office including the Registry of Friendly Societies, their 2015 and 2017 results are deemed comparable for the purposes of this survey.

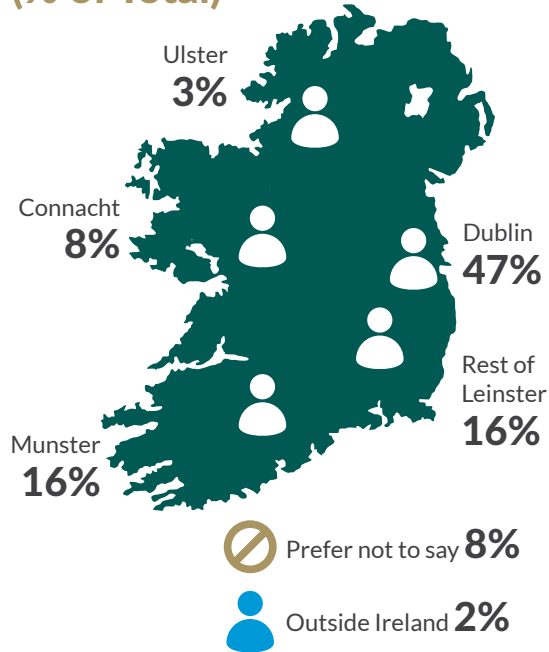
3: "% Point Change 2015-17" refers to the percentage point change or arithmetic difference between the 2015 and 2017 theme scores for the Department/Office.

Civil Service Employee Engagement Survey 2017

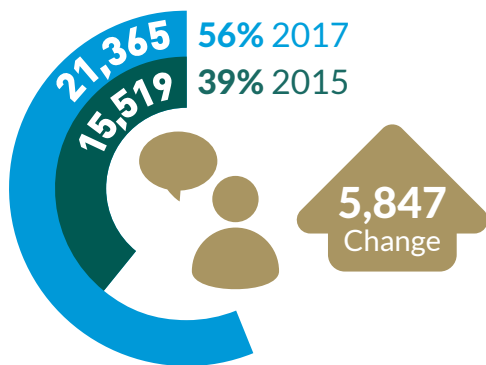
Response Rate Statistics



Responses by Region (% of Total)



Overall Response Rate



Average Number of Responses per Day



Brief Insights into Gender

Of the 21,365 employees that took part in the 2017 survey 54.8% were women, 37.1% were men and 7.9% preferred not to say. This was very similar to 2015 where the breakdown was 54.2% women, 37.7% men and 8% preferred not to say.

There was little disparity between the scores of males and females across the 24 themes in 2017: 17 scores were the same or had a difference of 1, with the remaining themes having a difference of 2 or 3 (page 72).

Women continue to be slightly more engaged than men, scoring higher or equal to men on all the Employee Engagement questions. The largest difference between the genders in this theme is for the questions "I am enthusiastic about my job" and "At my work I feel full of energy". In 2017, 80% of women agreed to the statement "I am enthusiastic about my job" (75% in 2015) compared to 77% of men (71% in 2015). In response to the statement "At my work I feel full of energy", 66% of women agreed in 2017 (62% in 2015) compared to 63% of men (59% in 2015). These findings suggest that, in times of recent challenges facing civil servants, women are displaying stronger levels of resilience than men.

Men score higher than women across the Autonomy and Involvement Climate themes which is consistent with the 2015 results. The Autonomy score for males is 63% in 2017 compared to 60% for females, the same discrepancy as in 2015 when males scored 61% and females scored 58%. This continued discrepancy is interesting, particularly in light of the gender difference in response to the Involvement Climate theme where males score 40% and females 37% compared to 38% and 34% respectively in 2015. The question with the largest difference between the genders within the Involvement Climate theme is "People don't have any say in decisions which affect their work". 57% of women agree with this negatively worded statement, compared with 48% of men. This is consistent with the discrepancy in 2015 when 62% of females agreed compared to 52% of males.

There is a large variation by gender to responses to the Public Perception of the Civil Service theme where males scored 40% and females 37%. More men than women have answered positively to questions like "I feel that the public value the work the Civil Service does" (29% of men and 23% of women in 2017 compared to 23% of men and 16% of women in 2015).

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

Looking at how the different genders 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 Commitment to the Organisation theme
- Females are generally more positive around the Well-being theme
- Within the Coping with Change theme there are variations in positive responses between the genders.

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

Brief Insights into Grade

Of the 21,365 employees that took part in the 2017 survey, 6.2% were Principal Officer (PO) and above; 31.4% were Higher Executive Officer (HEO)/Administrative Officer (AO) and Assistant Principal (AP); 54.2% were Clerical Officer (CO), Services Officer (SVO), Executive Officer (EO), Industrial and Other staff; and 8.2% preferred not to say. This compares with a grade breakdown of respondents in 2015 when 6.4% were PO and above, 49.7% were HEO/AO and AP, 36.5% were CO, SO and EO; and 7.4% preferred not to say.

There is evidence of differences between grades across some of the themes in 2017. Generally, those at higher grades feel a greater sense of commitment to the organisation. Assistant Secretaries (A.Secs) and above scored 81% on the Commitment to the Organisation theme (page 69), showing a strong sense of belonging to their Department. This contrasts with a score of 51% at CO level and 53% at HEO level. This variation may relate to the increased levels of autonomy 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 2015 and 2017, however the results are placed side by side in this document to provide context.

There is a disparity by grade across the Autonomy theme: Assistant Secretaries and above scored 87%, suggesting that they believe they have the freedom to influence how they approach their day to day to work. This is in contrast to the scores at HEO level (62%) and CO level (55%) who do not feel the same degree of autonomy over their work. In 2015 the scores for this theme were very similar with a score of 84% at A.Sec level, 61% at HEO level and 53% at CO level.

The results above are not surprising due to the hierarchical nature of the Civil Service and the challenges it has faced over the last number of years.

How do the results vary by Grade 2017 vs 2015?

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

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	<u>72</u>	88	76	75	73	72	71	71	78	76	75
Commitment to the Organisation*	54	81	62	59	57	53	45	51	43	49	54
Well-being	<u>75</u>	85	77	76	74	74	73	76	75	77	78
Coping with Change	<u>71</u>	83	73	72	72	71	70	70	68	72	59
Autonomy	<u>61</u>	87	67	69	63	61	58	55	53	72	59
Meaningfulness	<u>67</u>	91	75	73	67	65	62	62	59	71	65
Competence	<u>79</u>	87	82	80	78	77	78	81	82	84	88
Job Demands	<u>52</u>	53	45	43	46	45	52	57	56	62	60
Job Skills Match	<u>60</u>	83	68	67	57	61	58	57	54	60	55
Career Development and Mobility	<u>50</u>	44	57	56	55	50	43	46	40	38	34
Your Pay	<u>46</u>	42	51	47	42	42	44	39	35	41	40
Performance Standards	<u>48</u>	64	49	46	52	49	43	48	43	55	48
Manager Career Support	<u>61</u>	76	59	61	69	64	57	59	53	63	48
Social Support	<u>72</u>	81	73	73	74	73	72	72	69	72	73
Leadership	<u>55</u>	80	57	58	62	57	53	53	47	62	54
Organisational Support	<u>49</u>	74	54	53	50	47	43	47	41	54	47
Learning and Development	<u>58</u>	80	61	63	66	61	59	54	47	53	43
Innovative Climate	<u>49</u>	71	50	51	50	47	45	48	44	52	45
Involvement Climate	<u>38</u>	66	45	42	41	39	36	36	33	44	35
Citizen Impact	<u>70</u>	89	74	73	71	69	68	69	66	70	72
Public Perception of the Civil Service	<u>38</u>	55	41	40	33	38	33	37	32	47	42
Identification with the Civil Service	<u>63</u>	78	67	68	66	66	63	61	59	65	61
Commitment to Civil Service Renewal	<u>61</u>	75	63	61	67	62	60	58	56	58	55
Awareness of Civil Service Renewal	<u>57</u>	74	59	65	64	61	58	52	50	49	45

■ 2017 ■ 2015

*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.

** EO and Equivalent and SO and Equivalent are not comparable between 2015 and 2017. SO grades were integrated into EO grades in 2017. The EO and equivalent grade includes the 2015 SO and equivalent cohort.

Significance testing is used to show whether the change in theme score between 2015 and 2017 for each grade is statistically significant. 2015 and 2017 theme scores are shown side by side, but for changes in score that are statistically significant the 2017 result is underlined.

How do the results vary by Age 2017 vs 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 72% 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	<u>72</u>	72	71	70	71	66	71	67	71	69	71
Commitment to the Organisation*	54	55	50	54	49	53	47	53	47	52	47
Well-being	<u>75</u>	76	79	76	77	74	73	71	75	74	76
Coping with Change	<u>71</u>	72	75	73	74	74	72	73	71	71	70
Autonomy	<u>61</u>	61	59	60	58	60	59	61	58	60	58
Meaningfulness	<u>67</u>	62	59	61	60	63	59	65	62	67	64
Competence	<u>79</u>	77	79	78	79	78	81	78	80	79	79
Job Demands	<u>52</u>	64	62	60	61	55	53	52	51	50	50
Job Skills Match	<u>60</u>	58	54	56	56	57	54	58	54	59	57
Career Development and Mobility	<u>50</u>	59	55	52	52	42	42	50	44	49	44
Your Pay	<u>46</u>	42	45	37	34	39	36	43	42	46	41
Performance Standards	<u>48</u>	58	57	53	52	42	42	47	42	46	42
Manager Career Support	<u>61</u>	75	72	69	65	67	58	63	56	60	55
Social Support	<u>72</u>	77	76	76	74	72	73	71	73	71	71
Leadership	<u>55</u>	64	62	60	56	57	48	54	48	53	49
Organisational Support	<u>49</u>	59	58	54	51	51	43	49	43	47	43
Learning and Development	<u>58</u>	67	61	64	60	61	52	59	52	57	51
Innovative Climate	<u>49</u>	54	54	51	51	49	43	48	43	47	44
Involvement Climate	<u>38</u>	47	47	41	40	39	33	37	33	36	34
Citizen Impact	<u>70</u>	71	67	68	68	65	69	67	70	68	71
Public Perception of the Civil Service	<u>38</u>	39	38	35	34	35	28	36	30	37	31
Identification with the Civil Service	<u>63</u>	64	64	64	63	63	60	63	61	62	61
Commitment to Civil Service Renewal	<u>61</u>	60	62	61	59	61	58	62	58	60	58
Awareness of Civil Service Renewal	<u>57</u>	49	52	53	53	56	52	57	54	57	54

2017 2015

*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.

Significance testing is used to show whether the change in theme score between 2015 and 2017 for each age is statistically significant. 2015 and 2017 theme scores are shown side by side, but for changes in score that are statistically significant the 2017 result is underlined.

How do the results vary by Length of Service 2017 vs 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 below 50%, this means that a minority 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	
	2017	2015	2017	2015	2017	2015	2017	2015	2017	2015	2017	2015	2017	2015	2017	2015	2017	2015
Employee Engagement	<u>72</u>	70	79	78	74	74	70	68	70	67	71	69	71	70	72	70	74	73
Commitment to the Organisation*	54	48	59	52	55	50	51	46	51	46	52	46	53	47	53	48	57	51
Well-being	<u>75</u>	75	80	81	77	77	74	74	74	74	74	74	74	74	75	73	76	75
Coping with Change	<u>71</u>	69	74	74	74	72	71	71	72	69	70	69	70	69	69	68	69	68
Autonomy	<u>61</u>	59	62	60	60	59	60	58	59	57	60	59	61	59	60	59	63	63
Meaningfulness	<u>67</u>	65	69	67	67	69	67	62	65	62	66	64	67	65	67	65	70	69
Competence	<u>79</u>	80	76	78	80	81	79	81	79	80	79	80	79	80	79	78	80	80
Job Demands	<u>52</u>	51	64	65	56	52	50	52	51	51	50	50	49	49	50	49	50	49
Job Skills Match	<u>60</u>	58	60	58	59	59	58	54	58	55	60	58	61	59	61	59	65	62
Career Development and Mobility	<u>50</u>	44	60	58	53	47	46	41	47	41	47	43	49	44	48	44	52	47
Your Pay	<u>46</u>	42	43	39	36	38	46	39	47	42	47	42	49	44	48	44	52	46
Performance Standards	<u>48</u>	44	60	60	51	46	45	41	46	41	45	43	47	43	46	45	49	47
Manager Career Support	<u>61</u>	56	73	71	66	59	59	55	60	56	59	55	58	54	57	55	60	57
Social Support	<u>72</u>	70	76	75	74	70	71	70	71	69	72	70	71	70	71	70	73	71
Leadership	<u>55</u>	50	67	65	59	51	50	46	52	46	51	49	53	49	53	51	56	53
Organisational Support	<u>49</u>	44	62	60	53	47	45	42	46	41	45	43	46	43	47	44	50	47
Learning and Development	<u>58</u>	52	65	65	63	55	54	48	56	50	56	52	56	51	57	52	59	54
Innovative Climate	<u>49</u>	45	56	57	49	44	44	41	46	42	46	44	48	45	49	47	52	50
Involvement Climate	<u>38</u>	36	50	49	40	36	34	32	35	33	35	34	36	35	37	37	39	38
Citizen Impact	<u>70</u>	68	72	70	70	71	69	66	69	67	70	67	70	68	70	69	71	71
Public Perception	<u>38</u>	33	45	41	38	37	36	31	36	30	36	31	37	33	38	32	41	36
Identification with the Civil Service	<u>63</u>	62	67	65	64	61	62	60	62	60	62	61	63	62	63	62	65	64
Commitment to Civil Service Renewal	<u>61</u>	58	61	62	63	62	61	59	61	58	60	57	60	57	60	57	60	58
Awareness of Civil Service Renewal	<u>57</u>	55	51	54	56	54	56	52	58	53	57	54	58	55	58	56	61	58

2017 2015

*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.

Significance testing is used to show whether the change in theme score between 2015 and 2017 for each length of service is statistically significant. 2015 and 2017 theme scores are shown side by side, but for changes in score that are statistically significant the 2017 result is underlined.

How do the results vary by Gender 2017 vs 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	<u>72</u>	<u>74</u>	<u>71</u>
Commitment to the Organisation*	54	54	55
Well-being	<u>75</u>	<u>76</u>	<u>75</u>
Coping with Change	<u>71</u>	<u>71</u>	<u>71</u>
Autonomy	<u>61</u>	<u>60</u>	<u>63</u>
Meaningfulness	<u>67</u>	<u>68</u>	<u>67</u>
Competence	<u>72</u>	<u>79</u>	<u>72</u>
Job Demands	<u>52</u>	<u>52</u>	<u>52</u>
Job Skills Match	<u>60</u>	<u>61</u>	<u>60</u>
Career Development and Mobility	<u>50</u>	<u>50</u>	<u>51</u>
Your Pay	46	47	46
Performance Standards	48	49	48
Manager Career Support	<u>61</u>	<u>61</u>	<u>63</u>
Social Support	<u>72</u>	<u>73</u>	<u>71</u>
Leadership	<u>55</u>	<u>55</u>	<u>55</u>
Organisational Support	<u>49</u>	<u>48</u>	<u>51</u>
Learning and Development	<u>58</u>	<u>58</u>	<u>59</u>
Innovative Climate	<u>49</u>	<u>49</u>	<u>49</u>
Involvement Climate	<u>38</u>	<u>37</u>	<u>40</u>
Citizen Impact	<u>70</u>	<u>71</u>	<u>70</u>
Public Perception of the Civil Service	<u>38</u>	<u>37</u>	<u>40</u>
Identification with the Civil Service	<u>63</u>	<u>64</u>	<u>63</u>
Commitment to Civil Service Renewal	<u>61</u>	<u>61</u>	<u>60</u>
Awareness of Civil Service Renewal	<u>57</u>	<u>58</u>	<u>57</u>

■ 2017 ■ 2015

*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.

Significance testing is used to show whether the change in theme score between 2015 and 2017 for each gender is statistically significant. 2015 and 2017 theme scores are shown side by side, but for changes in score that are statistically significant the 2017 result is underlined.

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 Civil Service Renewal Plan.

The Civil Service Employee Engagement Survey was developed by the CSO in close collaboration with researchers from Dublin City University Business School. 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. This is the second iteration.

How did staff take part in the survey?

The CSEES went live on Monday 18th September 2017 and active civil service staff took part through the online survey platform.

The survey closed on Friday 6th October 2017 and by this time 21,365 Irish civil servants, from over 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 remaining themes addressed in the survey measure a range of different aspects of staff experience working in the Civil Service.
- Related questions have been grouped into themes by grouping sets of related statements using a 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.
- The driver analysis undertaken with the data allows for insights into how these other themes addressed in the survey can maintain or improve these outcomes.

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 themes only show a single result?

The statements in the Civil Service Renewal themes 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.

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 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's 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 that 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.

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 – this is ‘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 respondent 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 that 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. Statements with low scores

that 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 and 2017 results compared?

When comparing the 2015 and 2017 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 2015 and 2017 are reliable and representative of the Civil Service 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, not the entire Civil Service population. A certain amount of error is bound to occur simply because not all civil servants 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 Civil Service 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 2015 and 2017 results.

What happens to the data now?

The CSO will continue to analyse the data so that each Civil Service organisation that 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.

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
*Staff Officer (and equivalents)	SO
Clerical Officer (and equivalents)	CO
Service Officer (and equivalents)	SVO
Industrial (and equivalents)	-

*Staff Officer grades were integrated into Executive Officer grades in 2017

Endnotes

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