VISION ONE CIVIL SERVICE

An Roinn Caiteachais Phoiblí
agus Athchóirithe
Department of Public
Expenditure and Reform

VISION ONE CIVIL SERVICE

Civil Service Employee Engagement Survey 2015

70% Employee Engagement 2015

Message from the Civil Service Management Board

Welcome to the results of the 2015 Civil Service Employee Engagement Survey, the first of its kind in the history of the Civil Service.

We would like to thank all those who took the time to complete the 2015 survey. By providing us with your views you have given us critical information about your experience of the Civil Service – highlighting the things we are doing well and the areas we need to improve.

The Employee Engagement Survey is an important action in the Civil Service Renewal Plan: a plan focused on building on the strengths of the Civil Service and tracking what needs to improve for the future. Over 15,500 civil servants completed the survey, and we are happy to report that the results indicate that overall Employee Engagement is high at 70%. This means 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 compares well with other administrations across the world, and also many private sector organisations at home.

While the results show many strengths, they also show areas the Civil Service needs to improve: organisational support, leadership, career development, communicating with and listening to staff.

This 2015 report summarises the results for the Civil Service overall, and it will allow us to listen, act, and grow as an organisation.

We know that publishing the report is only the first step. We now need to work with staff to build on the elements that are good and change the things that need to be improved.

We will track our progress and provide regular updates on www.per.gov.ie/csrenewal or https://csvision.per.gov.ie

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

The Civil Service Management Board

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Executive Summary

Background to this Report

Why is employee engagement important?
High levels of employee engagement are important in any organisation. Evidence shows that employee engagement has a significant, positive effect on performance, productivity, absenteeism, attendance rates, retention levels, motivation, well-being, and morale. The hard part is measuring employee engagement effectively.

Why measure employee engagement?
Many large organisations across the private and public sectors use engagement surveys to understand employees' experiences in the workplace and to measure what drives engagement in organisations. Similar surveys have been used in different parts of the Civil Service for years. This has provided a helpful foundation to understand engagement in the Irish Civil Service. However, it has also created inefficiencies and big data gaps as no comprehensive data existed on engagement for the Civil Service as a whole. To remedy this, the Civil Service Renewal Plan (October 2014) committed to 'introduce an annual employee engagement survey to involve staff at all levels in ongoing organisational improvement'.

What is the Civil Service Employee Engagement Survey?
The Civil Service Management Board (CSMB) asked the Central Statistics Office to develop, administer and analyse the survey for the Civil Service. The survey asked civil servants to respond to 112 statements about working in the Civil Service. It is informed by best practice and builds on the considerable amount of research and analysis that has been conducted on engagement in the last 20 years. The survey questions were developed with support from internal and external stakeholders during 2015, piloted in July and launched in September 2015. All civil servants had the opportunity to respond.

Who participated in the Survey?
More than 15,500 Irish civil servants worldwide responded to the survey in 2015. The results are summarised on pages 8-9 and detailed on pages 16-63. Of the 15,500 respondents 54.2% were women, 37.7% were men and 8.1% preferred not to say. In terms of geographical spread, 48% of respondents were from Dublin and 43% were from regional offices, the rest chose not to indicate their location. It's important to remember that **the report only summarises the levels of employee engagement for those that participated in the survey**. However, the responses in 2015 are representative across all staff groups (grade, gender, age, length of service etc.) and there is no statistical bias in the results. This means we can confidently draw conclusions from the data.

What is captured in this report?
This report summarises the results of the survey undertaken in September 2015.

The results establish for the first time, a baseline to measure employees views and perceptions on the performance and operation of the Civil Service in Ireland. The information will also set a benchmark across the Civil Service to measure and compare employee engagement between different Departments and Offices. However, it's important to remember that staff and organisations across the Civil Service do very different jobs. To reflect this, CSO will also prepare detailed reports for each participating organisation so that staff and managers can review their own organisational results and act appropriately.

The results are published in full with no exceptions. This upholds a commitment to staff to regularly and openly engage with them. It also demonstrates active support for managers to provide regular accurate information to them, that they can draw on to support and motivate their teams. By carrying out the survey the quality of management information available in the Civil Service will improve which will better inform decisions of the Civil Service Management Board.

Structure of this Report

Top 5 positive results for the Civil Service
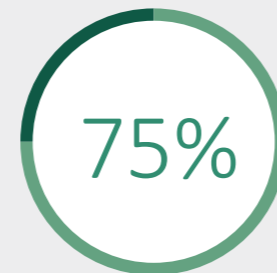
1. ## Competence

   This measures civil servants' belief in their ability and skills to carry out the work required in their role.
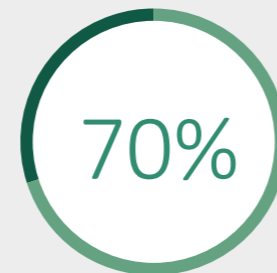   (page 28)

   80%

2. ## 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.
   (page 20)

   75%

3. ## Employee Engagement

   This measures the sense of energy, connection and fulfilment civil servants have with their work.
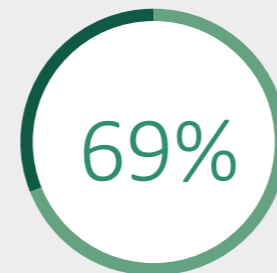   (page 16)

   70%

4. ## Social Support

   This measures the extent to which civil servants feel they have the opportunities to develop close relationships at work.
   (page 42)

   70%

5. ## Coping with Change

   This measures the extent to which civil servants feel they can cope with change, including managing any negative emotions.
   (page 22)

   69%

Top 5 challenging results for the Civil Service

1. ## Public Perception of the Civil Service

   This measures how civil servants feel they are valued and perceived by the general public.
   (page 56)

   33%
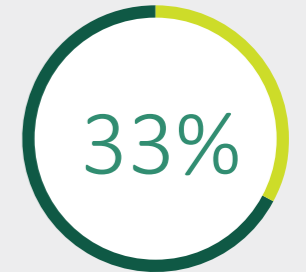
2. ## Involvement Climate

   This measures the extent to which civil servants feel that they are involved openly in decision making in their organisation.
   (page 52)

   36%
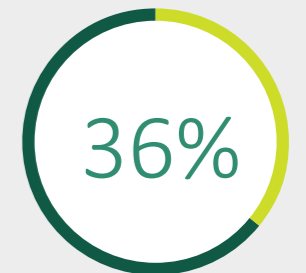
3. ## Your Pay

   This measures how civil servants feel about their pay in relation to their efforts and contributions at work, and others who are like them.
   (page 36)

   42%
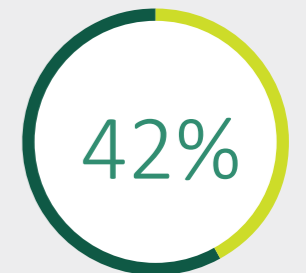
4. ## Organisational Support

   This measures the degree to which employees feel their organisation values their contribution and cares for their well-being.
   (page 46)

   44%
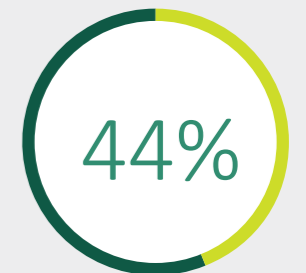
5. ## Career Development and Mobility

   This measures the extent to which civil servants feel there are sufficient opportunities for career development, learning, mobility and promotion in the Civil Service.
   (page 34)

   44%
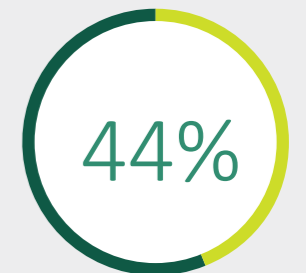
The Results for 2015

What are the headline results for each theme?

33%
Public Perception of the Civil Service

44%
Organisational Support
Career Development and Mobility
Performance Standards

42%
Your Pay

45%
Innovative Climate

36%
Involvement Climate

48%
Commitment to the Organisation

50%
Leadership

52%
Learning and Development

55%
Awareness of Civil Service Renewal

51%
Job Demands

56%
Manager Career Support

59%
Autonomy

58%
Job Skills Match
Commitment to Civil Service Renewal

62%
Identification with the Civil Service

65%
Meaningfulness

69%
Coping with Change

70%
Employee Engagement
Social Support

68%
Citizen Impact

75%
Well-being

80%
Competence

0%   40%   50%   60%   70%   80%   100%

Everything to the left of the dotted line scored below 50% with the majority of staff disagreeing with the survey statements.

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

Key Messages 2015

What do the results tell us about the Civil Service?

1.
Civil servants feel highly engaged
The primary aim of this survey was to measure levels of engagement. At 70%, engagement levels across the Civil Service are high and show that civil servants have a strong sense of energy and connection with their work, can cope with the demands of their job, and find their work fulfilling. These results are broadly stable across different staff groups (age, gender, grade etc.) and compare well with international surveys on engagement. This is a very positive outcome and a solid foundation on which to build for the Civil Service of the future.

2.
The results compare well internationally
No previous Civil Service wide survey exists so there is little organisational data to compare and contrast the results this year. However, several countries run employee surveys (using different methodologies) and while not directly comparable those results highlight interesting comparisons. For example, on Employee Engagement where Ireland scored 70%:

- In the Canadian Public Service Employee Survey 2014, employee engagement scored an average of 74% over a range of employee engagement questions.
- The Australian Public Service scored 6.7 out of 10 in relation to job engagement in 2015.
- The Engagement Index in the UK Civil Service in 2015 is 58%.

3.
Civil servants feel positive about their own work and their immediate working environment
Civil servants like the work they do (70%), feel competent in their ability to do their jobs (80%), have good social supports and friendships at work (70%), experience a real sense of purpose and meaning at work (65%), and feel what they do has a positive impact on the public (68%).

4.
Civil servants are highly resilient
The majority of civil servants experience a sense of well-being at work (75%) and feel able to cope with change (69%). These results are reinforced by strong responses to statements on personal resilience; always persevering at work even when things do not go well (94%); coping with work problems (88%); and reacting to change in a problem-solving way (84%).

These results demonstrate high levels of personal resilience among civil servants when viewed alongside other measures where perceptions are markedly low, for example, Organisational Support (44%), Public Perception of the Civil Service (33%), and fairness in Pay and rewards (42%). This widespread resilience is a striking result in view of the negative public commentary, changes to terms and conditions including reductions to core pay, reduced staff numbers and increasing demands for services that civil servants have experienced in recent years.

5.
Civil servants are noticeably less positive about their leaders and their organisations
While well-being levels are reported as being relatively high (75%) it is worth noting that the results suggest that this is linked to issues within the individual's personal domain rather than organisational domain issues and supports.

Civil servants are less happy with the organisations in which they work. Commitment to the organisation is low relative to other results at 48%; perception of support from the organisation is also low at 44% and feedback on support from managers and leadership effectiveness are mixed at 56% and 50% respectively. Civil servants do not feel sufficiently involved in decision-making in their organisation (36%) and they do not feel that performance is managed effectively (44%). This makes for challenging reading for those in leadership and senior management positions.

In contrast, while responses are high for areas that are within the individual's personal domain – areas such as Competence, Coping with Change and as referenced above Well-being – scores for more organisational areas outside of the employee's control are not as strong. This suggests a difference of perception in regard to the individual and the organisation and it is worth noting that this difference is largest at more junior grades.

6.
Staff do not recognise a culture of involvement or innovation in the Civil Service
Despite major reforms which have occurred since 2008, staff do not feel involved in organisational decisions (36%) and do not feel that they have the opportunity to innovate and take the initiative (45%). The results show that the majority of staff (and more women than men) feel that changes are made without consultation, decisions are made over their heads, and information is not widely shared. These views are particularly strong at junior grades, providing evidence of a hierarchical culture.

Responses to almost all the areas surveyed are more positive at senior rather than junior grades, in some cases markedly so. For example, response to the statement 'my job inspires me' is at 90% for the most senior grades and 39% for the most junior grades (Clerical Officers). Levels of commitment to the organisation also vary widely. At 88% the most senior grades feel a strong sense of belonging to the organisation compared to 27% at the most junior grades.

Similarly while 68% of senior managers are positive about their opportunities to be moved around to learn a broad range of skills for career development, only 21% of Industrial staff felt the same.

7.
Staff feel that their work is not fully valued by the public they serve
Perceptions of how the public values the work of civil servants, at 33%, is the lowest score of all the areas measured. This is in marked contrast to the strong results for the value and meaning staff attach to their own work (65%) and the extent to which staff feel their work impacts on citizens (68%). The responses to the question on whether the public appreciates the work that they do, at 15%, highlights the depth of feeling among civil servants in relation to how they are perceived by the general public. This is in stark contrast to the results of the Civil Service Customer Service Survey 2015 which showed consistently high satisfaction levels among the public.

The Results

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 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': This refers to 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 leading international research.
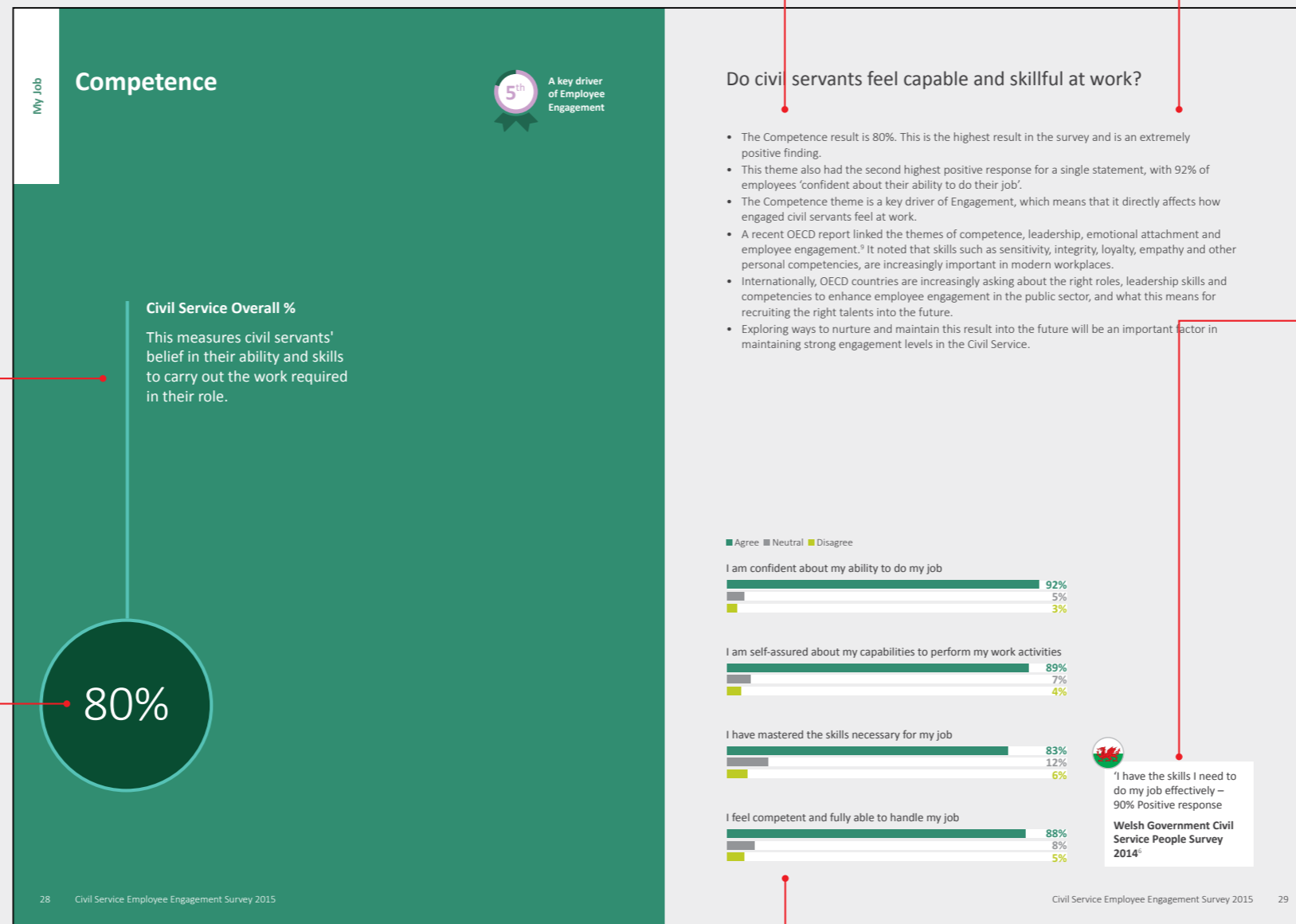
Overall theme result

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

More detail on how the 'index' has been calculated is available on page 82.

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 (page 52) is a good example of this.

My job

Competence

5th A key driver of Employee Engagement

Civil Service Overall %

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

80%

Do civil servants feel capable and skillful at work?

- The Competence result is 80%. This is the highest result in the survey and is an extremely positive finding.
- This theme also had the second highest positive response for a single statement, with 92% of employees 'confident about their ability to do their job'.
- The Competence theme is a key driver of Engagement, which means that it directly affects how engaged civil servants feel at work.
- A recent OECD report linked the themes of competence, leadership, emotional attachment and employee engagement.[9] It noted that skills such as sensitivity, integrity, loyalty, empathy and other personal competencies, are increasingly important in modern workplaces.
- Internationally, OECD countries are increasingly asking about the right roles, leadership skills and competencies to enhance employee engagement in the public sector, and what this means for recruiting the right talents into the future.
- Exploring ways to nurture and maintain this result into the future will be an important factor in maintaining strong engagement levels in the Civil Service.

■ Agree ■ Neutral ■ Disagree

I am confident about my ability to do my job
92%
5%
3%

I am self-assured about my capabilities to perform my work activities
89%
7%
4%

I have mastered the skills necessary for my job
83%
12%
6%

'I have the skills I need to do my job effectively – 90% Positive response

Welsh Government Civil Service People Survey 2014[c]

I feel competent and fully able to handle my job
88%
8%
5%

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.

International experience

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.
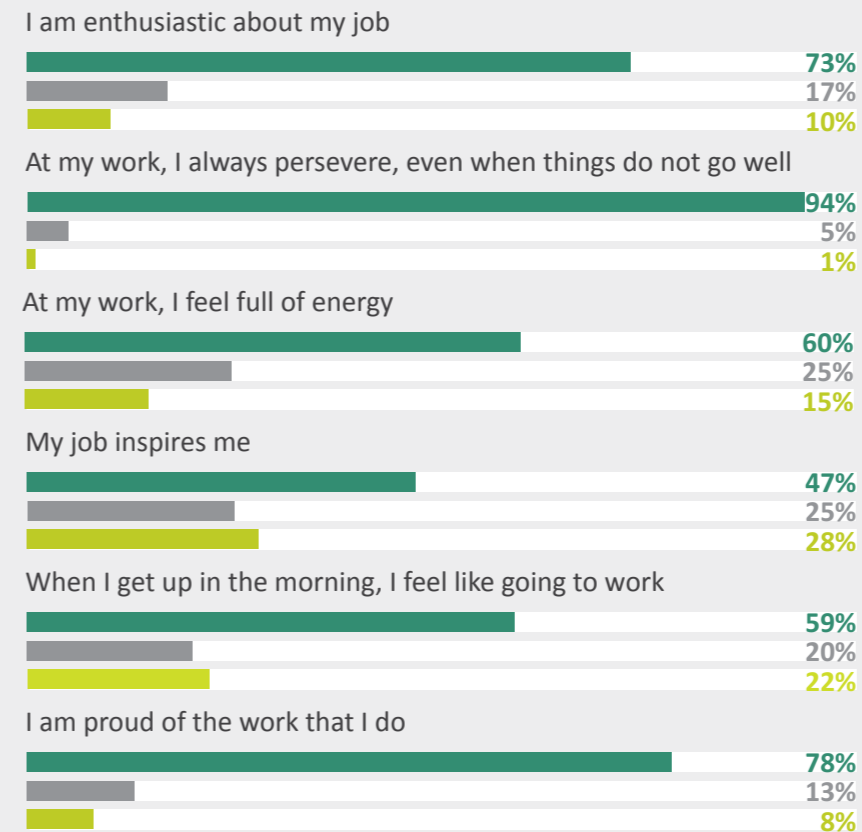
Employee Engagement

How engaged are civil servants in their work?

- The Employee Engagement result for the Irish Civil Service is 70%, the 3rd highest result in the survey. This means that the majority of staff feel positively engaged and connected with their work.
- While the Employee Engagement result varies across Civil Service Departments and Offices the range is not major. All Civil Service Departments and Offices have an Employee Engagement result of over 66%.
- Interestingly Employee Engagement results are broadly stable across different staff grades and gender (see pages 70, 71, 77 and 80)
- 94% of civil servants indicated that they 'persevere in work, even when things do not go well', but only 47% 'feel inspired' by their job. This highlights an underlying resilience throughout the Civil Service.
- This result compares well internationally. For example a recent survey in the UK had an employee engagement result of 58%.[1]
- Employee engagement is an important issue facing organisations today, both in Ireland and around the world and 87% of organisations cite employee engagement and culture as a key challenge, with 50% calling the issue 'very important'.[2,3] Only 47% of organisations worldwide feel ready to tackle the employee engagement challenge.[3]
- Globally, organisations that create a culture defined by meaningful work, deep employee engagement, job and organisational fit, and strong leadership are outperforming their peers.[3] The key drivers of Employee Engagement in this survey are Meaningfulness, Job Skills Match, Organisational Support, Leadership and Competence, echoing the experience internationally.
- This baseline for the Civil Service in Ireland is a very positive starting point for achieving a world class Civil Service.

Civil Service Overall %

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

70%

■ Agree ■ Neutral ■ Disagree

I am enthusiastic about my job
- 73%
- 17%
- 10%

At my work, I always persevere, even when things do not go well
- 94%
- 5%
- 1%

At my work, I feel full of energy
- 60%
- 25%
- 15%

My job inspires me
- 47%
- 25%
- 28%

When I get up in the morning, I feel like going to work
- 59%
- 20%
- 22%

I am proud of the work that I do
- 78%
- 13%
- 8%

'I am proud of the work that I do' – 88% responded positively

Canadian Public Service Employee Survey, February 2015[4]

Commitment to the Organisation
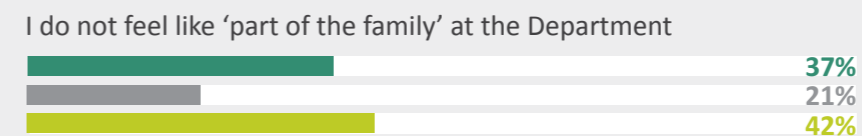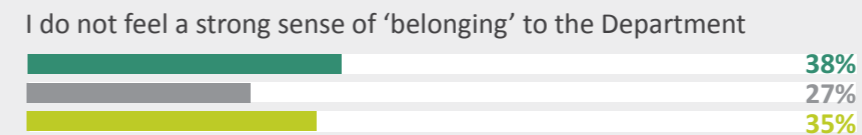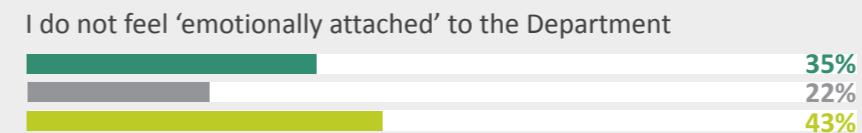
Civil Service Overall %

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

48%

How committed are civil servants to their Department?

- The Commitment to the Organisation result is 48%.
- Over one third of all civil servants do not feel 'a strong sense of belonging' or 'emotional attachment' to their Department.
- Nearly one quarter of employees were neutral which also raises concerns about their level of attachment.
- Commitment levels vary significantly by grade, with senior staff registering higher levels of Commitment to the Organisation.
- This result is interesting when compared to the result for Identification with the Civil Service which is higher at 62%. This result might therefore be good news for the prospects of achieving a 'unified' Civil Service as set out in the Civil Service Renewal Plan.
- International experience is mixed in this area; for example:
  - 60% of Australian Public Service employees feel a strong personal attachment to their agency[5]
  - 51% of civil servants in Wales feel a strong personal attachment to their organisation[6]
  - 50% of civil servants in Scotland civil servants feel a strong personal attachment to their organisation[7]
- Research shows that employees' motivations are changing, with organisational commitment increasingly being influenced by elements like purpose, mission, and work-life balance. This is particularly the case for younger employees.[8]
- Changing commitment levels, will require a focus on the key drivers, in particular ensuring staff have meaningful work (65%) and improving organisational supports (44%).

■ Agree ■ Neutral ■ Disagree

I do not feel 'emotionally attached' to the Department

	35%
	22%
	43%

I do not feel a strong sense of 'belonging' to the Department

	38%
	27%
	35%

I do not feel like 'part of the family' at the Department

	37%
	21%
	42%

'I feel a strong personal attachment to my organisation' – 47% responded positively

UK Civil Service People Survey, November 2015[1]

Well-being

What are the levels of well-being in the Civil Service?

- At 75%, this result is the second highest result in the survey and shows that generally, employees cope well with work stresses and activities. This is particularly welcome in view of the pressures and changes in the Civil Service since 2008.
- Overall, women responded more positively to the Well-being statements, although men feel more confident.
- Interestingly, more and more organisations are focussing on employee well-being in recent years. Research has shown that improved well-being and mental health in the workplace can help to sustain organisational performance.[9]
- The vast majority of civil servants 'feel confident' in themselves, 'can cope' with work problems, and 'can concentrate' on what they have to do. These are all factors that help to contribute to a healthy and productive workforce.
- There is a slightly lower result for 'enjoying' work activities. By focussing on improving areas like Competence or Meaningfulness, employees would potentially enjoy their work more.
- Ireland compared well internationally. For example, the UK Civil Service scored an average of 62% across a range of questions in the Well-being theme.[1]

Civil Service Overall %

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

75%

■ Agree ■ Neutral ■ Disagree

I can concentrate on what I have to do at work
83%
9%
8%

I can cope with work problems
88%
8%
4%

I have confidence in myself
88%
7%
4%

I enjoy my usual work activities
69%
20%
11%

'I like the kind of work I do' – 83% responded positively

United States Federal Employee Viewpoint Survey, 2015[10]

Coping with Change

How well do civil servants cope with change?

- At 69%, this is a strong result that shows that most staff generally feel they can cope with change.
- This result is very positive, particularly in the context of the rapidly changing political, social and economic environment the Civil Service operates within.
- The vast majority of staff consider that they 'react in a problem solving way' and 'try to manage change rather than complain about it'.
- 22% of civil servants did note change as a cause for stress. This is a significant result and must be considered as part of the response to the survey.
- The range of positive scores for the Coping with Change theme (48-86%), are higher than the range of positive scores for the Commitment to Civil Service Renewal theme (32-49%). It will be interesting to explore the reasons for this as part of the on-going implementation of the Civil Service Renewal Plan.
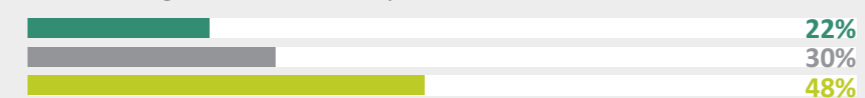
Civil Service Overall %

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

69%

■ Agree ■ Neutral ■ Disagree

When change happens in the Department, I react by trying to manage the change rather than complain about it

86%
11%
3%

When changes are announced, I try to react in a problem-solving way

84%
13%
2%

When change occurs in the Department, it causes me stress

22%
30%
48%

I think I cope with change better than most

54%
38%
8%
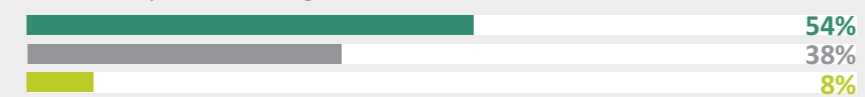
I embrace change in the Department

69%
26%
5%

'I feel that change is managed well in the organisation' 32% responded positively

Welsh Government Civil Service People Survey 2014[6]

Autonomy

How much autonomy do civil servants have at work?

- At 59%, the result for Autonomy shows that only a small majority of civil servants feel they have the freedom to influence how they approach their work. This may reflect the legislative and rules-based approach inherent in the public services delivered by many Government departments.
- The results for the three statements within this theme broadly align internationally. For example, public service organisations in the United States and Canada achieve similar scores for autonomy, empowerment, independence, decision-making authority, and freedom.
- Although the majority of civil servants feel like they can work autonomously, over half feel that they have too much work for one person to do, (Job demands (page 30)). When combined with the Autonomy result, this may suggest a need to look at workforce planning and effective delegation within the Civil Service. The expectation and responsibilities at each grade may also be important factors.

Civil Service Overall %

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

59%

■ Agree ■ Neutral ■ Disagree

I have significant freedom in determining how I do my job

57%
17%
26%

I can decide on my own how to go about doing my work

61%
17%
23%

I have considerable opportunity for independence and freedom in how I do my job

52%
20%
28%
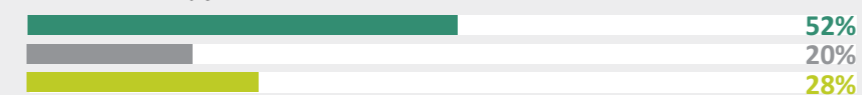
'How satisfied are you with your involvement in decisions that affect your work?' – 50% responded positively

United States Federal Employee Viewpoint Survey, 2015[10]

'I have opportunities to provide input into decisions that affect my work.' – 62% responded positively

Canadian Public Service Employee Survey, February 2015[4]

Meaningfulness

1st A key driver of Employee Engagement

Civil Service Overall %

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

65%

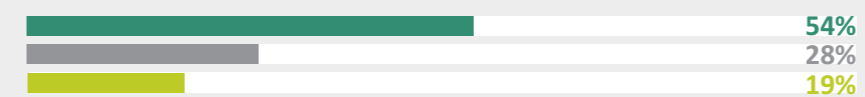## Do civil servants find their work meaningful?

- The Meaningfulness result for the Civil Service is 65%.
- This result is very important for the Civil Service because meaningful work is a main driver for all survey outcomes (Employee Engagement, Well-being, Commitment to the Organisation, Coping with Change).
- Almost two out of three civil servants agree that their work is 'meaningful'.
- Interestingly, this view is particularly strong at the most senior levels.
- Overall the Civil Service is starting from a strong position. Ensuring meaningfulness is a focus across the Civil Service will mean it continues to positively impact employee engagement in the years ahead.
- Internationally, 'meaningful work' is widely recognised as a critical element of employee engagement alongside areas like supportive management and trust in leadership.[11]

■ Agree ■ Neutral ■ Disagree

The work I do is very important to me

68%
20%
12%

My job activities are personally meaningful to me

54%
28%
19%

The work I do is meaningful to me

63%
22%
16%

Competence

5th A key driver of Employee Engagement

Civil Service Overall %

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

80%

Do civil servants feel capable and skillful at work?

- The Competence result is 80%. This is the highest result in the survey and is an extremely positive finding.
- This theme also had the second highest positive response for a single statement, with 92% of employees 'confident about their ability to do their job'.
- The Competence theme is a key driver of Engagement, which means that it directly affects how engaged civil servants feel at work.
- A recent OECD report linked the themes of competence, leadership, emotional attachment and employee engagement. It noted that skills such as sensitivity, integrity, loyalty, empathy and other personal competencies, are increasingly important in modern workplaces.[9]
- Internationally, OECD countries are increasingly asking about the right roles, leadership skills and competencies to enhance employee engagement in the public sector, and what this means for recruiting the right talents into the future.
- Exploring ways to nurture and maintain this result into the future will be an important factor in maintaining strong engagement levels in the Civil Service.

■ Agree ■ Neutral ■ Disagree

I am confident about my ability to do my job
92%
5%
3%

I am self-assured about my capabilities to perform my work activities
89%
7%
4%

I have mastered the skills necessary for my job
83%
12%
6%

I feel competent and fully able to handle my job
88%
8%
5%

'I have the skills I need to do my job effectively – 90% Positive response

Welsh Government Civil Service People Survey 2014[6]
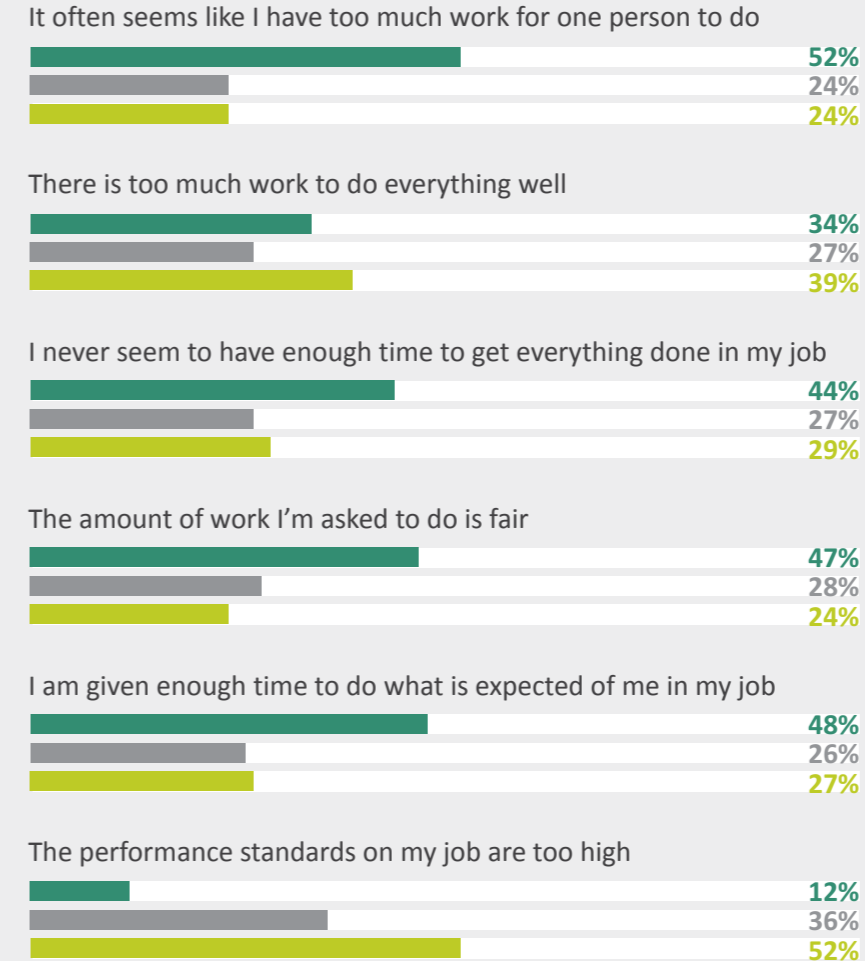
Job Demands

Civil Service Overall %

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.

51%

How demanding do civil servants find their work?

- At 51%, the Job Demands result indicates mixed views about how demanding civil servants find their work.
- 52% of civil servants feel like they have too much work to do for one person. This may be as a result of increased work demands and staff reductions in recent years. The scope and scale of national political priorities during the economic recovery may also be a factor here.
- Increasing job demands is not unique to the Civil Service in Ireland. Organisations are simplifying work in response to employees becoming overwhelmed by increasing organisational complexity, growing information overload, and a stressful 24/7 work environment, with many organisations looking for solutions to this challenge.[3]
- For the Civil Service, it will be important to look at Job Demands, Competence, Autonomy, Innovative Climate and Manager Career Support going forward. Combined, these results suggest the working culture and processes in the Civil Service can be simplified and improved.

■ Agree ■ Neutral ■ Disagree

It often seems like I have too much work for one person to do
52%
24%
24%

There is too much work to do everything well
34%
27%
39%

I never seem to have enough time to get everything done in my job
44%
27%
29%

The amount of work I'm asked to do is fair
47%
28%
24%

I am given enough time to do what is expected of me in my job
48%
26%
27%

The performance standards on my job are too high
12%
36%
52%

'I have an acceptable workload' – 65% responded positively

Scottish Government Civil Service People Survey 2014[7]

Job Skills Match

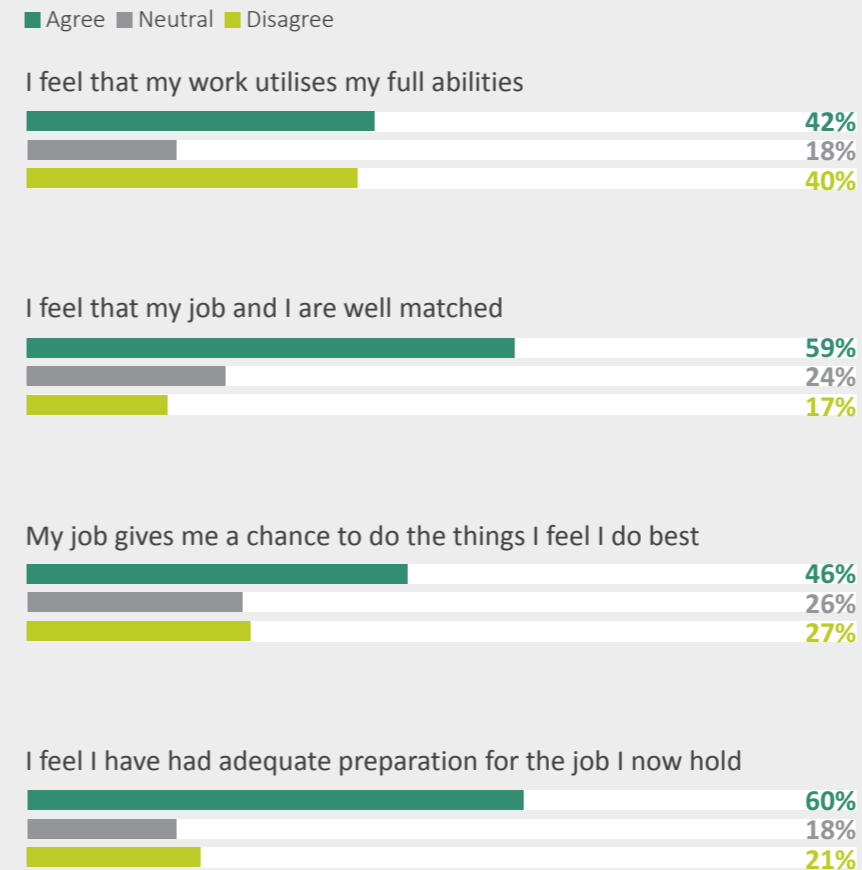**2nd** A key driver of Employee Engagement

Civil Service Overall %

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

58%

Do civil servants find their skills being utilised at work?

- The Job Skill Match score is 58%.
- This is particularly significant because this theme is the second highest driver of Employee Engagement.
- With 40% of civil servants feeling that their work does not 'utilise their full abilities', there is a clear opportunity for civil servants to be empowered.
- Given that 52% of employees feel like they have too much work to do (Job Demands), it may be the case that either the current volume of work, or burden of tasks that are heavily process driven, manual or time-consuming are preventing staff skills from being utilised in full.
- Recent international research proposes that this is a common issue for organisations.[3, 12]
- This suggests that process and technology improvements focussing on simplification will continue to be important in the years ahead, as well as greater mobility opportunities, so that staff have more flexibility to move to roles that match their skills.

■ Agree ■ Neutral ■ Disagree

I feel that my work utilises my full abilities
- 42%
- 18%
- 40%

I feel that my job and I are well matched
- 59%
- 24%
- 17%

My job gives me a chance to do the things I feel I do best
- 46%
- 26%
- 27%

I feel I have had adequate preparation for the job I now hold
- 60%
- 18%
- 21%

'My job gives me opportunities to utilise my skills' – 71% responded positively

Australian Public Service – State of the Service Report, 2014[5]

Career Development and Mobility

Civil Service Overall %

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

44%

Do civil servants have the right mobility and career development opportunities?

- The Career Development and Mobility result is 44%.
- The results show civil servants feel that opportunities for promotion are constrained. Two statements relating to this topic receive significant negative responses of over 50%.
- There is a marked difference at different levels, with junior grades more negative about promotion opportunities and processes.
- These results are not surprising in view of the moratorium on recruitment and promotion in the Civil Service between 2009-2014.
- Although some of the responses to statements within this theme are low, this is not a uniquely Irish Civil Service issue, with some international experiences revealing similar levels of dissatisfaction in this area. Both the U.S. and Canada for example, score below the 50% threshold in terms of positive responses to questions around this topic in their respective surveys.[10, 4]
- To retain key talent and develop strong future leaders, this area clearly needs focus in 2016. The recent increase in recruitment and promotion opportunities may support this.

■ Agree ■ Neutral ■ Disagree

I have opportunities to be moved around various positions so that I can learn a broad range of skills
- **37%**
- **21%**
- **42%**

I receive training to keep me up to date with developments in the Department (e.g. new rules, procedures, guidelines, IT systems)
- **44%**
- **20%**
- **36%**

I receive the training that I need to do my job well
- **45%**
- **25%**
- **29%**

I believe that if I perform well I will have the opportunity to be promoted
- **26%**
- **18%**
- **55%**

I feel I have all the opportunities I need for promotion
- **24%**
- **24%**
- **52%**

The Department has a clear and fair promotion process
- **23%**
- **28%**
- **49%**

My ability to show leadership is not limited by my grade in the Department
- **40%**
- **25%**
- **34%**

'Promotions in my work unit are based on merit.' – 33% responded positively

United States Federal Employee Viewpoint Survey, 2015[10]

Your Pay

Civil Service Overall %

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

42%

Do civil servants feel fairly rewarded for their work?

- At 42%, the Pay result is the third lowest result in the survey. This result reflects recent changes to 'Terms and Conditions' in response to the economic crisis which led to significant reductions in core pay.
- Less than half of civil servants feel fairly rewarded for their work – only one in four consider their pay 'reasonable', compared to people doing a similar job in the private sector.
- A minority of staff in the Civil Service feel that their pay adequately reflects their performance. Internationally, the UK Civil Service has also seen similar results.[1]
- Looking at the Pay and Competency themes together, it may be that staff feel that they are not adequately compensated relative to their perceived competence – which at 80% most staff deem to be high.
- These results are significant, however some caution is required around how they are interpreted. For example, recent research, suggests it is not always possible for employees to assess their own compensation objectively.[13]
- As the Government implements the phased restoration of remuneration to civil servants from 1st January 2016, future responses to this theme may improve.
- It is notable that Employee Engagement is high in the context of this result and that pay is not a key driver of employees' sense of engagement with the organisation.
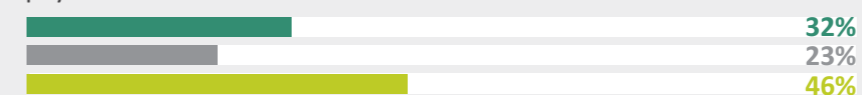
■ Agree ■ Neutral ■ Disagree

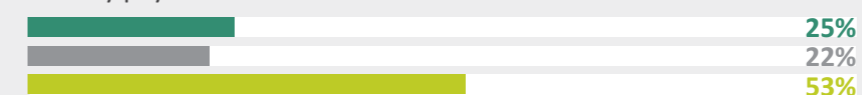I feel that my pay adequately reflects my performance

27%
20%
52%
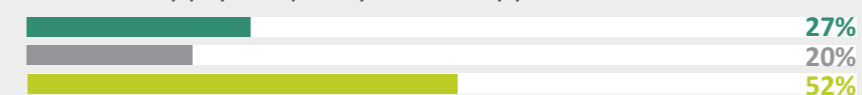
I am satisfied with the terms and conditions of my employment

42%
25%
33%

Compared to people doing a similar job to me, I feel that my pay is reasonable

32%
23%
46%

Compared to people doing a similar job in the private sector, I feel that my pay is reasonable

25%
22%
53%

'Satisfaction with your remuneration in relation to the challenges and demands of your work' Scored 2.92 out of 5, where 1 = Very Dissatisfied and 5 = Very satisfied.

Job satisfaction of the personnel of the State in Finland survey 2014[14]

'I feel that my pay adequately reflects my performance' – 36% Positive response

Scottish Government Civil Service People Survey 2014[7]

'Considering everything, how satisfied are you with your pay?' – 69% responded positively.

**United States Federal Employee Viewpoint Survey, 2015[10]**

Performance Standards

## Do civil servants see a culture of performance management?

- At 44%, the Performance Standards result was one of the lowest in the survey, raising questions for the Civil Service about how performance standards, and performance management is perceived.
- More than two in three civil servants feel that 'poor performance' is not effectively addressed throughout their Department – this is a particularly challenging result.
- Combined with comparatively low results around career development, promotion opportunities and learning and development, this result suggests that the incentives and consequences for performance need to be reviewed in the Civil Service.
- Performance management can be one of the big strategic issues facing organisations, and many adopt radical changes.
- In a 2014 survey of the Australian Public Service, only 37% of employees agreed that their supervisor managed underperformance well.[5] 50% of Irish organisations either plan to review or are currently evaluating their performance management process.[2]
- Action 11 in the Civil Service Renewal Plan provides the opportunity for the Civil Service to improve their performance management process and standards for all civil servants, including Secretaries General. Changing the performance management system and giving first line managers the skills they need to effectively manage poor performance early through constructive feedback and coaching will be important. This is highlighted by the Manager Career Support result.

Civil Service Overall %

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

44%

■ Agree ■ Neutral ■ Disagree

Poor performance is effectively addressed throughout the Department
- **12%**
- 20%
- **68%**
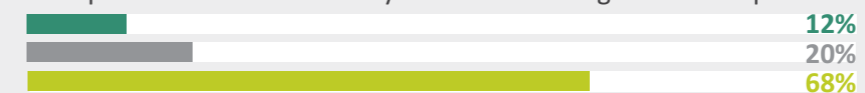
Senior managers in the Department are held accountable for achieving results
- **29%**
- 34%
- **37%**
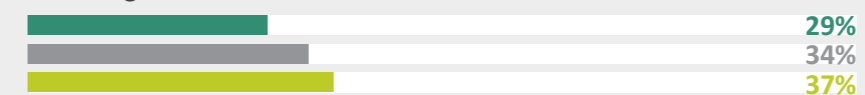
The Department has high performance standards
- **47%**
- 31%
- **22%**
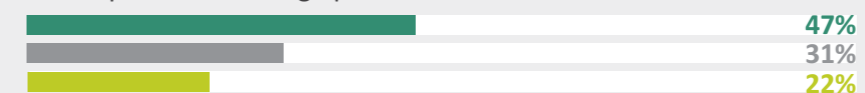
People in the Department are held accountable for achieving goals and meeting expectations
- **35%**
- 32%
- **32%**

The Department measures job performance to ensure all staff are achieving results
- **28%**
- 30%
- **41%**

'In my work unit, unsatisfactory employee performance is managed effectively' – 38% responded positively

Canadian Public Service Employee Survey, February 2015[4]

Manager Career Support

Civil Service Overall %

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

56%

How well supported do civil servants feel by their manager?

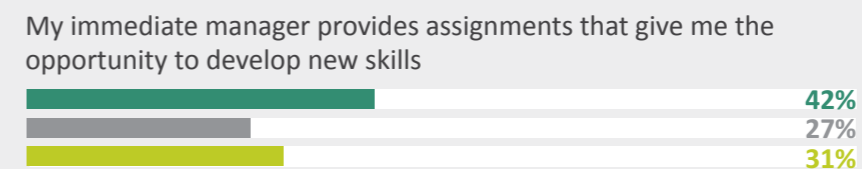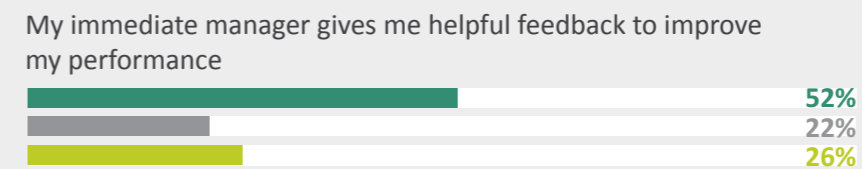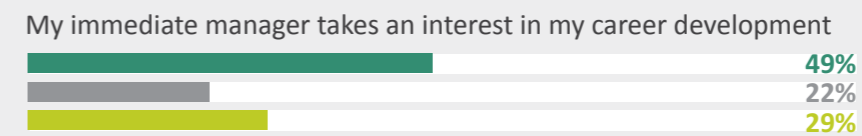- The Manager Career Support result of 56% shows mixed responses to the level of support staff receive from their immediate line managers. This result is behind other international administrations, for example, Wales (73%), Scotland (71%), and the UK overall (68%).[6, 7, 1]
- Looking at civil servants' perceived levels of support, it is interesting to note that the support of their peers is highest (Social Support – 70%), then their immediate manager (Manager Career Support – 56%), followed by organisational support (Organisational Support – 44%). This shows first line managers provide a key link between staff and leaders, and therefore improvements to this central relationship might have the most impact.
- Organisational research has Identified three key areas that managers can focus on to improve the support they provide to their teams:[15]
  - Setting clear and simple goals
  - Coaching staff and creating a coaching culture
  - Invest heavily in developing staff, particularly leadership attributes
- The results of this theme show the importance of skillful managers that can build strong, positive relationships with their employees.

■ Agree ■ Neutral ■ Disagree

My immediate manager takes an interest in my career development

49%
22%
29%

My immediate manager makes sure I get credit for my achievements

56%
21%
23%

My immediate manager gives me helpful feedback to improve my performance

52%
22%
26%

My immediate manager provides assignments that give me the opportunity to develop new skills

42%
27%
31%

'My manager recognises when I have done my job well' – 83% responded positively

Scottish Government Civil Service People Survey 2014[7]
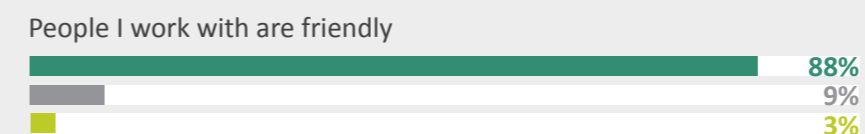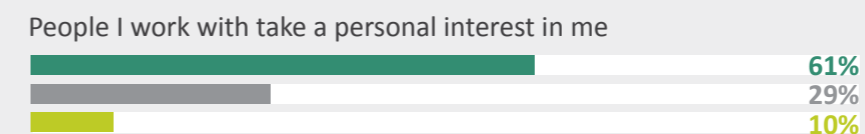
Social Support

Civil Service Overall %

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

70%

How well supported do civil servants feel by their colleagues?

- The result for Social Support is 70%.
- This shows that the majority of civil servants feel they have the opportunities to develop close relationships at work.
- The statement 'People I work with are friendly' had the highest positive response at 88%, and is one of the highest positive responses throughout the survey. It is encouraging to note the high level of social support within the Civil Service which suggests a culture where both individuals and relationships are valued.
- Culture – 'the way we do things around here', is one of the largest factors that drives social support in the workplace and is one of the most important challenges facing organisations today. This highlights a very positive dimension of the Civil Service culture.[16, 3]
- It is worth noting that the Social Support theme outscores both the Manager Career Support (56%) and Organisational Support (44%) themes. This may suggest that employees feel more supported by their peers than they do by management and leadership.

■ Agree ■ Neutral ■ Disagree

I have the opportunity to develop close friendships in my job
66%
22%
12%

I have the chance in my job to get to know my colleagues
80%
13%
8%

I have the opportunity to meet with others in my work
77%
13%
10%

People I work with take a personal interest in me
61%
29%
10%

People I work with are friendly
88%
9%
3%
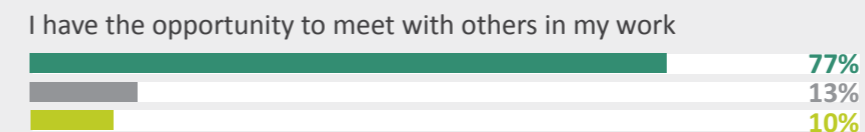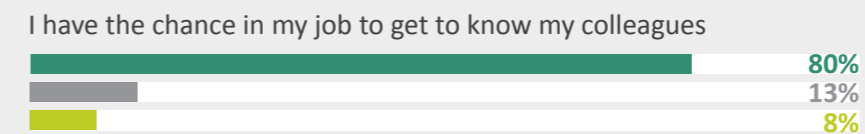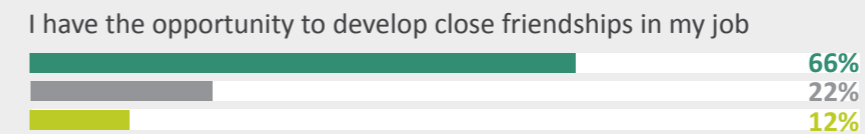
'I have some really good friendships at work'– 76% responded positively

UK Civil Service People Survey, November 2015[1]

Leadership

4th A key driver of Employee Engagement

Civil Service Overall %

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.

50%

How do civil servants rate their senior leaders?

- The Leadership result is 50%. This presents a significant challenge for the Civil Service.
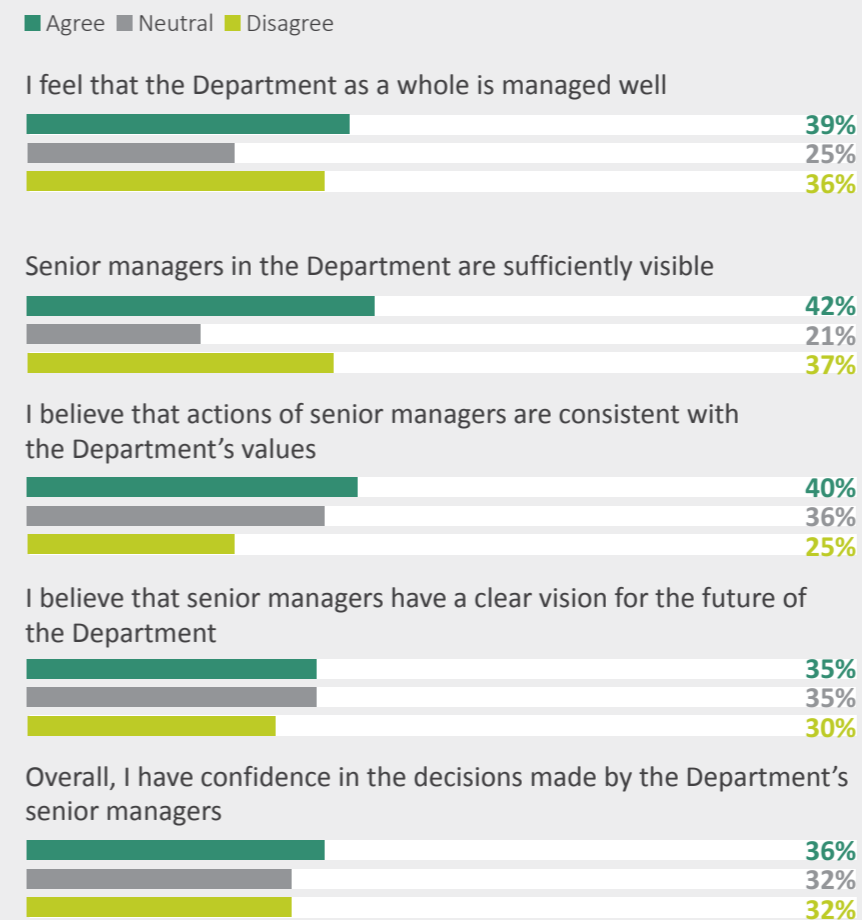- The Civil Service is not unique in facing this challenge. A recent global survey found that 86% of all employees cited leadership as one of their most important challenges. This same survey showed that organisations around the world are struggling to strengthen their leadership capacity, particularly in their ability to develop the new generation of younger leaders.[3]
- The Great Places to Work Institute recently outlined some of the attributes of great people leaders, including engaging from the top to the bottom of their organisation, being open to learn about areas outside of their expertise, and listening to and incorporating the views and ideas of their employees.[17]
- Developing these attributes as part of talent management and performance management will be important to improve perceptions of leadership effectiveness within the Civil Service.
- Prioritising change in this area as a key driver would positively influence a range of areas, such as Employee Engagement and Commitment to the Organisation.

■ Agree ■ Neutral ■ Disagree

I feel that the Department as a whole is managed well

39%
25%
36%

Senior managers in the Department are sufficiently visible

42%
21%
37%

I believe that actions of senior managers are consistent with the Department's values

40%
36%
25%

I believe that senior managers have a clear vision for the future of the Department

35%
35%
30%

Overall, I have confidence in the decisions made by the Department's senior managers

36%
32%
32%

'In my agency, the most senior leaders are sufficiently visible' – 48% responded positively

Australian Public Service – State of the Service Report, 2014[5]

Organisational Support

3rd A key driver of Employee Engagement

How well supported do civil servants feel by their organisation?

- At 44%, Organisational Support is one of the lowest scores in the survey.
- Three out of four of the statements for this theme recorded a higher proportion of negative responses than positive responses.
- These results need to be viewed seriously, considering that this theme is one of the main drivers of Employee Engagement and directly affects how engaged civil servants feel at work.
- Interestingly, although the CSMB selected Well-being (page 20) as a key outcome, and the result for this is high at 75%, only 31% of employees feel their own Department 'cares about their well-being'.
- A recent Gallup report suggests that organisations need to embed support for well-being in their culture, and that managers must play a key role in promoting employee well-being.[18]
- Increasing levels of Organisational Support must start with leaders and managers focussing on finding a range of new ways to take into account the views of staff regularly and transparently.

Civil Service Overall %

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

44%

■ Agree ■ Neutral ■ Disagree

The Department cares about my opinions

22%
30%
47%

The Department cares about my well-being

31%
31%
39%

The Department considers my goals and values

22%
36%
42%

The Department provides support for me in times of need

38%
36%
27%
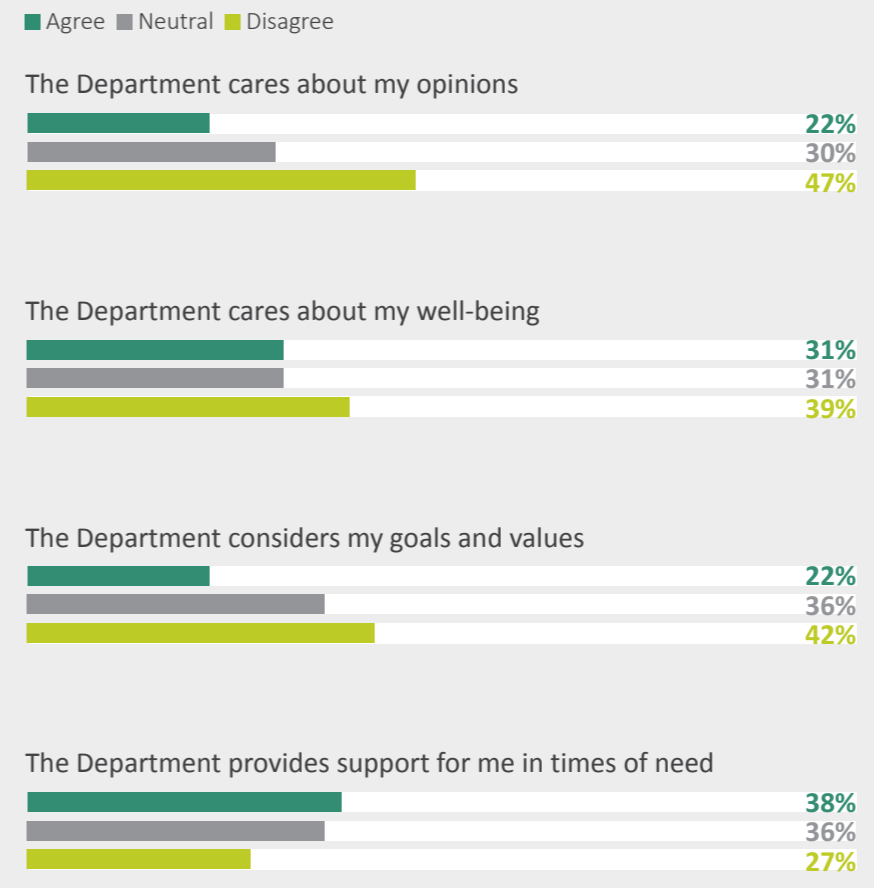
'Considering everything, how satisfied are you with your organisation?' – 56% responded positively

United States Federal Employee Viewpoint Survey, 2015[10]

Learning and Development

Civil Service Overall %

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

52%

Do civil servants have the right learning and development opportunities?

- The learning and development result is 52%.
- Just over one third of civil servants could neither agree nor disagree that learning and development activities they had completed in the last 12 months had helped to improve their performance.
- It is interesting to consider this in the context of the Competence theme (page 28), where there was a strong belief in employees' ability to perform their work activities skillfully. This may suggest that employees feel that they do not need additional training being offered to them, or they are being offered the wrong type of development opportunities.
- Less than half of civil servants feel like their work utilises their full abilities (Job Skills Match page 32). Employees may feel that new skills would not be utilised if they did wish to pursue further training and development.
- Looking at international experiences, such as Scotland, Wales and the UK Civil Service as a whole, Ireland is behind when it comes to civil servants perceptions about learning and development in their organisation.[7, 6, 1]
- In a 2015 survey on global trends, 'learning and development' was identified as a key challenge facing organisations. As the economy improves and the market for highly skilled talent grows, organisations are realising they cannot simply recruit all the talent they need but must also develop it internally.[3]
- This supports the work ongoing to improve learning and development in the Civil Service through Action 9 in the Civil Service Renewal Plan, especially around leadership development.

■ Agree ■ Neutral ■ Disagree

I am able to access the right learning and development opportunities when I need to

50%
24%
26%

Learning and development activities I have completed in the last 12 months have helped improve my performance

42%
36%
23%

There are opportunities for me to develop my career in the Department

39%
22%
39%

Learning and development activities I have completed while working for the Department are helping me to develop my career

40%
31%
29%

'I am able to access the right learning and development opportunities when I need to'– 69% responded positively

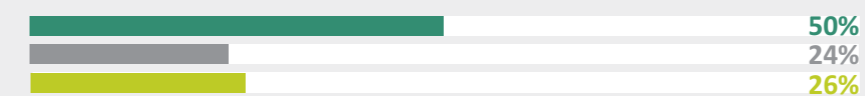**Welsh Government Civil Service People Survey 2014**[6]

Innovative Climate

Civil Service Overall %

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

45%

Do civil servants see the culture as innovative?

- At only 45%, Innovative Climate is among the lowest scoring themes. When combined with the results for Involvement Climate, this shows that staff perceive a serious absence of collaboration and innovation in the current Civil Service culture. This is interesting given the scale and scope of change civil servants have successfully implemented in recent years.
- There could be several factors influencing this result. It may be that workload commitments do not allow civil servants to be innovative. As it is, 44% of civil servants feel as if they don't have enough time to get everything done (Job Demands page 30).
- 45% of civil servants also think that management are not quick to respond when changes need to be made and 41% of staff feel that their Department is not flexible – this suggests adopting more agile working processes might help drive this score up.
- This is also a major area of focus internationally, for example, Australia have approved a number of initiatives such as assigning Innovation Champions within departments.[19]

■ Agree　■ Neutral　■ Disagree

New ideas are readily accepted here

Agree	32%
Neutral	32%
Disagree	36%

The Department is quick to respond when changes need to be made

Agree	31%
Neutral	29%
Disagree	40%

Management here are quick to spot the need to do things differently

Agree	25%
Neutral	30%
Disagree	45%

The Department is very flexible: it can quickly change procedures to meet new conditions and solve problems as they arise

Agree	29%
Neutral	30%
Disagree	41%

People in the Department are always searching for new ways of looking at problems

Agree	30%
Neutral	37%
Disagree	33%

When asked if their immediate supervisor encourages innovation, 63% of those surveyed responded positively

Australian Public Service, State of the Service Report, 2015[19]

'I am encouraged to be innovative or to take initiative in my work.' 63% gave a positive response

Canadian Public Service Employee Survey, February 2015[4]

Involvement Climate

Do civil servants see the culture as collaborative?

- At 36%, this result shows that only a minority of civil servants feel they are openly involved in decision making in their department or office.
- 71% of staff feel that decisions are made 'over their heads'. 60% feel that there are communication breakdowns and 64% felt that changes are made without involving them.
- Results from this theme suggest that it may be the hierarchical culture that is affecting staff engagement. This view is reinforced by the low score for the Innovative Climate theme (45%), where there is a perception of limited support and encouragement for employees to take initiative.
- There is an interesting gender dimension to this result, with women feeling that they have less of a say in decisions which affect their work more so than men. This may reflect the fact that women are more prevalent in the junior grades.
- International research shows that employees like to be involved in decision making, and communications within their organisation. For example, a recent survey asked employees what they valued in their workplace and interestingly, 'feeling in on things' ranked second out of ten potential options.[20]
- While not a main driver for Employee Engagement, the Involvement Climate theme is important, as it relates to communication which is crucial for the success of any organisation, especially those going through a process of renewal.
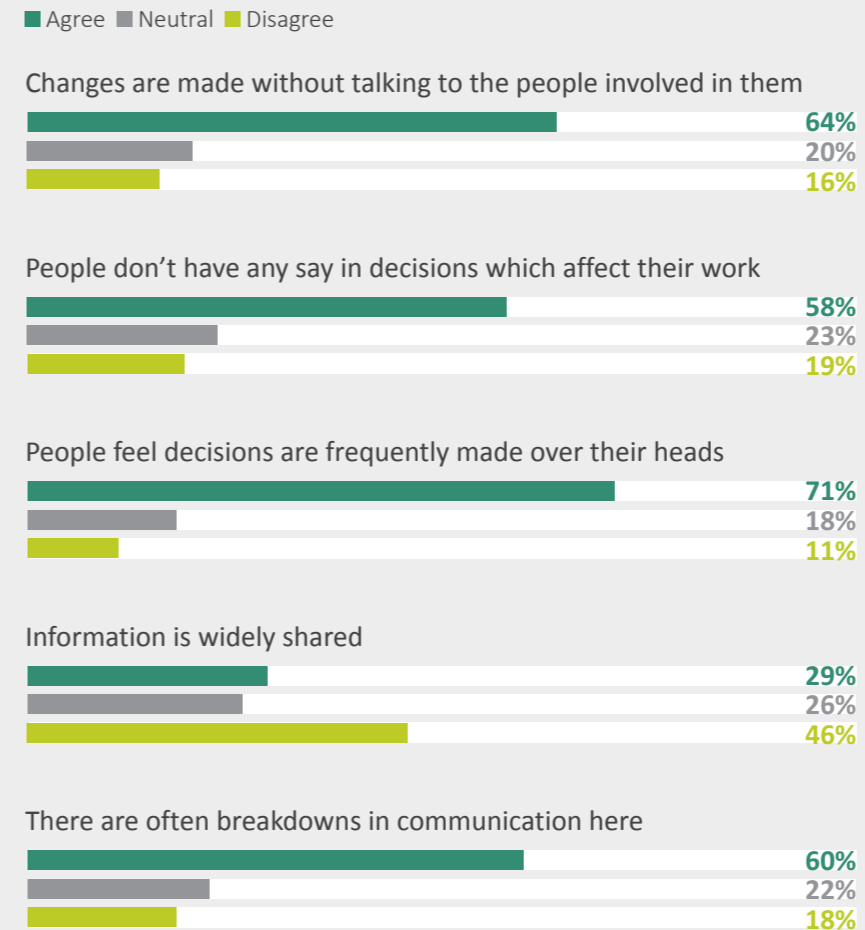
Civil Service Overall %

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

36%

■ Agree ■ Neutral ■ Disagree

Changes are made without talking to the people involved in them
- **64%**
- 20%
- **16%**

People don't have any say in decisions which affect their work
- **58%**
- 23%
- **19%**

People feel decisions are frequently made over their heads
- **71%**
- 18%
- **11%**

Information is widely shared
- **29%**
- 26%
- **46%**

There are often breakdowns in communication here
- **60%**
- 22%
- **18%**

'I feel involved in the decisions that affect my work' – 56% responded positively

UK Civil Service People Survey, November 2015[1]

Citizen Impact

Do civil servants feel they make an impact through their work?

- At 68%, the majority of civil servants feel their work has a positive impact on the public.
- It is interesting to note the difference between this theme and the Public Perception of the Civil Service theme. While the majority of civil servants feel that their work impacts, benefits, and makes a difference in citizens' lives. They also feel that the public don't value, respect or appreciate the work that they do.
- In contrast, a recent Irish Civil Service Customer Satisfaction Survey has shown that general perceptions of the Civil Service are quite positive, for example:
  – 66% of Civil Service customers feel that the Civil Service is efficient
  – 53% of Civil Service customers feel that the Civil Service is independent and trustworthy
  – 57% of Civil Service customers feel that the Civil Service deals with people in a fair and equal way
- This suggests that civil servants are not fully aware of how positively the public view the role the Civil Service plays in Irish life. This presents a good opportunity for Civil Service leaders to continue to highlight to staff the real impact of what they do.

Civil Service Overall %

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

68%

'The work I do is important.' – 90% responded positively

United States Federal Employee Viewpoint Survey, 2015[10]

Agree Neutral Disagree

I feel that my work makes a positive difference in citizens' lives

- 65%
- 23%
- 12%

I am very aware of the ways in which my work is benefiting citizens

- 68%
- 21%
- 11%

I am very conscious of the positive impact that my work has on citizens

- 64%
- 24%
- 12%

'I feel that the service provided by the Civil Service has improved in the last 5 years.' – 50% responded positively
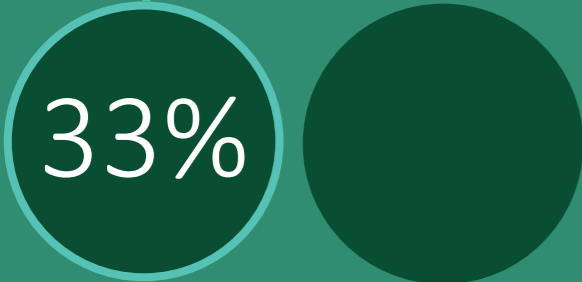
'The Civil Service serves all segments of society in Ireland equally' – 52% of Civil Service customers responded positively

Irish Civil Service Customer Satisfaction Survey, 2015

Public Perception of the Civil Service

Civil Service Overall %

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

33%

## How do civil servants think the Civil Service is perceived?

- The Public Perception of the Civil Service result is 33%, the lowest result in the survey.
- Each statement in this theme has a negative response greater than 60%.
- The result for this theme suggests the majority of employees feel that the public do not value, respect, or appreciate the work that the Civil Service does.
- In contrast, the majority of civil servants feel they perform their job very well (Competence – 80%), and feel pride in the work they do (Citizen Impact – 68%).
- A recent Irish Civil Service Customer Satisfaction Survey has shown that general perceptions of the Civil Service are actually quite positive, for example, 61% of Civil Service customers feel that the Civil Service meets the needs of the public.
- Combined with the results for Citizen Impact, focussed communication from leaders to their employees highlighting relevant positive results could help to close the gap between perception and reality. The work of the Civil Service spokesperson (Action 23 in the Civil Service Renewal Plan) could also greatly impact these results in future surveys.

■ Agree ■ Neutral ■ Disagree

I feel that the public value the work the Civil Service does

19%
18%
62%

I feel that the public respect the Civil Service for its work

15%
19%
66%
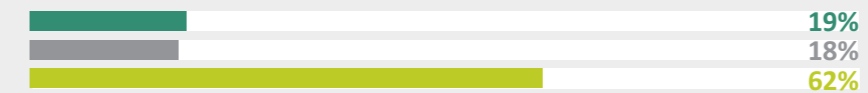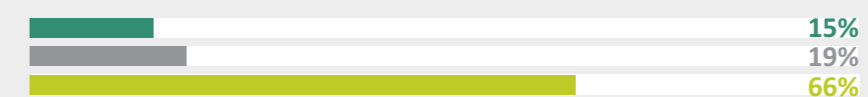
I feel that the public appreciate the work of the Civil Service

15%
20%
65%
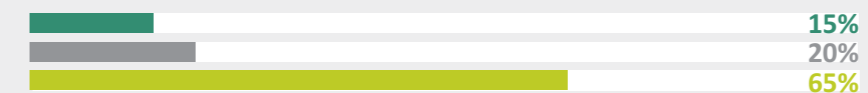
'How favourable is your opinion of the way in which the Civil Service meets the needs of the public?' – 61% of Civil Service customers responded positively

Irish Civil Service Customer Satisfaction Survey, 2015

'Employees are recognised for providing high quality products and services.' – 47% responded positively

United States Federal Employee Viewpoint Survey, 2015[10]

Identification with the Civil Service

Do civil servants identify with the Civil Service?

- The Identification with the Civil Service result is 62%. This is a very positive result and highlights a strong foundation for building a 'unified' Civil Service.
- Civil servants mostly agreed with the statements in this theme, showing that they identify with and feel strongly about the values and ethos of the Civil Service.
- Interestingly, staff who have served less than one year or over 30 years identify most positively with the Civil Service.
- Identification can be improved through greater communication across the Civil Service and civil servants feeling that the Civil Service is one organisation as a whole. The collective work of the Civil Service Management Board (Action 2 – Civil Service Renewal Plan) should contribute to this.

Civil Service Overall %

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.

62%

■ Agree ■ Neutral ■ Disagree

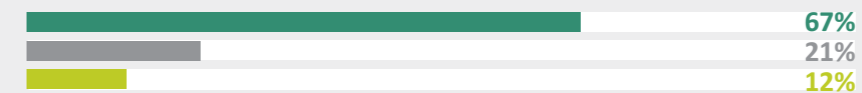I feel that my values and those of the Civil Service are very similar (e.g. independence, integrity, impartiality, equality, fairness and respect)

67%
21%
12%

It is important to me that my work aligns with the values and ethos of the Civil Service

72%
23%
5%
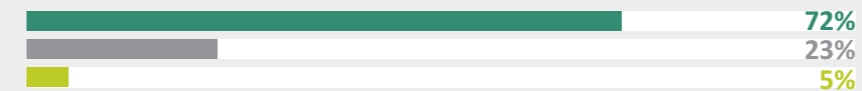
When someone praises the Civil Service, it feels like a personal compliment

53%
29%
18%
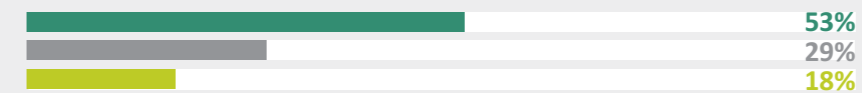
If a story in the media criticised the Civil Service, I would feel embarrassed

47%
28%
25%
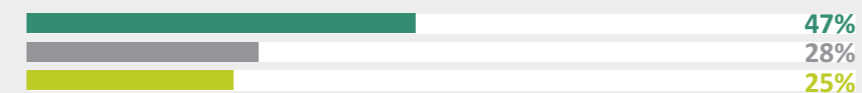
When I talk about the Civil Service, I usually say 'we' rather than 'they'

57%
24%
19%
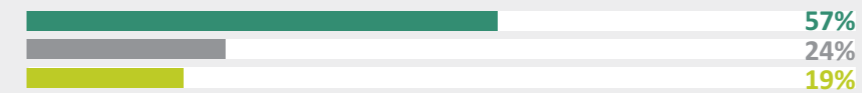
I feel that people in the Department live the values of the Civil Service

42%
40%
18%
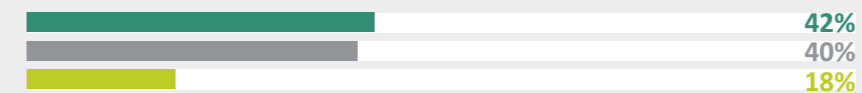
'When I talk about my organisation I say "we" rather than "they"' – 70% responded positively

UK Civil Service People Survey, November 2015[1]

'When I talk about the organisation I say "we" rather than "they"' – 72% responded positively

Welsh Government Civil Service People Survey 2014[6]

'When I talk about the Scottish Government I say "we" rather than "they"'– 69% responded positively

Scottish Government Civil Service People Survey 2014[7]

Commitment to Civil Service Renewal

Do civil servants feel committed to Civil Service Renewal?

- Commitment to Civil Service Renewal is 58%.
- Interestingly this theme has a high proportion of neutral responses to the statements, indicating that employees may be 'holding' until they see tangible and real change as a result of the Civil Service Renewal Plan. Although it is also interesting to see small proportions of negative views compared to other survey themes.
- Given employees feel that information is not widely shared and there are often breakdowns in communication (Involvement Climate) there is an opportunity here to positively influence support for the Civil Service Renewal Plan, through increased communication on the tangible links between the plan and employees.
- Poor communication may also explain the difference between employees' perceived ability to cope with change (Coping with Change – 69%) and their views on the value of the Civil Service Renewal Plan (36%).
- Revisiting and revising the existing communication strategy for the Civil Service Renewal Plan could be valuable to increase the result for this theme in the future.

Civil Service Overall %

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

58%

■ Agree ■ Neutral ■ Disagree

I believe in the value of the Civil Service Renewal Plan

- **36%**
- **50%**
- **14%**
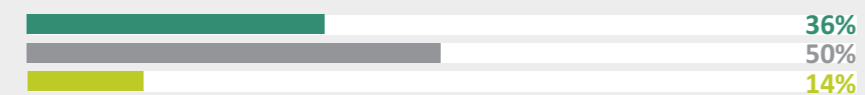
The Civil Service Renewal Plan is a good strategy for the Department

- **32%**
- **57%**
- **12%**
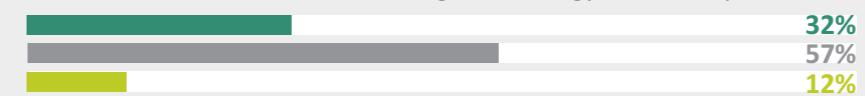
I recognise that the Civil Service Renewal Plan serves an important purpose

- **44%**
- **46%**
- **10%**
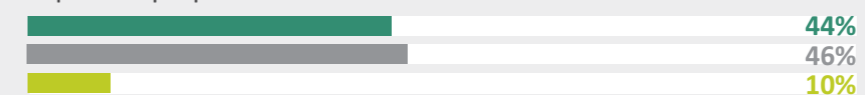
The Civil Service Renewal Plan is necessary

- **49%**
- **43%**
- **8%**
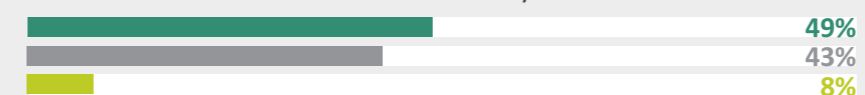
Awareness of the Civil Service Renewal

How aware are civil servants of the Civil Service Renewal Plan?

- The Awareness of the Civil Service Renewal Plan result is 55%.
- 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 unified organisation. A 'One Civil Service' that civil servants can be proud to be a part of.
- From launching less than a year ago to when this survey was carried out, a result of 72% for awareness of the Civil Service Renewal Plan is positive and encouraging. Especially as civil servants also feel that communication in relation to the plan could be improved.
- By communicating the Civil Service Renewal Plan throughout the Civil Service, these results should improve in the future. The establishment of a Civil Service Spokesperson should also help internal communications and civil servants feeling that there is a voice for the Civil Service.
- Only one in four staff are optimistic that the Civil Service will change for the better as a result of the Civil Service Renewal Plan. The Plan aims to tackle these concerns head on by delivering on each of the 25 actions which address issues at all grade and organisational levels, from Secretary General performance reviews to an updated Performance Management and Development System for staff, and a Civil Service Learning and Development model with key talent management streams.

Civil Service Overall %

55%

I have been made aware that there is a Renewal Plan for the Civil Service

72%

There has been good communication in relation to the Civil Service Renewal Plan

33%
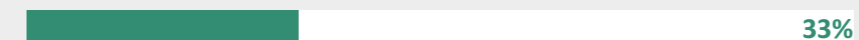
I am optimistic that the Civil Service will change for the better as a result of the Civil Service Renewal Plan

23%
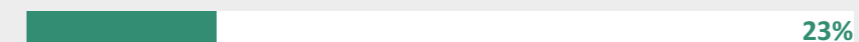
I am aware that the Civil Service Renewal Plan will change the way we work

49%

What is the Civil Service?

This report focuses exclusively on the overall results for the Civil Service – aggregating all of the responses from staff in different Civil Service Departments, Offices and Agencies. These overall results are important and provide a picture of 'One Civil Service'.

However, what the Civil Service does is complex and varied and the results need to be understood in the context of what different Departments do and how they do it. The Civil Service includes more than 60 organisations with different governance and decision making structures. These organisations are dispersed across hundreds of locations in Ireland and abroad.

The Civil Service includes policy making organisations, regulatory bodies, and operational organisations managing the direct delivery of services.

The largest Civil Service organisations employ more than 6,500 staff, the smallest less than 100.

Each of the four main outcomes (Employee Engagement, Well-being, Coping with Change, Commitment to the Organisation) affects each Department differently and data will be produced to summarise responses in individual Departments.

No engagement survey will ever capture a perfect image of the working environment and the complexity of the Civil Service makes it harder. But by carrying out the employee engagement survey each year we are gathering data that will allow us to improve and work towards a world class Civil Service.

Each day, civil servants make vital contributions that affect Irish life positively. The Civil Service proudly serves Irish citizens and civil servants should be proud of the work they do.

How do the Employee Engagement results vary across the Civil Service?

Employee Engagement

Civil Service Overall **70%**

Department	%
Agriculture, Food and the Marine	71%
Arts, Heritage and the Gaeltacht	72%
Central Statistics Office	72%
Children and Youth Affairs	70%
Comms., Energy and Natural Resources	69%
Defence	71%
Education and Skills	73%
Environment, Community and Local Gov.	71%
Finance	71%
Foreign Affairs and Trade	75%
Health	66%
Jobs, Enterprise and Innovation	69%
Justice and Equality	68%
Office of the Attorney General	74%
Office of Public Works	75%
Office of the Revenue Commissioners	70%
Public Appointments Service	77%
Public Expenditure and Reform	69%
Social Protection	67%
Taoiseach (Department of)	71%
Transport, Tourism and Sport	67%

How does employee commitment vary across the Civil Service?

Commitment to the Organisation

Civil Service Overall **48%**

Department	%
Agriculture, Food and the Marine	48%
Arts, Heritage and the Gaeltacht	44%
Central Statistics Office	50%
Children and Youth Affairs	53%
Comms., Energy and Natural Resources	50%
Defence	49%
Education and Skills	50%
Environment, Community and Local Gov.	48%
Finance	49%
Foreign Affairs and Trade	53%
Health	51%
Jobs, Enterprise and Innovation	47%
Justice and Equality	45%
Office of the Attorney General	55%
Office of Public Works	51%
Office of the Revenue Commissioners	49%
Public Appointments Service	63%
Public Expenditure and Reform	47%
Social Protection	43%
Taoiseach (Department of)	52%
Transport, Tourism and Sport	48%

How does employee well-being vary across the Civil Service?

Well-being

Civil Service Overall **75%**

Department	%
Agriculture, Food and the Marine	76%
Arts, Heritage and the Gaeltacht	73%
Central Statistics Office	78%
Children and Youth Affairs	76%
Comms., Energy and Natural Resources	74%
Defence	76%
Education and Skills	76%
Environment, Community and Local Gov.	75%
Finance	74%
Foreign Affairs and Trade	76%
Health	70%
Jobs, Enterprise and Innovation	75%
Justice and Equality	75%
Office of the Attorney General	76%
Office of Public Works	77%
Office of the Revenue Commissioners	75%
Public Appointments Service	81%
Public Expenditure and Reform	73%
Social Protection	72%
Taoiseach (Department of)	75%
Transport, Tourism and Sport	72%

Does change capability vary across the Civil Service?

Coping with Change

Department	Value
Agriculture, Food and the Marine	69%
Arts, Heritage and the Gaeltacht	68%
Central Statistics Office	70%
Children and Youth Affairs	73%
Comms., Energy and Natural Resources	71%
Defence	72%
Education and Skills	72%
Environment, Community and Local Gov.	69%
Finance	69%
Foreign Affairs and Trade	71%
Health	70%
Jobs, Enterprise and Innovation	70%
Justice and Equality	70%
Office of the Attorney General	70%
Office of Public Works	64%
Office of the Revenue Commissioners	69%
Public Appointments Service	72%
Public Expenditure and Reform	71%
Social Protection	68%
Taoiseach (Department of)	72%
Transport, Tourism and Sport	69%

Civil Service Overall: 69%

Scale: 0% — 100%

Respondents by Region and Age

Dublin 47.7%

Rest of Leinster 16%

Munster 17.1%

Ulster 3.3%

Connaught 7.3%

Prefer not to say 8%

Not Indicated 0.6%

Age Band	Count	Percent
Not Indicated	73	0.5%
16-19	5	0.0%
20-24	121	0.8%
25-29	434	2.8%
30-34	1,402	9.0%
35-39	1,903	12.3%
40-44	2,427	15.6%
45-49	2,299	14.8%
50-54	2,924	18.8%
55-59	2,096	13.5%
60-64	809	5.2%
65 and over	40	0.3%
Prefer not to say	986	6.4%

These results are broadly representative of the distribution of staff with approximately 50% in Dublin and 50% in other regions.

Republic of Ireland Civil Service Employee Engagement Survey 2015

Population: 37,000 approx
Respondents: 15,519
Response rate: 39.2%

UK Civil Service People Survey 2015

Population: 430,000 approx
Respondents: 279,653
Response rate: 65%

Canadian Public Service Employee Survey 2014

Population: 250,000 approx
Respondents: 178,500
Response rate: 71%

Australian Public Service Commission Employee Survey 2013-2014

Population: 145,000 approx
Respondents: 99,392
Response rate: 68%

39,468 surveys issued in 2015 in electronic and paper format. Response rates are often lower in the first year.

Brief Insights on Gender

Of the 15,500 employees that took part in the 2015 survey 54.2% were women, 37.7% were men and 8.1% preferred not to say.

Women are slightly more engaged than men, scoring higher or equal to men on all the engagement questions. The largest difference between the genders is for the question 'I am enthusiastic about my job', with 75% of women agreeing compared to 71% of men.

Although women score higher than men on the Well-being theme it is interesting to note that men score higher on one question 'I have confidence in myself', with 90% agreeing, as opposed to 88% of women. This is interesting, particularly in light of the gender differences between responses to Involvement Climate questions. Here again more men answered positively than women. The question with the largest difference between genders was 'People don't have any say in decisions which affect their work'. 62% of women agreed with this statement meaning that women feel decisions about their work are made without talking to them, more so than men.

There is a large variation by gender to responses to the Public Perception of the Civil Service theme, with more men than women agreeing with statements like 'I feel that the public value the work the Civil Service does' (23% of men and 16% of women) and 'I feel that the public respect the Civil Service for its work' (19% of men and 12% of women).

Looking at how the different genders responded to statements across the survey, we can see the following across the drivers:

- Men are generally more positive around the 'Meaningfulness' theme
- Women are generally more positive around the 'Competence' theme
- Men are generally more positive around the 'Job Skills Match' theme
- Men are generally more positive around the 'Organisational Support' theme
- Men are generally more positive around the 'Leadership' theme

While the gender results looked at side by side are not vastly different, it is useful to have such information at hand to allow senior managers to 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. For additional data on gender, see the accompanying document: '*Supporting documentation: Survey Data by Gender*'.

Brief Insights on Grade

Of the 15,500 employees that took part in the 2015 survey 6.4% were Principal (senior level) and above, 49.7% were HEO/AO and AP, 36.5% were CO, SO and EO; and 7.4% preferred not to say.*

There are significant differences between grades across the themes. The higher the grade the higher the sense of commitment to the organisation. 88% of Secretaries Generals and equivalents noted their strong sense of belonging to their Department, contrasted with only 27% of COs and 37% of HEOs answering in a similar way. This large variation could relate to the increased levels of autonomy that naturally exist as a civil servant takes on more responsibility at higher grades.

Aligned with higher grades is the level of opportunities staff perceived to be available to them. The grade groups of SO (18%) and Industrial staff (21%) felt they didn't have opportunities to move around, while Secretary General level and equivalent disagreed (68%); possibly due to the nature of work and autonomy that each grade undertakes and the mobility schemes that exist in higher levels. This could also relate to special departments and specialised roles.

The results above are not hugely surprising due to the pressures and challenges that the Civil Service has faced over the last number of years. It is hoped that these figures will improve in 2016 due to the introduction of measures under the Civil Service Renewal Plan that focus on increased mobility at all grades and more opportunities for promotion through open competitions at all grades. For additional data on grade, see the accompanying document: '*Supporting documentation: Survey Data by Grade*'.

* All equivalents of grades are included in figures quoted – e.g. HEO or equivalent.

Analysis

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 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**)
- The emotional bond or attachment that civil servants feel to the Department or Office they work for (**Commitment to the Organisation**)

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

The results of the survey show interesting findings across these 4 dimensions, highlighted in the graphic below. The sense of Employee Engagement and Well-being in the Civil Service is very high at 70% and 75% respectively. Looking at other international administrations, Ireland scores favourably. For example, the Employee Engagement result in the UK is 58% and their average Well-being score is 62%. Although the positive responses to Coping with Change are reassuring, a 48% score for Commitment to the Organisation shows that a small majority favoured the negative options over the positive ones. This is something the Civil Service and its Departments and Offices will need to look at closely over the year ahead.

Employee Engagement

70%

Well-being

75%

Coping with Change

69%

Commitment to the Organisation

48%
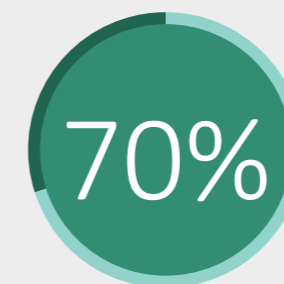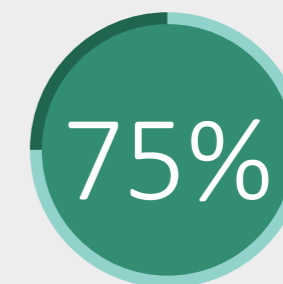
What are the most important things to act on?

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 in this graphic, and are ranked in line with how strongly they impact the outco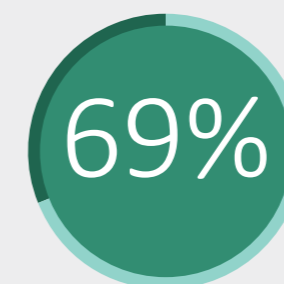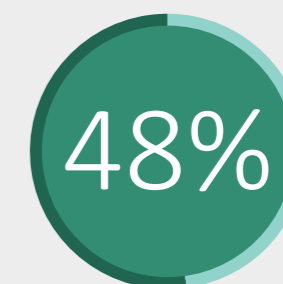me score. The level of impact or influence does not automatically align with the highest scoring driver. This is due to the statistical analysis underpinning it (see notes on pages 81-83).

How to read this chart

- The survey is focussed on 4 main outcomes – Employee Engagement, Well-being, Coping with Change, Commitment to the Organisation
- 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. (1)
- 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. (2)

1
5th
2
Survey Result: 80%
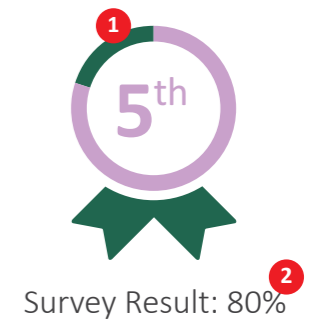
Outcome 1: Employee Engagement

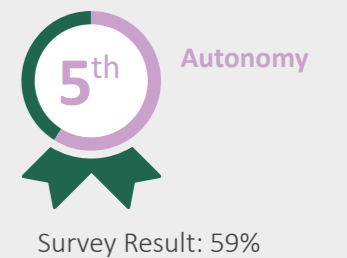Here are the five key drivers associated with Employee Engagement.

Meaningful work is the factor that influences employee engagement more than any other in the Civil Service. Ensuring employees find meaning, value and purpose to their work will need to be a priority for CSMB in the year ahead.

| **1st** Meaningfulness | **2nd** Job Skills Match | **3rd** Organisational Support | **4th** Leadership | **5th** Competence |
| Survey Result: 65% | Survey Result: 58% | Survey Result: 44% | Survey Result: 50% | Survey Result: 80% |

Outcome 2: Well-being

Here are the five key drivers associated with Well-being.

Feeling competent and capable is the factor that influences employee well-being more than any other. This means ensuring civil servants continue to feel capable to perform their work activities skillfully should remain a priority for CSMB in the year ahead.

| **1st** Competence | **2nd** Meaningfulness | **3rd** Job Demands | **4th** Job Skills Match | **5th** Autonomy |
| Survey Result: 80% | Survey Result: 65% | Survey Result: 51% | Survey Result: 58% | Survey Result: 59% |

Outcome 3: Coping with Change

Here are the five key drivers associated with Coping with Change.

Meaningful work is the factor that influences Coping with Change more than any other. Also important are opportunities to move and develop at work. Mobility and learning and development are key priorities in the Civil Service Renewal Plan.

| **1st** Meaningfulness | **2nd** Career Development and Mobility | **3rd** Competence | **4th** Job Skills Match | **5th** Performance Standards |
| Survey Result: 65% | Survey Result: 44% | Survey Result: 80% | Survey Result: 58% | Survey Result: 44% |

Outcome 4: Commitment to the Organisation

Here are the five key drivers associated with Commitment to the Organisation.

Meaningful work is the factor that influences commitment to the organisation more than any other. Similarly, providing sufficient organisational support is also an important driver.

| **1st** Meaningfulness | **2nd** Organisational Support | **3rd** Social Support | **4th** Career Development and Mobility | **5th** Leadership |
| Survey Result: 65% | Survey Result: 44% | Survey Result: 70% | Survey Result: 44% | Survey Result: 50% |

Notes and Data Tables

How do the results vary by grade?

This is the overall result. At 80%, this means the majority of staff feel competent and skillful.

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

Survey Themes	All Grades	ASG equiv. and above	PO or PO Equivalent	AP or AP Equivalent	AO or AO Equivalent	HEO or HEO Equivalent	EO or EO Equivalent	SO or SO Equivalent	CO or CO Equivalent	SVO or SVO Equivalent	Industrial	Other
Employee Engagement	70	87	76	74	71	70	68	68	67	74	75	75
Commitment to the Organisation	48	83	61	54	53	48	45	41	43	47	49	50
Well-being	75	86	76	75	74	73	73	74	75	80	78	79
Coping with Change	69	83	72	72	72	70	69	68	68	70	59	67
Autonomy	59	84	69	68	61	61	58	57	53	58	59	61
Meaningfulness	65	90	75	72	65	66	62	63	59	65	75	73
Competence	80	85	80	79	75	78	78	81	82	88	86	84
Job Demands	51	53	43	45	52	47	52	47	56	60	56	54
Job Skills Match	58	80	67	62	57	58	56	55	54	55	64	65
Career Development and Mobility	44	73	57	51	50	45	43	37	40	38	34	42
Your Pay	42	49	47	47	42	49	44	39	35	40	37	39
Performance Standards	44	64	50	46	49	43	43	40	43	48	37	46
Manager Career Support	56	72	61	61	64	58	57	50	53	48	41	54
Social Support	70	79	73	72	73	70	70	70	69	73	71	70
Leadership	50	79	58	54	57	50	49	43	47	54	39	49
Organisational Support	44	74	54	50	50	43	42	38	41	47	41	46
Learning and Development	52	75	61	59	61	55	52	45	47	43	40	48
Innovative Climate	45	69	52	48	47	45	45	42	44	45	35	43
Involvement Climate	36	64	45	40	39	35	33	30	33	35	32	37
Public Perception of the Civil Service	33	45	36	33	33	33	31	31	32	42	44	42
Citizen Impact	68	87	73	71	68	68	66	69	66	72	72	74
Identification with the Civil Service	62	78	68	67	66	63	61	59	59	61	57	59
Commitment to Civil Service Renewal	58	74	61	61	62	60	57	55	56	55	55	56
Awareness of the Civil Service Renewal	55	74	59	61	61	58	56	50	50	49	40	45

How do the results vary by age?

Survey Themes	Overall Result	24 and under	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65 and over
Employee Engagement	70	72	70	66	67	69	69	71	74	77	84
Commitment to the Organisation	48	50	49	47	47	47	47	47	51	52	53
Well-being	75	79	77	74	74	74	73	74	77	79	87
Coping with Change	69	75	74	72	71	70	68	68	68	69	70
Autonomy	59	59	58	59	58	58	58	60	62	63	71
Meaningfulness	65	59	60	59	62	64	63	67	71	73	75
Competence	80	79	79	81	80	79	79	79	81	83	88
Job Demands	51	62	61	53	51	50	49	49	51	54	62
Job Skills Match	58	54	56	54	54	57	57	60	63	66	67
Career Development and Mobility	44	55	52	42	44	44	43	44	46	46	45
Your Pay	42	43	34	36	42	41	43	45	46	47	46
Performance Standards	44	57	52	42	42	42	43	45	47	47	49
Manager Career Support	56	72	65	58	56	55	55	56	57	57	62
Social Support	70	76	76	72	71	70	69	70	71	71	71
Leadership	50	62	56	48	48	49	49	50	53	53	49
Organisational Support	44	58	51	43	43	43	43	45	47	47	50
Learning and Development	52	61	60	52	52	51	51	52	54	53	49
Innovative Climate	45	54	51	43	43	44	44	47	48	47	45
Involvement Climate	36	47	40	33	33	34	36	36	38	38	39
Public Perception of the Civil Service	33	38	34	28	30	31	32	35	38	41	49
Citizen Impact	68	67	68	65	67	68	67	70	71	72	76
Identification with the Civil Service	62	64	63	60	61	61	61	63	64	63	66
Commitment to Civil Service Renewal	58	62	59	58	58	58	57	58	58	61	61
Awareness of the Civil Service Renewal	55	52	53	52	54	54	55	56	57	56	51

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 35-39 in the Civil Service. At 71% this means that the majority of civil servants between the age of 35-39 feel adequately supported by their managers.

How do the results vary by length of service?

Survey Themes	Overall Result	Less than 1 year	1 to 5 years	5 to 10 years	10 to 15 years	15 to 20 years	20 to 25 years	25 to 30 years	Greater than 30 years
Employee Engagement	70	78	74	68	67	69	70	70	73
Commitment to the Organisation	48	52	50	46	46	46	47	48	51
Well-being	75	81	77	74	74	74	74	73	75
Coping with Change	69	74	72	71	69	69	69	68	68
Autonomy	59	60	59	58	57	59	59	59	63
Meaningfulness	65	67	69	62	62	64	65	65	69
Competence	80	78	81	81	80	80	80	78	80
Job Demands	51	65	52	52	51	50	49	49	49
Job Skills Match	58	58	59	54	55	58	59	59	62
Career Development and Mobility	44	58	47	41	41	43	44	44	47
Your Pay	42	39	38	39	42	42	44	44	46
Performance Standards	44	60	46	41	41	43	43	45	47
Manager Career Support	56	71	59	55	56	55	54	55	57
Social Support	70	75	70	70	69	70	70	70	71
Leadership	50	65	51	46	46	49	49	51	53
Organisational Support	44	60	47	42	41	43	43	44	47
Learning and Development	52	65	55	48	50	52	51	52	54
Innovative Climate	45	57	44	41	42	44	45	47	50
Involvement Climate	36	49	36	32	33	34	35	37	38
Public Perception of the Civil Service	33	41	37	31	30	31	33	32	36
Citizen Impact	68	70	71	66	67	67	68	69	71
Identification with the Civil Service	62	65	61	60	60	61	62	62	64
Commitment to Civil Service Renewal	58	62	62	59	58	57	57	57	58
Awareness of the Civil Service Renewal	55	54	54	52	53	54	55	56	58

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 1-5 years. Because this is below 50%, this means that a minority of staff working in the Civil Service for between 1-5 years feel fairly rewarded.

How do the results vary by gender?

Survey Themes	Overall Result	Female	Male
Employee Engagement	70	71	69
Commitment to the Organisation	48	47	49
Well-being	75	75	75
Coping with Change	69	70	69
Autonomy	59	58	61
Meaningfulness	65	65	65
Competence	80	80	80
Job Demands	51	51	51
Job Skills Match	58	58	58
Career Development and Mobility	44	44	45
Your Pay	42	43	42
Performance Standards	44	45	44
Manager Career Support	56	56	57
Social Support	70	71	69
Leadership	50	50	50
Organisational Support	44	44	46
Learning and Development	52	52	53
Innovative Climate	45	45	46
Involvement Climate	36	34	38
Public Perception of the Civil Service	33	31	36
Citizen Impact	68	68	69
Identification with the Civil Service	62	62	61
Commitment to Civil Service Renewal	58	59	57
Awareness of the Civil Service Renewal	55	55	54

Methodology

How was the survey developed?

The Civil Service Employee Engagement Survey was developed by the Central Statistics Office (CSO) in close collaboration with academics from Dublin City University's (DCU) Link Research Institute. DCU provided a suite of internationally tested questions to measure Employee Engagement and related themes, from which an initial version of the questionnaire was developed. Before conducting the actual survey, this questionnaire was pre-tested and piloted. The purpose of the pilot was to check that the design of the questionnaire worked in practice and identify and any amend problematic questions highlighted by staff. This allowed for the refinement of the questionnaire. The CSO received many valuable contributions during the pre-testing process. The majority of staff were concerned with the wording of statements. Other feedback helped with the removal or inclusion of either individual statements or groups of statements. Each piece of feedback was carefully considered and a final version was created for issue in September 2015.

How did staff take part in the survey?

The CSEES went live on Monday 7th September and staff took part in two ways:

• Through the online survey system via an individual anonymous link, or
• By completing a paper copy of the survey and returning it to the CSO.

The survey closed on Friday 2nd October and by this time 15,519 Irish civil servants, both in Ireland and across the world and from over 60 different organisations, had taken part.

How were the results analysed?

This survey has been developed to specifically measure Employee Engagement. Each survey of this kind must be statistically validated and ideally benchmarked against surveys undertaken in other organisations to provide useful results. In this survey

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

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

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

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

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

How were the result scores developed?

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

Similarly, the average score for each respondent on each of the outcomes Employee Engagement, Commitment to the Organisation, Well-being and Coping with Change was calculated from the 5 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 *Strongly Agree* to this statement you're answering in a negative way. You do feel stress when change occurs in the Department. Therefore the results for this statement need to be 'reverse scored' to take into account the negative scenario.

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

For example, the Coping with Change theme contains 5 statements. Of these, 4 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 user selected *Strongly Agree*, they were given a score of 0, while a response of *Agree* resulted in a score of 1, *Neither Agree nor Disagree* resulted in 2, *Disagree* gave 3 and *Strongly Disagree* gave 4. This is the reverse of the scoring for positively worded statements, where *Strongly Agree* gives the highest score and *Strongly Disagree* the lowest.

Each respondent's score on the whole Coping with Change theme was then calculated as the average of their score across the 5 statements. The respondents with the very highest scores agreed with the 4 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. Items 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.

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 analysis, full anonymity will be upheld for all respondents.

Endnotes

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12. Chandler Macleod. 'Skills Utilisation – How effectively are businesses utilising the skills at their disposal?' Lonergan Research. 2014
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17. John Ryan. 'Great People Leaders Do Things Differently'. Great Places to Work Article. October 2015.
18. Douglas R. Stover and Jade Wood. 'Most Company Wellness Programs Are a Bust'. Gallup Business Journal. February, 2015.
19. John Lloyd. 'Australian Public Service Commission State of the Service Report 2014-15'. Australian Government. 2015.
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Grades

Grade	Code
Director, Assistant Secretary General and above (and equivalents)	–
Principal (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)	–