Rialtas na hÉireann
Government of Ireland

Civil Service Employee Engagement Survey 2023

Prepared by the Department of Public Expenditure,
National Development Plan Delivery and Reform

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Executive Summary

Message from the Civil Service Management Board

Welcome to the results of the 2023 Civil Service Employee Engagement Survey. This is the fourth in a series of surveys carried out since 2015. We in the Civil Service Management Board are responsible for commissioning the survey, communicating its results, and guiding the response to the insights gained.

The survey is designed to capture the perspectives and experiences of staff in relation to their job, their organisation as an employer and other work-related matters. The information collected as part of this survey helps us to track progress made in all areas of employee engagement since 2015, identify what needs improvement and investment and understand better the perspectives and needs of employees.

The results of the survey are positive overall and reflect the value of interventions implemented by the Civil Service Management Board over a number of years. A significant development illustrated by this report is that the proportion of staff with less than 10 years' service has increased steadily over the four iterations of the survey. They now represent 52% of respondents compared to 24% in 2015. This highlights that our workforce is now more representative of Irish society as a whole and, given the considerable number of new staff, it is welcome that the positive results of the 2020 survey have been protected.

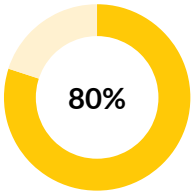
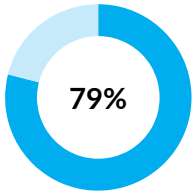
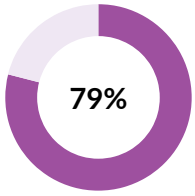
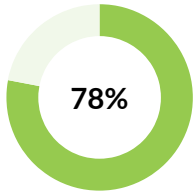
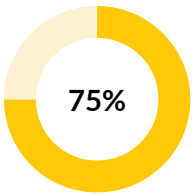
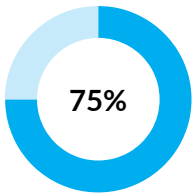
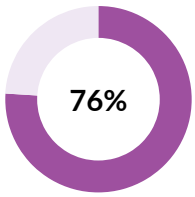
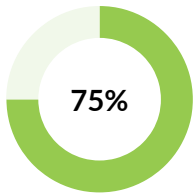
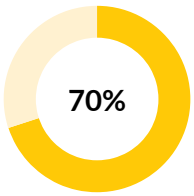
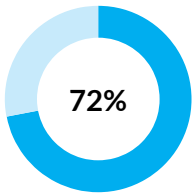
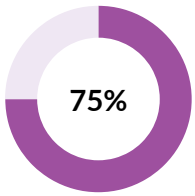
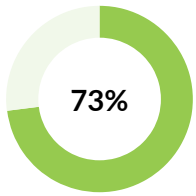
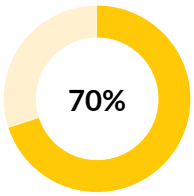
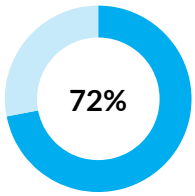
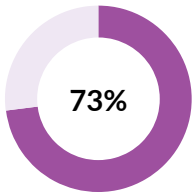
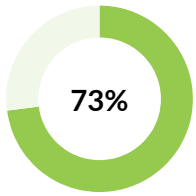
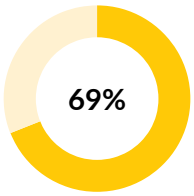
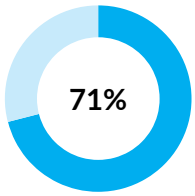
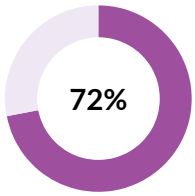
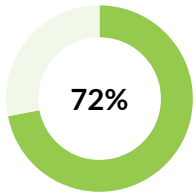
Civil Service employees continue to feel positive about the impact of their work, value the learning and development interventions offered, rate career development and mobility opportunities higher, and continue to identify with Civil Service values.

There are of course areas which could be improved. Perceptions around involvement and innovation climates, job demands and pay represent challenges to the Civil Service as a whole as well as to individual organisations. The survey provides us with strong evidence to better inform future Civil Service policies and practices which will address challenges and build on the success already achieved.

We would like to thank the nearly 27,000 Civil Servants across 57 organisations who took the time to complete this survey. We are committed to listening to what they have to say to further improve the Civil Service as a place to work, build a rewarding career and make meaningful impacts in the lives of the people we serve.

Positive Results – Top 5

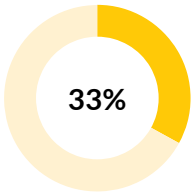
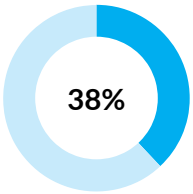
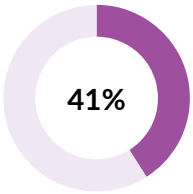
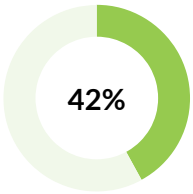
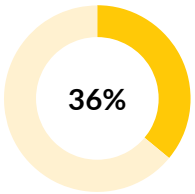
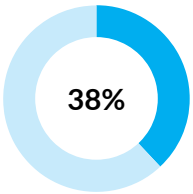
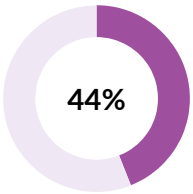
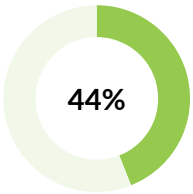
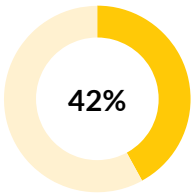
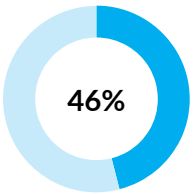
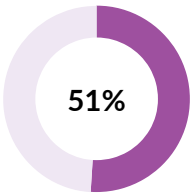
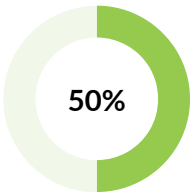
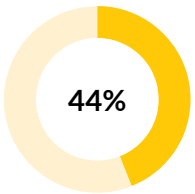
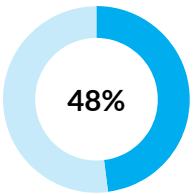
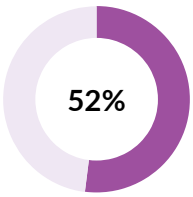
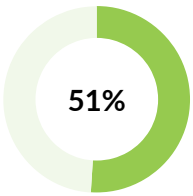
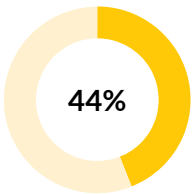
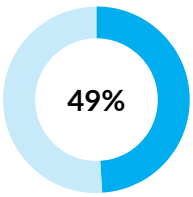
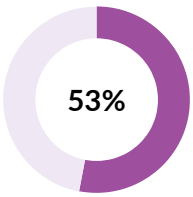
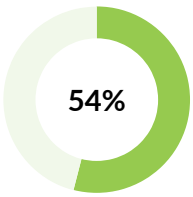
This table presents the top 5 most positive results, in order of theme score i.e. the theme with the highest score ranked first etc., across each year of the CSEES.

2015	2017	2020	2023
1. Competence	1. Competence	1. Competence	1. Competence
			
2. Well-being	2. Well-being	2. Well-being	2. Well-being
			
3. Employee Engagement	3. Employee Engagement	3. Employee Engagement	3. Employee Engagement
			
4. Social Support	4. Social Support	4. Citizen Impact	4. Citizen Impact
			
5. Coping with Change	5. Coping with Change	5. Coping with Change	5. Social Support
			

The ranking of the 2023 Most Positive themes may differ from some of the 2020, 2017 and 2015 themes. As such, the 2015, 2017, 2020 and 2023 Most Positive themes are not directly comparable.

Challenging Results – Top 5

This table presents the top 5 most challenging results, in reverse order of theme score i.e. the theme with lowest score is ranked first etc., across each year of the CSEES.

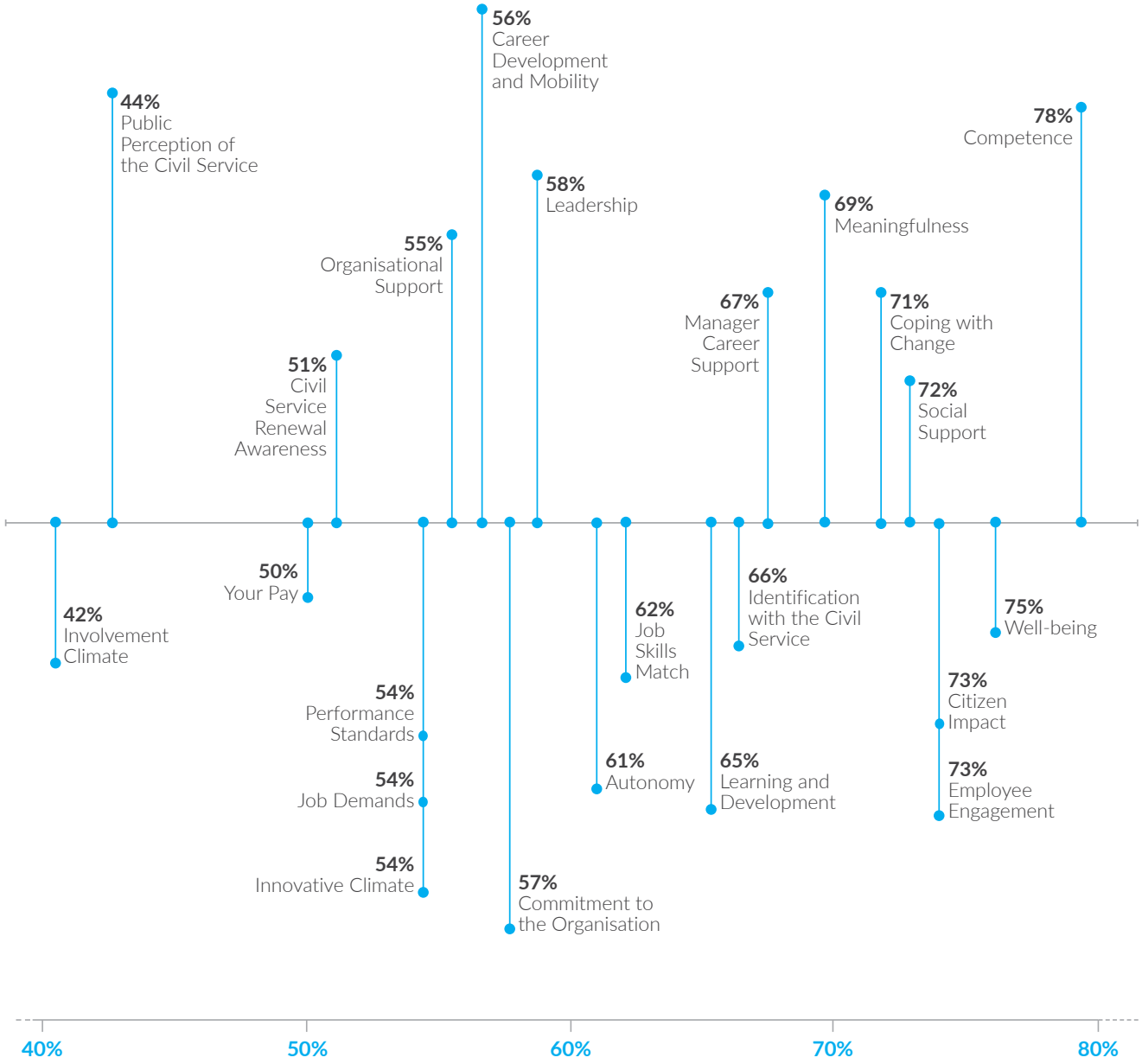
2015	2017	2020	2023
1. Public Perception of the Civil Service	1. Involvement Climate	1. Involvement Climate	1. Involvement Climate
			
2. Involvement Climate	2. Public Perception of the Civil Service	2. Public Perception of the Civil Service	2. Public Perception of the Civil Service
			
3. Your Pay	3. Your Pay	3. Civil Service Renewal Awareness*	3. Your Pay
			
4. Organisational Support	4. Performance Standards	4. Your Pay	4. Civil Service Renewal Awareness
			
5. Career Development and Mobility	5. Innovative Climate	5. Performance Standards	5. Job Demands
			

The ranking of the 2023 Most Positive themes may differ from some of the 2020, 2017 and 2015 themes. As such, the 2015, 2017, 2020 and 2023 Most Positive themes are not directly comparable.

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

The Results for 2023

What are the headline results for each theme?



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

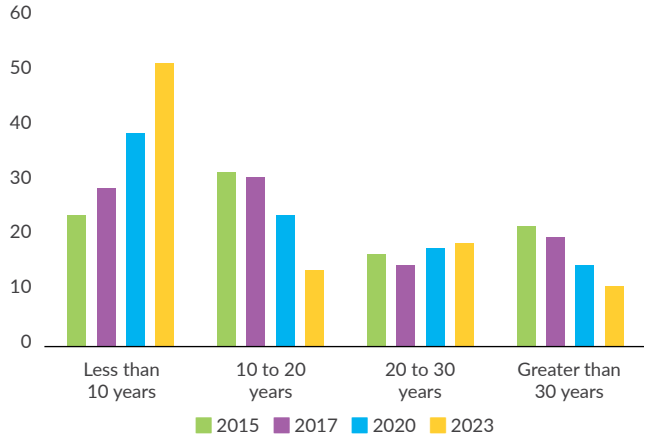
Everything to the right of the dotted line scored above 50% with higher proportions of staff agreeing with the survey statements.

Key findings from the 2023 Report

Length of Service

The proportion of staff with less than 10 years' service has increased steadily over the four iterations of the CSEES. They now represent 52% of respondents compared to 24% in 2015.

Respondents by Length of Service

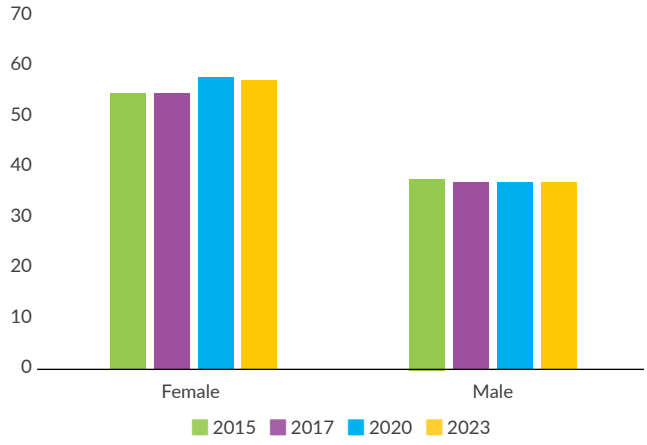


A number of themes indicate the expectations of those with less than 10 years' service are different to those with 10 or more years' service, some are significantly higher e.g. Manager Career Support and Organisational Support, and some are significantly lower e.g. Your Pay.

Gender

Of the 26,862 employees who took part in the 2023 survey, the percentage of females (57%), males (37%) and those who would prefer not to say (6%) remain the same as 2020, though the overall response rate (57%) is down 8% from 2020. It is worth noting that 6% of staff preferred not to say what their gender was, and their scores were lower for all 23 themes.

Respondents by Gender

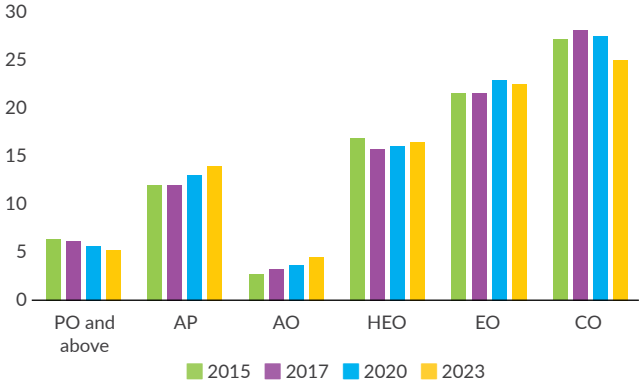


The result for Employee Engagement continues to be steady across grade and gender suggesting that the Civil Service is a workforce with a strong sense of connection to its work.

Grade

Participation across grades remained relatively consistent over the 4 iterations of the Survey.

Respondents by Grade



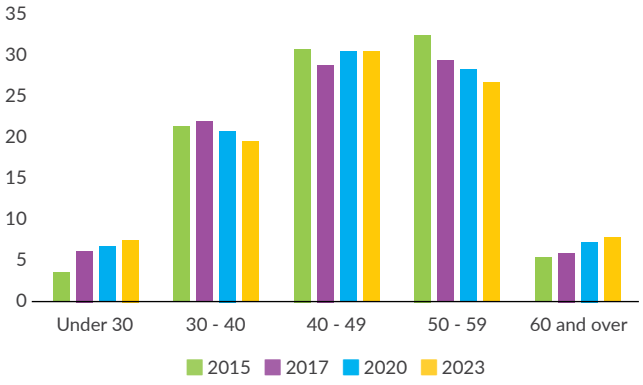
The most senior grades continue to rate autonomy considerably higher (84%) than all other grades. The lowest ratings for Autonomy come from CO grades at 55%.

47% of staff believe that they will have the opportunity to be promoted if they perform well which is a rise from 42% in 2020, while 40% of staff believe that their Department has a clear and fair promotion process an increase from 36% in 2020.

Age

A significant change from the 2020 report shows us that staff age 24 and under who agree that they have significant freedom in determining how they do their job has increased from 47% to 51% compared to staff aged 65 and over where this was 71%.

Respondents by Age



Older Civil Servants find their work more meaningful than younger colleagues. Less than 50% of staff under 34 years of age agree that their job activities are meaningful to them. This rises to above 60% for all staff aged 45 and older.

The results for 2023 remain positive

In 2023 the theme scores have remained relatively stable with no change in the average theme score between 2020 and 2023. Of the 23 themes covered in the survey the score for 8 themes has remained unchanged, while 7 have increased and 8 have decreased. These results reflect the value of the interventions implemented by the Civil Service Management Board (CSMB) since 2017.

Blended Working considerations

The result for Social Supports has remained strong at 72% and still one of the top five scoring themes, which is noteworthy given the move for many Civil Servants to a blended working environment. The score is slightly above the 2020 score and level with the score for this theme in 2017 (pre COVID and blended working).

Looking at some of the statements that make up this theme, 82% of respondents agreed with the statement 'I have the chance in my job to get to know my colleagues' which is back to 2017 levels after a slight fall in 2020. 80% of respondents agreed with the statement 'I have the opportunity to meet with others in my work' up 6% since 2020 and now higher than 2017 (79%) which was before the Covid-19 pandemic and blended working.

Civil Servants recognise the positive impact their work has, but don't feel it is appreciated by the public

Civil Servants continue to feel positive about the impact of their work. The Citizen Impact score remains in the top five positive scores for the second time running at 73%. Although the Public Perception of the Civil Service has improved by 11 points since the 2015 survey (2015: 33%, 2017: 38%, 2020: 44%, and 2023: 44%) the majority of staff continue to feel that the public does not value the work of the Civil Service. This challenging finding stands in contrast to the results of the Civil Service Business Customer Service Survey 2022 which records the highest satisfaction levels recorded, the Civil Service Customer Service Survey 2019 and previous iterations which have consistently shown that citizens are highly satisfied with the work of the Civil Service.

Learning & Development interventions are having a positive impact for Civil Servants

This theme has shown the largest increase in 2023, up 4 points to 65% since 2020. There have been significant increases in each iteration of the survey from 2015 - 2023 (52%, 58%, 61%, 65%) respectively. 60% of respondents agreed that learning and development activities they have completed in the last 12 months have helped improve their performance, which is up 11 points from 2020. 59% of respondents agreed that 'Learning and development activities I have completed while working for the Department are helping me to develop my career' which is also up 6 points from 2020.

The positive perception regarding Career Development and Mobility within the Civil Service continues to improve

This theme has seen significant improvement over the past eight years, from a low of 44% in 2015, up to 56% in 2023. The positive perception regarding learning and development interventions is evident in this score with 59% of respondents agreeing that they receive the training required to do their jobs well. Another positive trend indicates that 55% of Civil Servants now believe that their ability to show leadership is not limited by their grade in the Department. Also 47% of staff now feel that they will have the opportunity to be promoted if they perform well, this is up from 42% in 2020 and 26% in 2015, and those with less than 10 years' service (55%) have a more positive outlook than those with 10 or more years' service (39%).

Civil Servants continue to identify with Civil Service values

The overall score for this theme is unchanged in 2023 at 66%. However, since 2015, there have been significant incremental improvements in two of the statements which explore the alignment of personal values to organisational values. 83% of respondents agree that 'I feel that my values and those of the Civil Service are very similar' and 82% agree that 'It is important that my work aligns with the values and ethos of the Civil Service'. Yet only 44% of respondents agree that 'If a story in the media criticised the Civil Service, I would feel embarrassed'.

Perceptions around Performance Standards continue to improve

Scores regarding performance standards are up 10 points from 2015 to 54% (2015: 44%, 2017: 48%, 2020: 53%, 2023: 54%). 61% of Civil Servants agree that their department has high standards with 23% of respondents agreeing with the statement "Poor performance is effectively addressed throughout the Department" (2015: 12%, 2017: 15%, 2020: 20%).

Involvement Climate

While remaining the theme with the lowest score Involvement Climate has improved in each iteration of the survey (2015: 36%, 2017: 38%, 2020: 41%, 2023: 42%). There continues to be room for improvement, with 51% of respondents agreeing that changes are made without talking to the people involved in them, and 50% of Civil Servants believe that there are often breakdowns in communications.

Organisational Support

Scores regarding Organisational Support have gone up by 11 points from 2015 to 55% (2015: 44%, 2017: 49%, 2020: 54%). 52% of respondents agreed that 'The Department cares about my wellbeing' and 54% agreed 'The Department provides support for me in time of need' an increase of 16% from the 2015 survey. While there is an improvement in the score for 'The Department cares about my opinions' from 22% in 2015 to 34% in 2023 and also in the statement 'The Department considers my goals and values' from 22% in 2015 to 37% in 2023 continued leadership engagement will ensure this upward trend continues. These improvements reflect commitments made by the Civil Service Management Board following the 2017 survey to continue to tackle these areas.

Quick Guide: How to read this report

Terminology

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

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

Definition

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

Key Driver

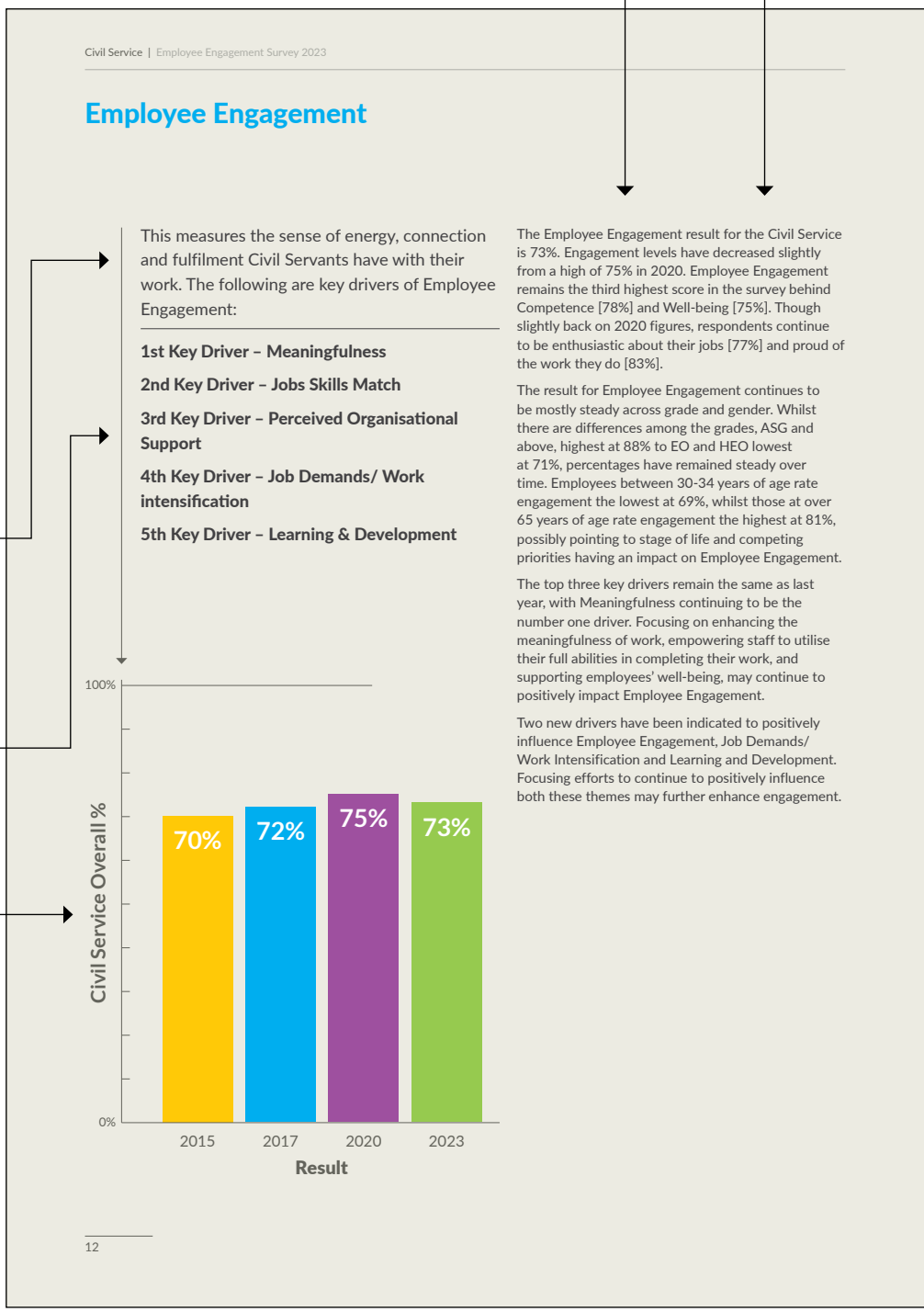
This explains what outcome the theme influences and impacts as a key driver.

Overall theme result

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

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

Some of the theme scores seem lower than you would expect when looking at the percentages per statement. This is because a number of statements within the theme were asked negatively. To ensure robustness this is a standard scoring methodology overall. The more positive responses, the higher the theme score will be. The more negative responses, the lower the theme score will be. Involvement Climate (p.46) is a good example of this.



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

Commentary

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

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

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

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

Detailed results

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

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

Employee Engagement

This measures the sense of energy, connection and fulfilment Civil Servants have with their work. The following are key drivers of Employee Engagement:

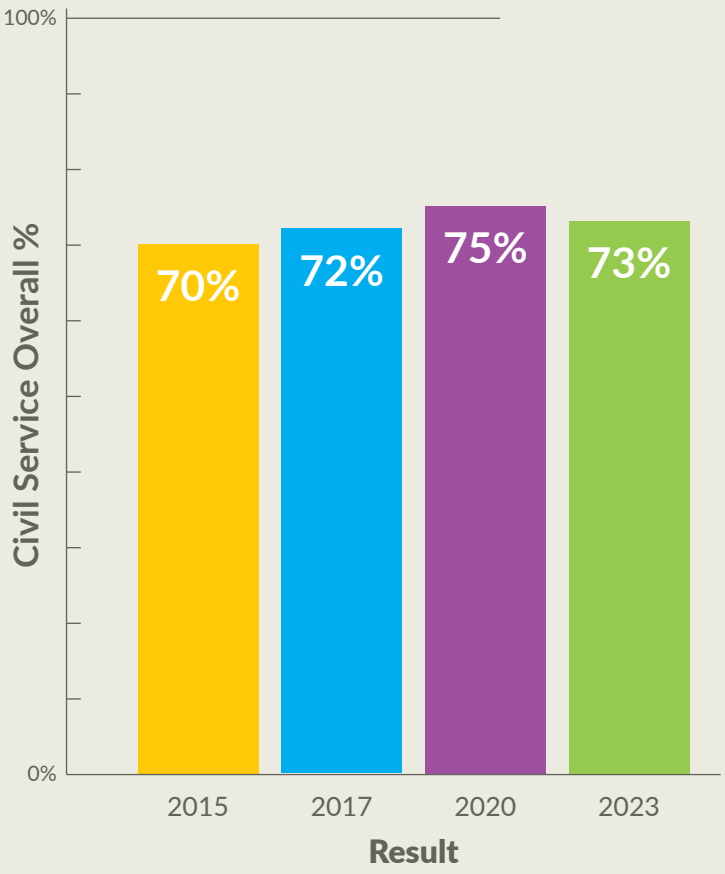
1st Key Driver – Meaningfulness

2nd Key Driver – Jobs Skills Match

3rd Key Driver – Organisational Support

4th Key Driver – Job Demands

5th Key Driver – Learning & Development

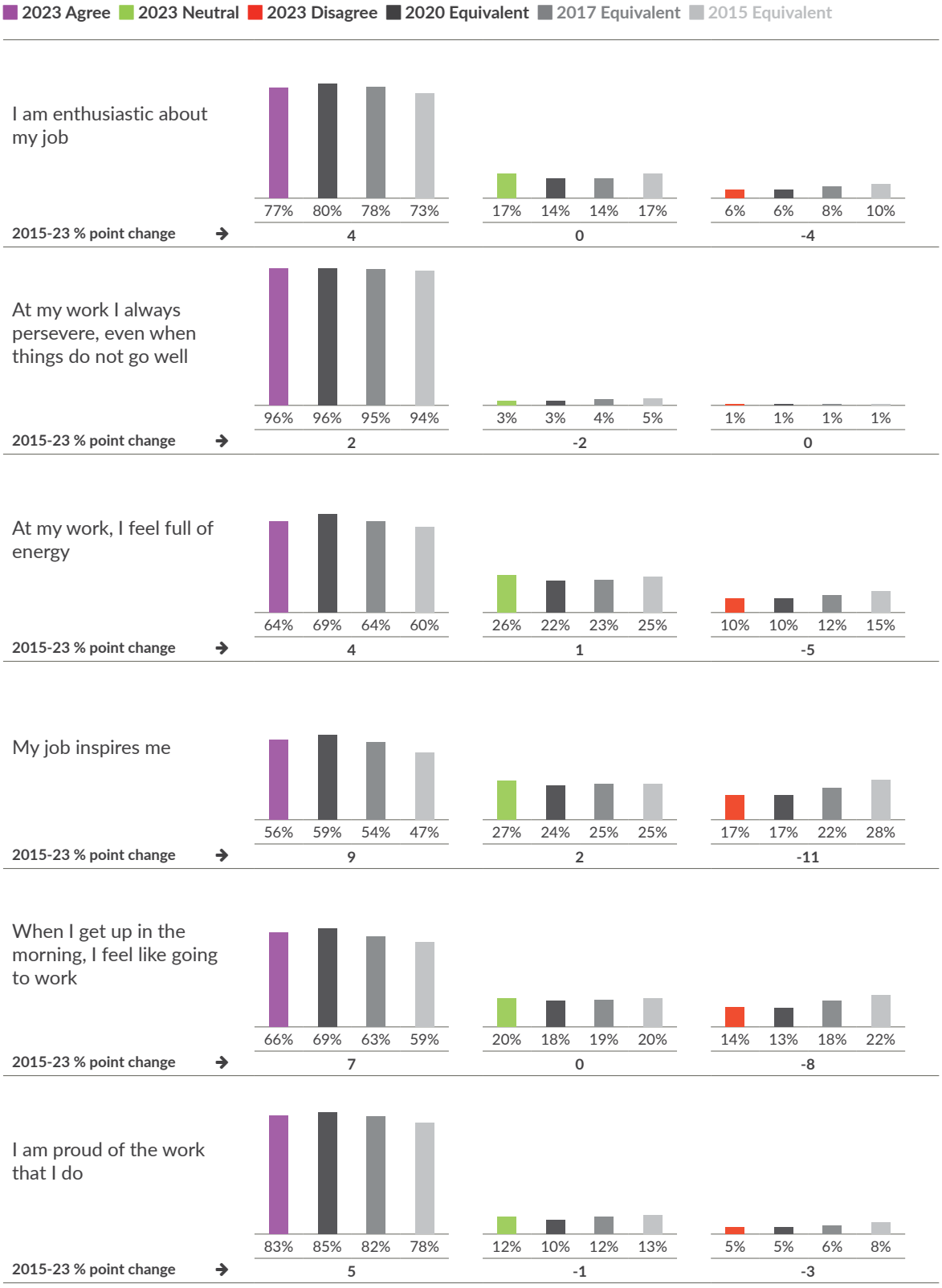


The Employee Engagement result for the Civil Service is 73%. Engagement levels have decreased slightly from a high of 75% in 2020. Employee Engagement remains the third highest score in the survey behind Competence (78%) and Well-being (75%). Though slightly back on 2020 figures, respondents continue to be enthusiastic about their jobs (77%) and proud of the work they do (83%).

The result for Employee Engagement continues to be mostly steady across grade and gender. Whilst there are differences among the grades, ASG and above, highest at 88% to HEO at 72% and EO and AO lowest at 71%, percentages have remained steady over time. Employees between 30-34 years of age rate engagement the lowest at 69%, whilst those at over 65 years of age rate engagement the highest at 81%, possibly pointing to stage of life and competing priorities having an impact on Employee Engagement.

The top three key drivers remain the same as last year, with Meaningfulness continuing to be the number one driver. Focusing on enhancing the meaningfulness of work, empowering staff to utilise their full abilities in completing their work, and supporting employees' well-being, may continue to positively impact Employee Engagement.

Two new drivers have been indicated to positively influence Employee Engagement, Job Demands and Learning and Development. Focusing efforts to continue to positively influence both these themes may further enhance engagement.



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

Commitment to the Organisation

This measures the level of attachment that Civil Servants have to the Department/Office they work for. The following are key drivers of Commitment to the Organisation:

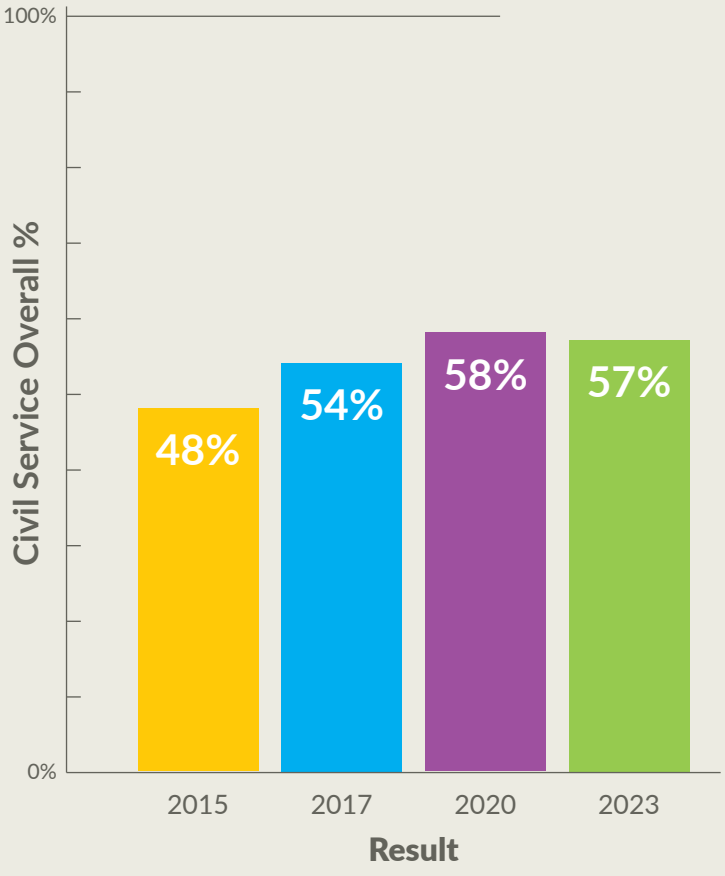
1st Key Driver – Meaningfulness

2nd Key Driver – Organisational Support

3rd Key Driver – Leadership

4th Key Driver – Social Support

5th Key Driver – Performance Standards



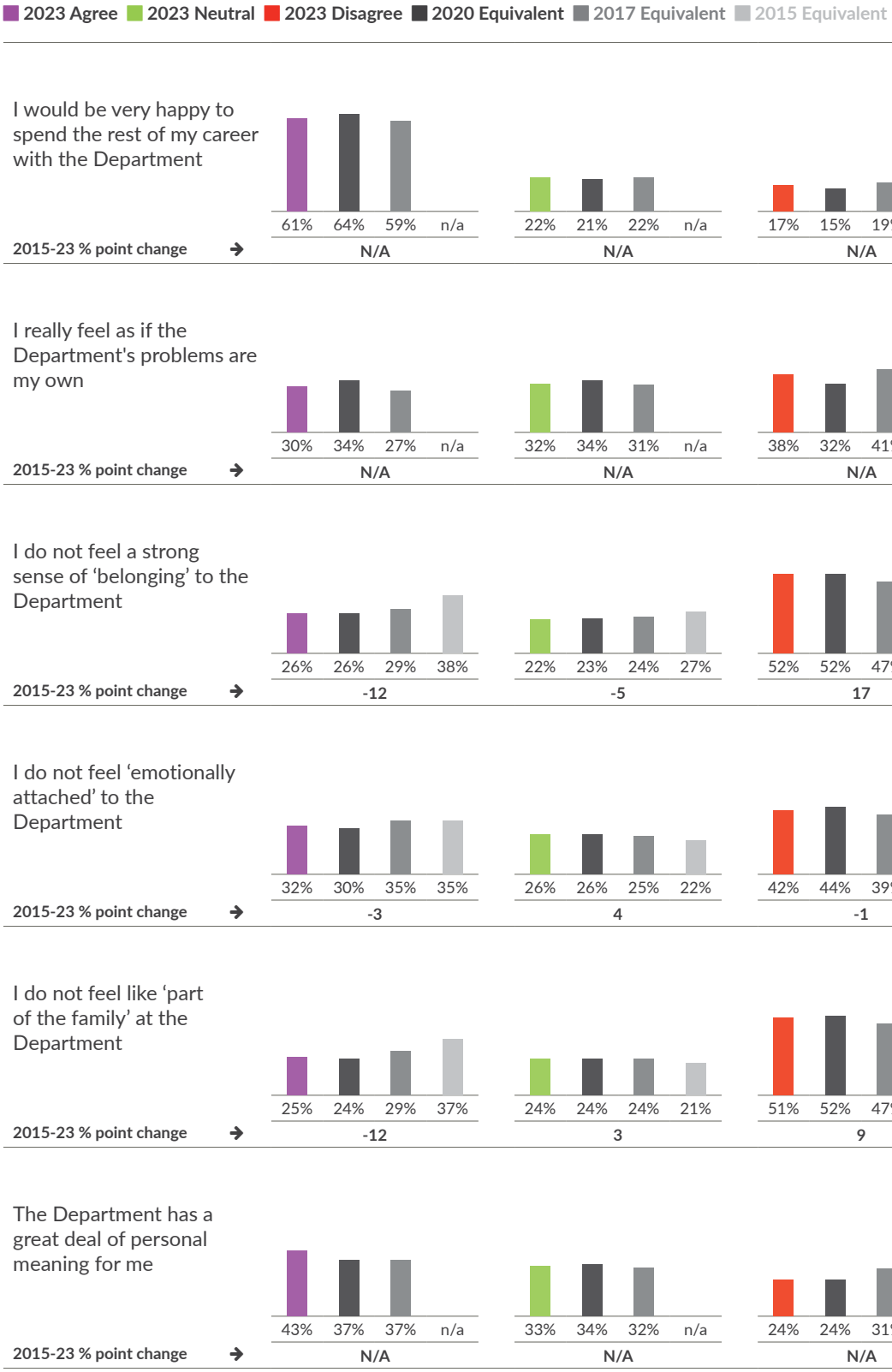
The overall Commitment to the Organisation score at 57% remains similar to 2020, down 1%. Whilst 61% of staff would be happy to spend the rest of their career with their current Department, only 43% agree that the Department has a great deal of personal meaning to them, however 52% of staff feel a strong sense of belonging to the Department.

The no.1 key driver for Commitment to the Organisation is Meaningfulness. Strong results indicate that respondents agree the work they do is important to them (75%) and the work they do is meaningful to them (70%).

Scores for Commitment remain consistent between genders. Commitment scores are slightly higher than most age groups in the 55-64 age groups (60%) and lowest in the 25-34 age groups (54%). Whilst Commitment is up 3% to 63% in the PO or equivalent[1] grades, it has fallen to 46% for the Industrial grades.

Focus to ensure that all staff feel supported by their organisation, experience meaningful work, have opportunities to develop social supports, experience visible leadership and have opportunities to fully utilise their skills may help to improve results in this theme.

1 In previous surveys some staff may have incorrectly selected 'PO and equivalent' as their grade. This has been resolved in 2023. Changes in score between 2023 and earlier years for this grade grouping may be impacted.



Note: Due to rounding, not all percent positives add up to 100%. The Commitment to the Organisation results are not comparable between 2015 and later years. In 2015, results from only 3 of the 6 questions from this theme could be included in the analysis. In 2017, 2020 and 2023, all questions could be included. The inclusion of all questions is due to the increase in response rate across the Civil Service.

Well-being

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

The following are key drivers of Well-being:

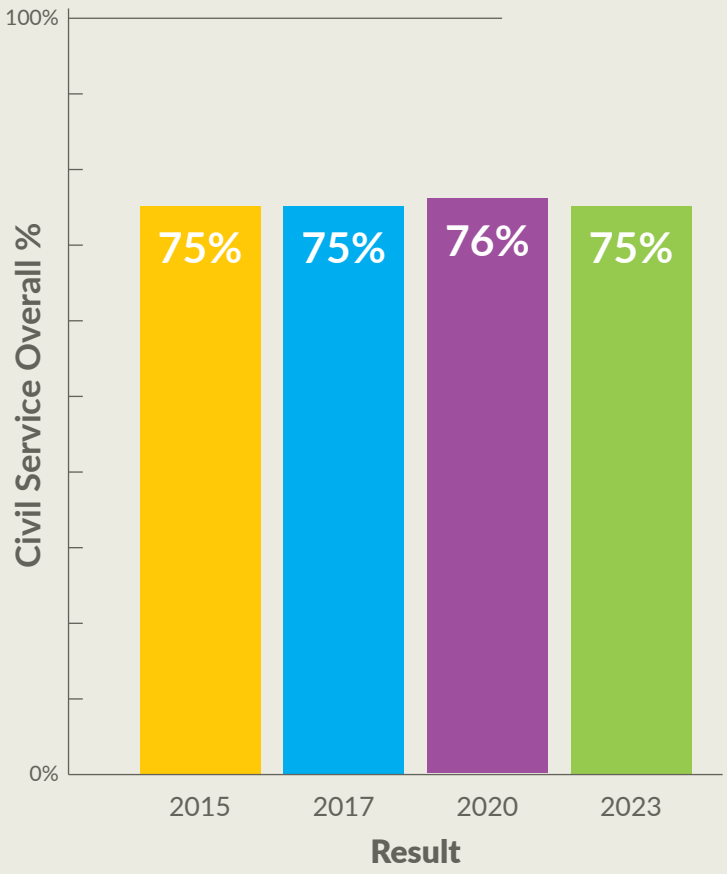
1st Key Driver – Competence

2nd Key Driver – Meaningfulness

3rd Key Driver – Job Demands

4th Key Driver – Job Skills Match

5th Key Driver – Organisational Support

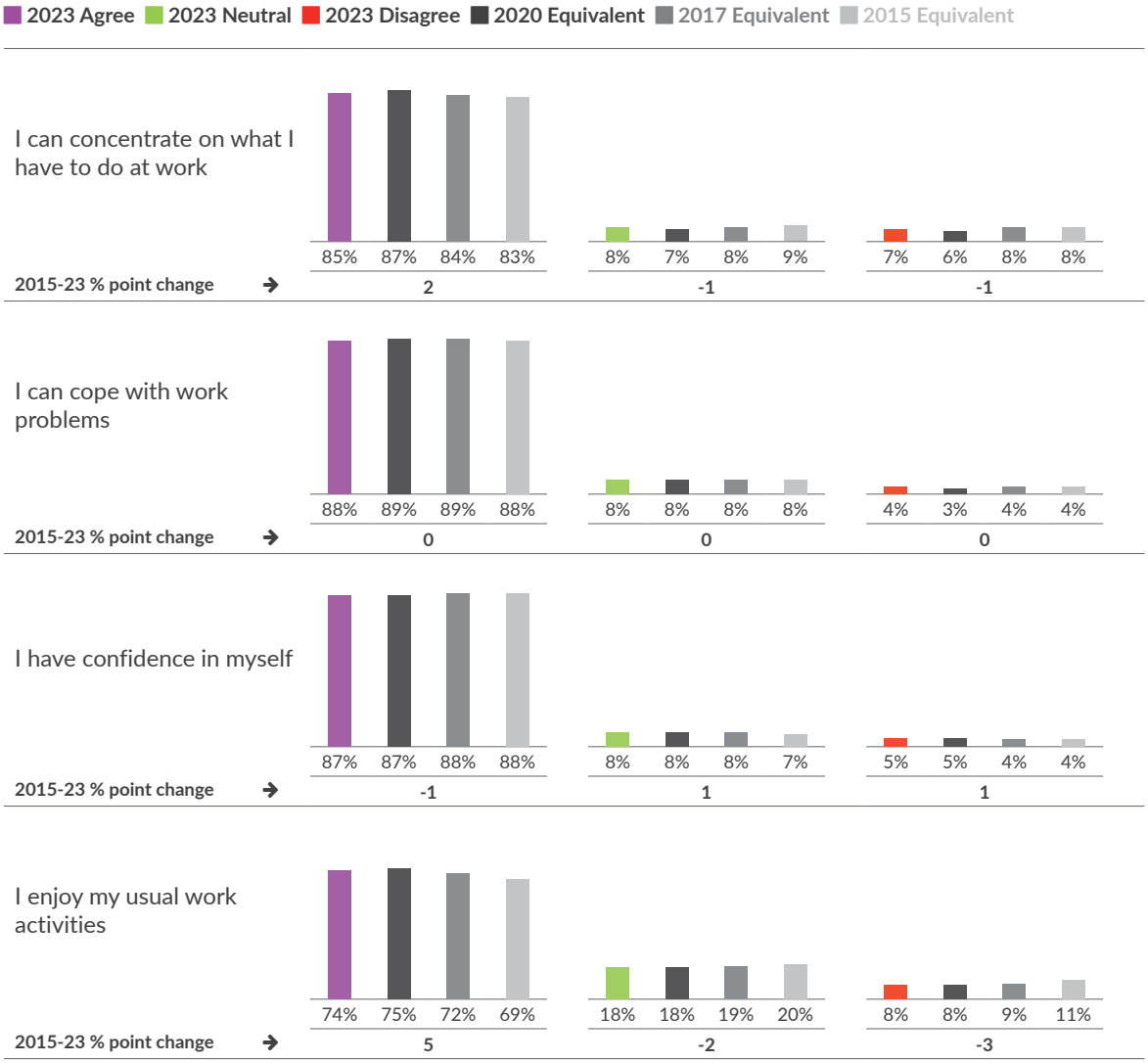


Well-being has dropped back 1 point from 2020 to 75% and is in line with the 2015 and 2017 results. Well-being remains the second highest result in the 2023 survey. There has been very little change among the ratings for the statements that feed into this theme over time. “I can cope with work problems” (88%) and “I have confidence in myself” (87%) remain the highest scoring statements.

Well-being scores among the age groups are pretty consistent with the exception of the 65+ age group, who score highest at 81%. Neither gender, nor tenure appear to significantly influence perceptions of well-being.

83% of those with less than one year’s experience agree that they enjoy their usual work activities, this falls to 69% for those with between 15 to 20 years’ experience. Well-being continues to rank highest for the most senior roles at 85% and is lowest for AO (73%) and Industrial (73%) grades, representing a 4 points drop for the latter grade from the 2020 survey.

Well-being is influenced by the extent to which staff feel competent in their work, believe that their work has meaning, the demands of their job are manageable, feeling that their skills are matched to their job, and that their organisation supports them. Paying attention to all these areas will continue to positively influence staffs’ well-being.



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

Coping with Change

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

The following are key drivers of Coping with Change:

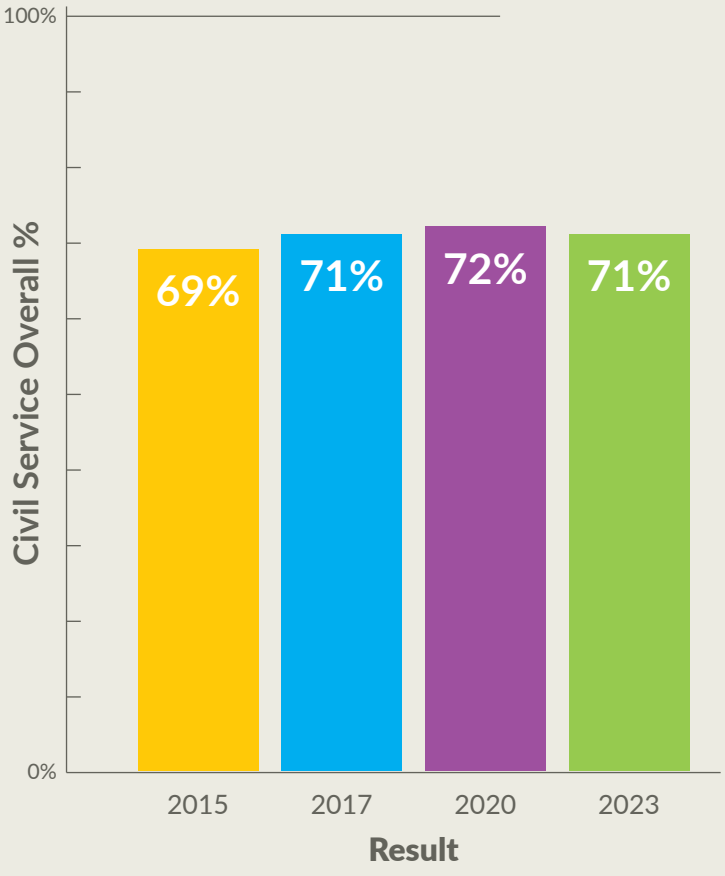
1st Key Driver – Competence

2nd Key Driver – Meaningfulness

3rd Key Driver – Job Skills match

4th Key Driver – Learning and Development

5th Key Driver – Involvement Climate



Coping with Change remains high at 71% having fallen back one point from 2020. 87% of staff agree that when change happens in the Department they react by trying to manage the change rather than complain about it. 86% of staff agree that when changes are announced, they try to react in a problem-solving way. Also, only a small number of staff (20%) agree that when change occurs in the Department it causes them stress.

Ratings for Coping with Change are relatively consistent among the tenures with those with less than one year's service scoring highest (73%) and those with 30 plus years' service scoring lowest (68%). There are no notable differences in Coping with Change between genders, or among the age groups. Looking among the grades, both AOs (70%) and SVOs (71%) dropped back 3 points from the 2020 scores.

Organisations can positively influence this score by ensuring staff are engaged in meaningful work where they can build on competencies and their skills are matched and utilised. Timely and targeted Learning and Development interventions are also suggested. Along with ensuring inclusive decision making and timely communication regarding changes.

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

87%	90%	87%	86%	11%	9%	10%	11%	3%	2%	3%	3%
			1				0				0

2015-23 % point change →

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

86%	87%	86%	84%	12%	11%	12%	13%	2%	2%	2%	2%
			2				-1				0

2015-23 % point change →

When change occurs in the Department, it causes me stress

20%	20%	19%	22%	31%	31%	30%	30%	49%	49%	51%	48%
			-2				1				1

2015-23 % point change →

I think I cope with change better than most

56%	58%	57%	54%	38%	37%	38%	38%	6%	6%	6%	8%
			2				0				-2

2015-23 % point change →

I embrace change in the Department

72%	74%	71%	69%	24%	22%	24%	26%	4%	4%	5%	5%
			3				-2				-1

2015-23 % point change →

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

Autonomy

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

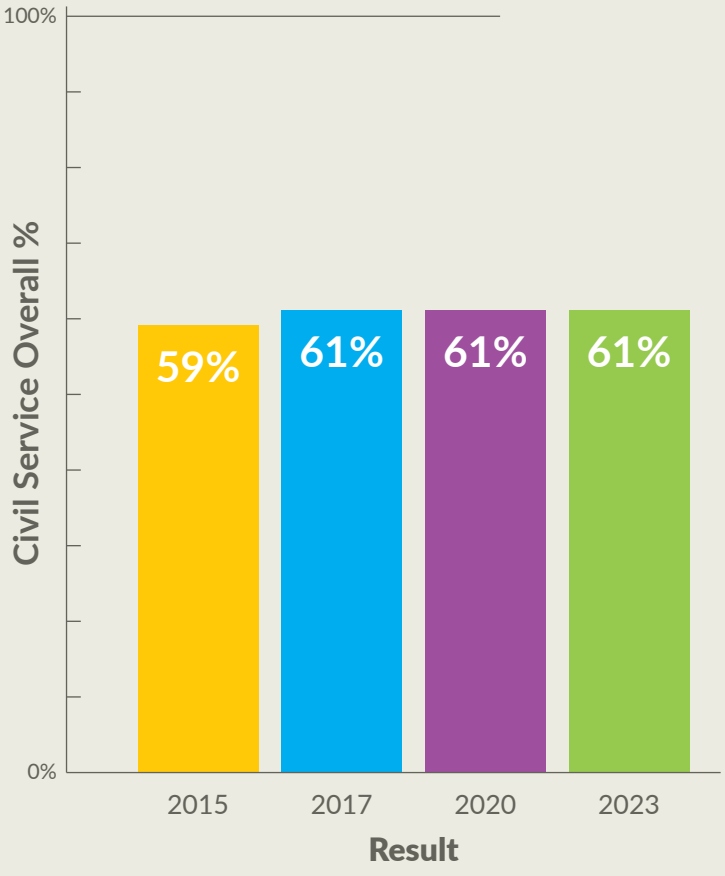
This is a standalone theme which is not a key driver of any of the four outcomes:

Employee Engagement, Commitment to the Organisation, Well-being and Coping with Change.

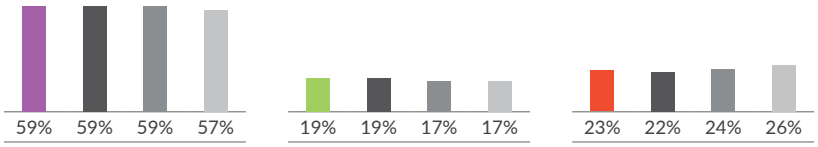
Autonomy remains static at 61% for the third survey running. Almost a quarter (23%) of all respondents disagree with the statement "I have significant freedom in determining how I do my job", and over a fifth of all respondents (22%) disagree with the statement "I have considerable opportunity for independence and freedom in how I do my job."

The most senior grades continue to rate Autonomy considerably higher (84%) than all other grades. The next highest at 74% are POs, though this score has notably increased 5 points from the 2020 survey. The lowest ratings for Autonomy come from CO grades at 55%. Notably the Industrial grades at 58% have dropped by 5 points from 2020 and by 14 points from the high of 72% in 2017.

Male perception of Autonomy at 64% is slightly higher than females at 60%. There is relatively little difference in perceptions of Autonomy associated with tenure or age, with the exception of the 65+ age group (67%).

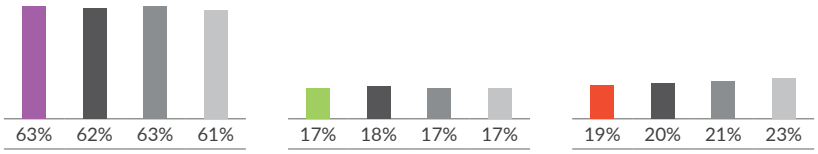


I have significant freedom in determining how I do my job



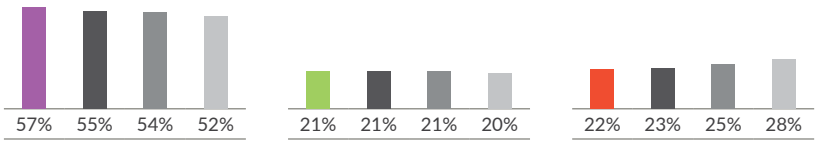
2015-23 % point change → 2 | 2 | -3

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



2015-23 % point change → 2 | 0 | -4

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



2015-23 % point change → 5 | 1 | -6

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

Meaningfulness

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

Meaningfulness is a key driver of the following outcomes:

1st Key Driver – Employee Engagement

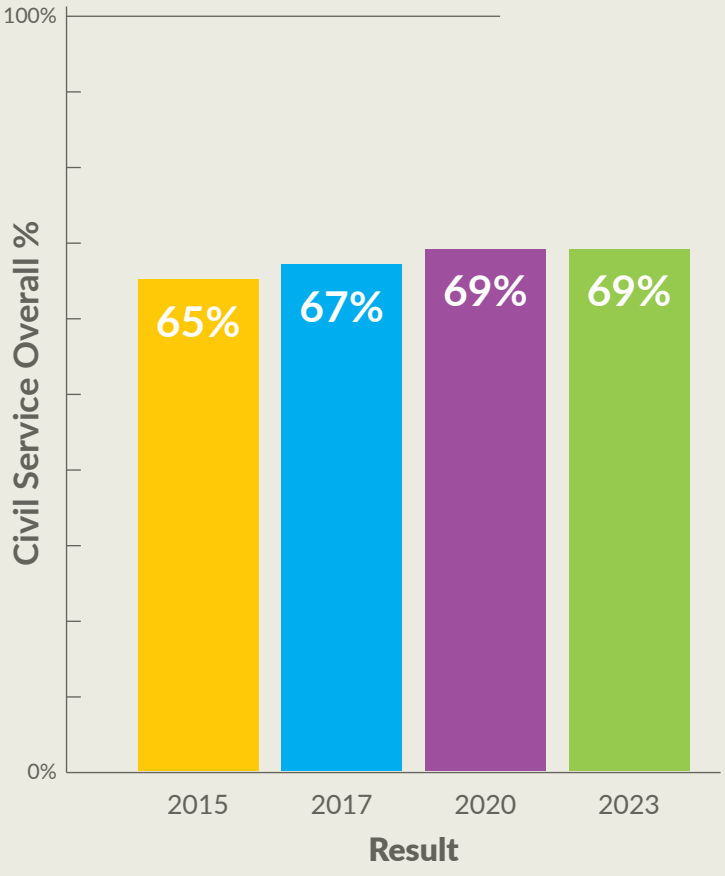
1st Key Driver – Commitment to the Organisation

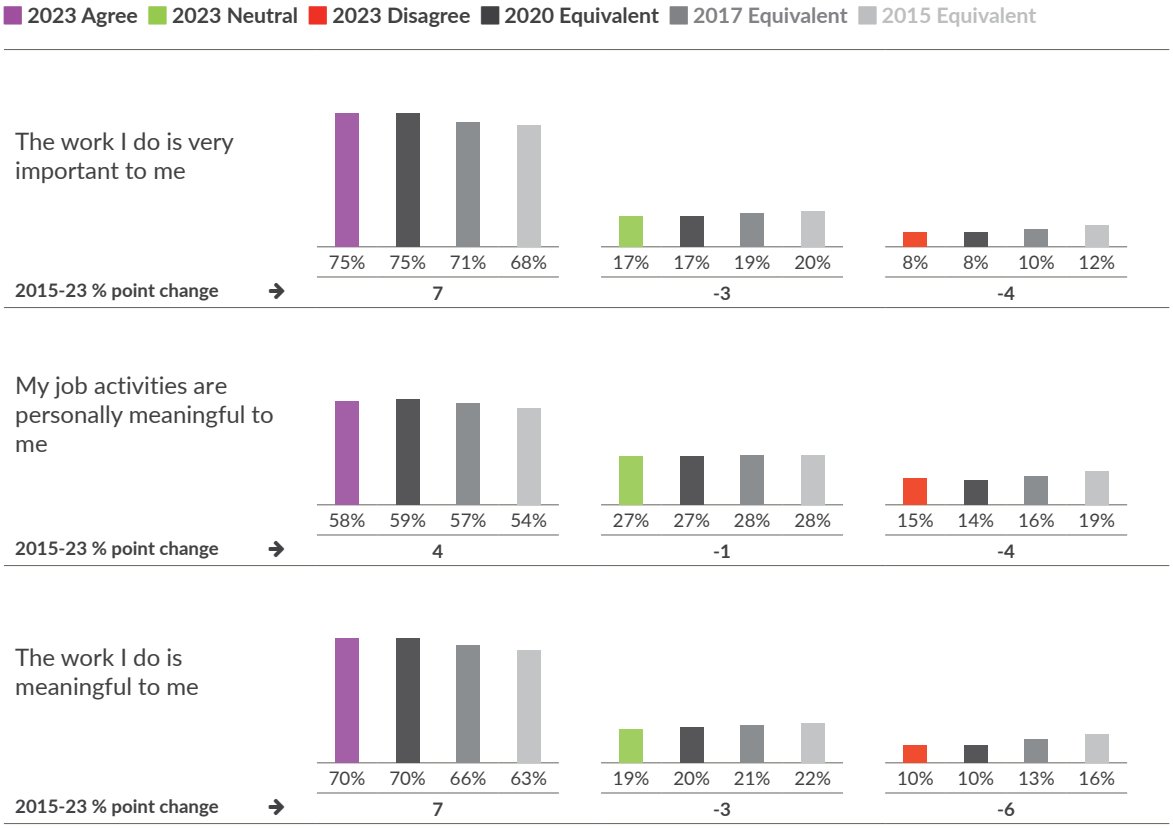
2nd Key Driver – Well-being

2nd Key Driver – Coping with Change

Meaningfulness appears to increase with age, from a low of 63% with the under 35s gradually increasing to a high of 78% with the over 65s. Meaningfulness also appears to vary significantly by grade from highs of 90% and 79% respectively for the ASG and above, and PO grades, to a low of 65% for EOs. Meaningfulness is relatively consistent among tenures and genders.

As Meaningfulness is the no.1 key driver for the Employee Engagement and Commitment to the Organisation outcomes, and the no. 2 key driver for the Well-being and Coping with Change outcomes, it is suggested that Organisations keep a strong focus here. Global research indicates that meaningfulness is more important to employees than any other aspect of their jobs (Bailey & Madden, 2016). It is recommended that Civil Service Organisations continue to embrace and emphasise the importance of meaningful work.





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

Competence

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

Competence is a key driver of the following outcomes:

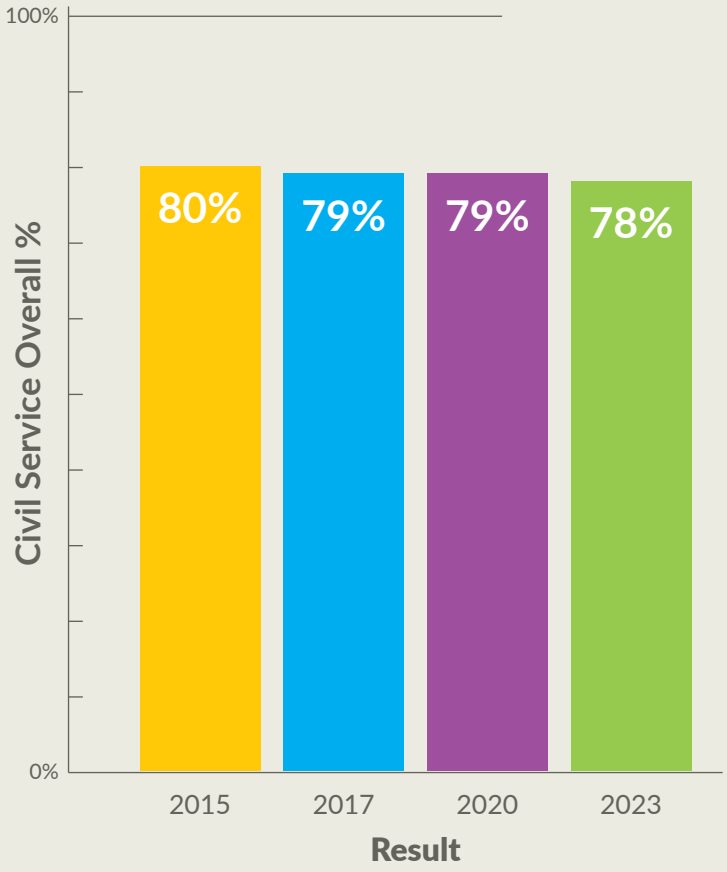
1st Key Driver – Well-being

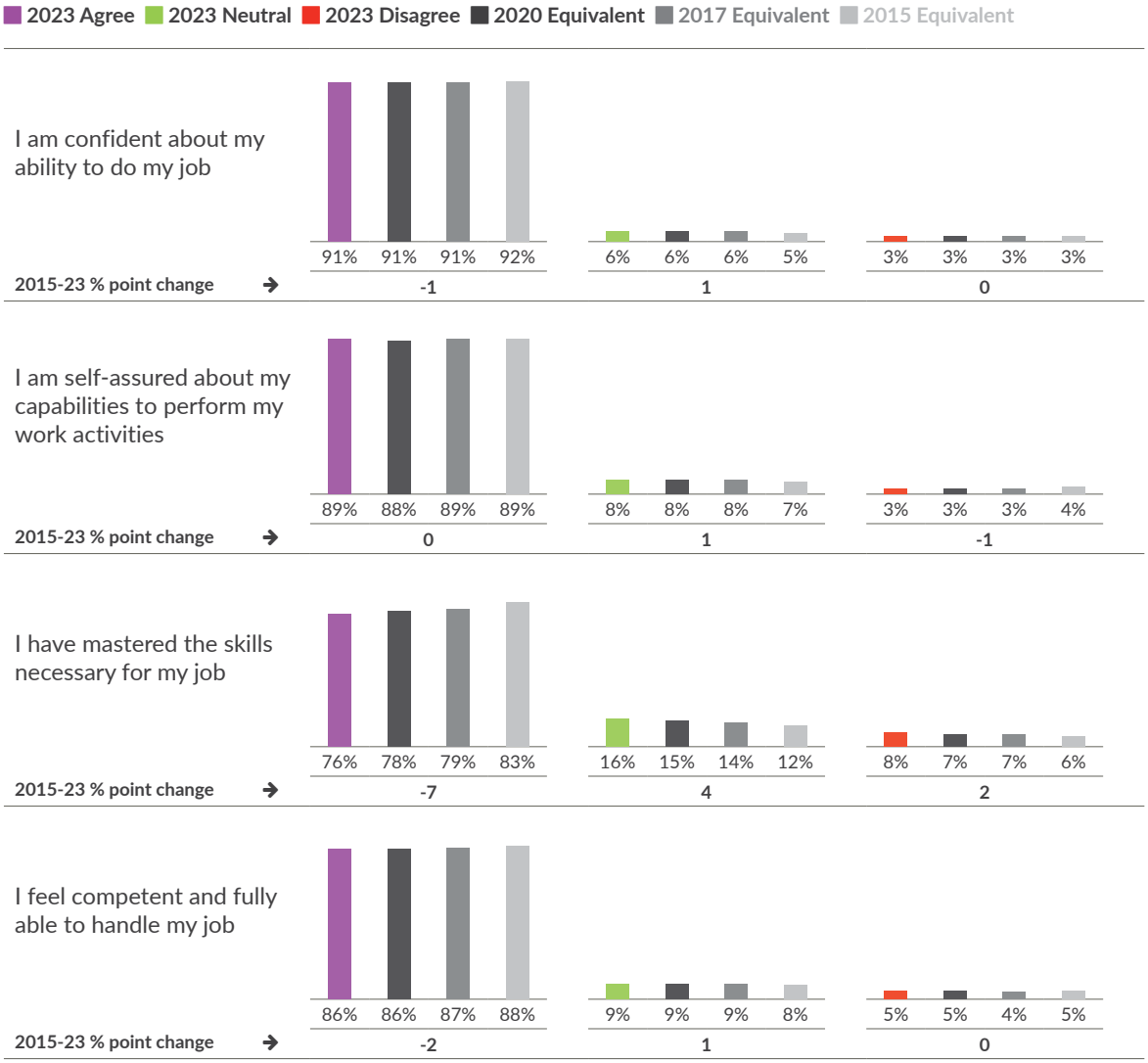
1st Key Driver – Coping with Change

Competence remains the highest rated theme since 2015, though it has fallen back by 1 point from 2020 and two points from 2015 to 78%. Staff members' confidence about their ability to do their job remains very high at 91%.

Staffs' belief that they have mastered the skills necessary to their job has fallen two points to 76% since 2020 and from the high of 83% in 2015. Not surprisingly, those with less than one year's tenure rate this lowest at 60%. Men rate this at 72% with females scoring 80%.

Given that competence is the no.1 key driver for both Well-being and Coping with Change, focusing on actions that will enhance staffs' perception of competence should continue to positively support these outcomes. Indeed the positive scores for Learning and Development have likely positively impacted perceptions of Competence too.





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

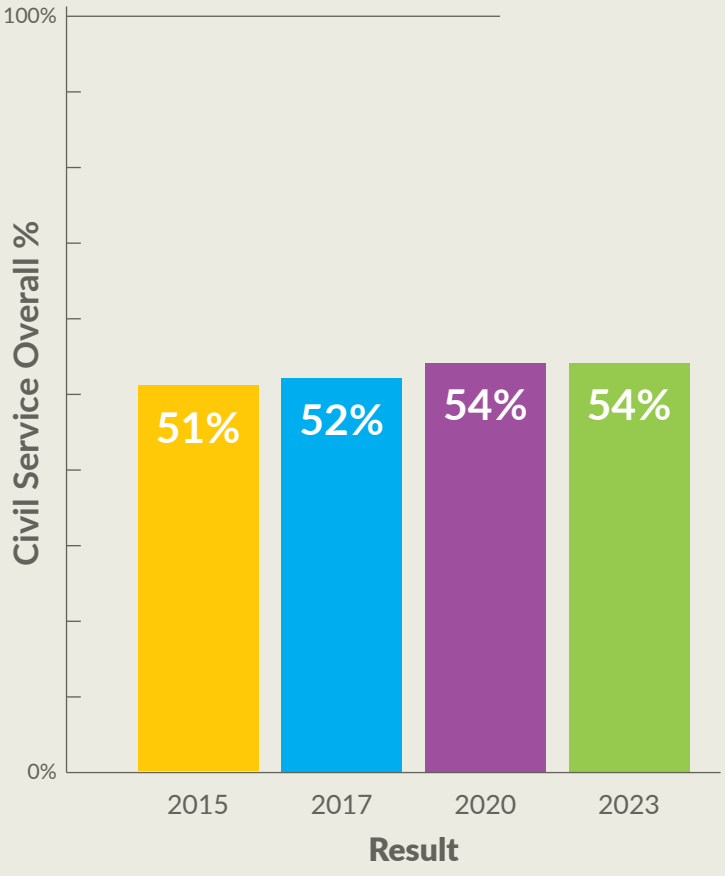
Job Demands

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

Job Demands is a key driver of the following outcomes:

3rd Key Driver – Well-being

4th Key Driver – Employee Engagement



This theme measures an employee's satisfaction with the demands of their job. 58% of staff feel the performance standard for their job are at the right level, which is up 3 points from 2020.

Whilst Job Demands at 54% remains the same score as 2020, it joins Innovative Climate and Performance Standards as the fifth lowest scoring theme. Feeding into this score the proportion of staff agreeing with the statement "There is too much work to do everything well" has gone up 3 points to 30%. 40% of those with 10-15 years' service agree with this statement.

There is no significant difference between the genders regarding Job Demands, and very little change across grades since 2020.

Those aged between 40-54 years score lowest for Job Demands at 52%, whilst those aged 24 and under score highest at 68%. These scores are likely linked to the differences we see among the grades, with those in the 40 plus age group more likely to be in the more senior roles.

Given the link this theme has to well-being, and the impact that role modelled behaviours can have on more junior grades, it is important for senior leaders to be conscious of how Job Demands are influencing their individual well-being.

	2023 Agree	2023 Neutral	2023 Disagree	2020 Equivalent	2017 Equivalent	2015 Equivalent	2015-23 % point change
It often seems like I have too much work for one person to do	45%	46%	49%	52%	26%	28%	25%	24%	29%	27%	26%	24%	-7	2	5
There is too much work to do everything well	30%	27%	32%	34%	25%	28%	28%	27%	45%	45%	40%	39%	-4	-2	6
I never seem to have enough time to get everything done in my job	39%	38%	43%	44%	27%	29%	28%	27%	34%	33%	30%	29%	-5	0	5
The amount of work I'm asked to do is fair	54%	53%	50%	47%	25%	27%	28%	28%	22%	20%	22%	24%	7	-3	-2
I am given enough time to do what is expected of me in my job	55%	55%	50%	48%	23%	25%	25%	26%	22%	20%	24%	27%	7	-3	-5
The Performance Standards on my job are too high	11%	10%	11%	12%	31%	35%	36%	36%	58%	55%	53%	52%	-1	-5	6

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

Job Skills Match

This measures how well Civil Servants feel their skills and abilities are matched to their job.

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

2nd Key Driver – Employee Engagement

3rd Key Driver – Coping with Change

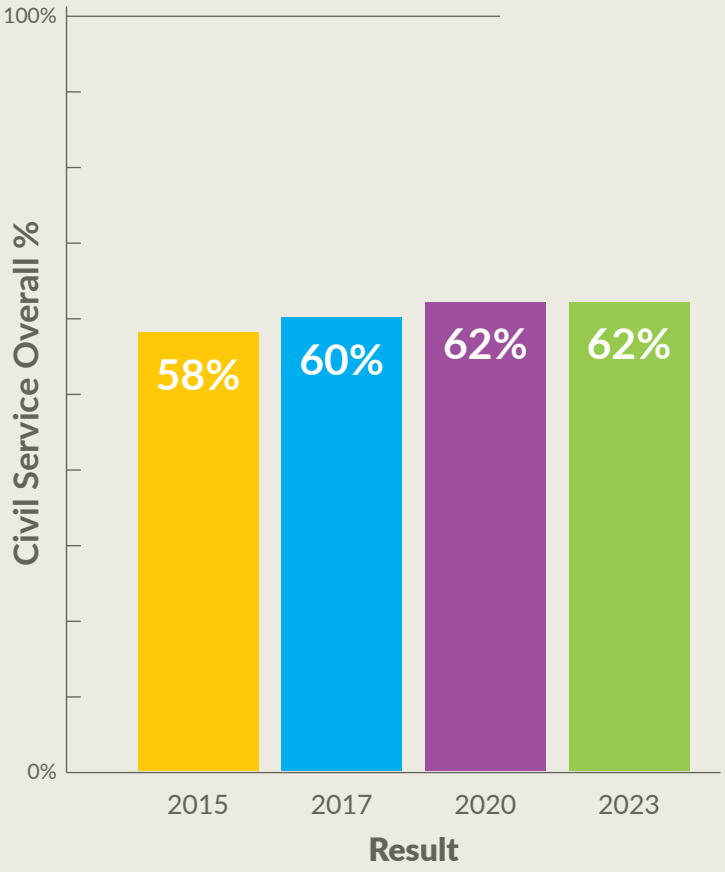
4th Key Driver – Well-being

62% of staff feel that their skills and abilities are matched to their jobs, remaining the same as 2020.

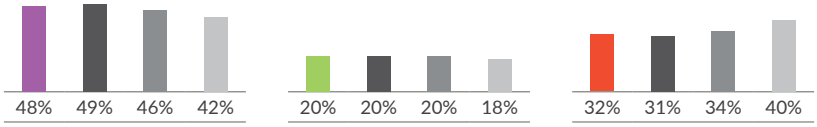
There continues to be an increase (68%) in staff who feel they are well matched to their job; this is up 9 points from 2015. However there may well be lots of untapped potential within the Civil Service with 32% of staff disagreeing with the statement "I feel that my work utilises my full abilities".

A significant variance continues to be evident among grades. Most senior managers reported that 'my work utilises my full abilities' (93%). This positive result declines amongst lower grades and dips below 50% for EO (43% down 4 points from 2020) and CO (42%).

Fewer than half of Civil Servants with less than 10 years' service feel that their work utilises their full skillset (45%) whereas this rises to 53% for those with 10 or more years.

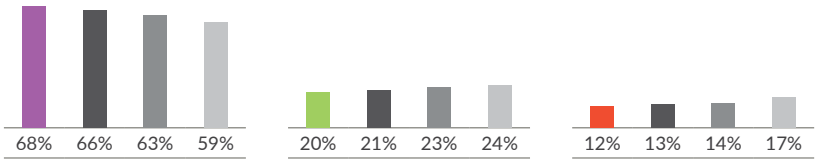


I feel that my work utilises my full abilities



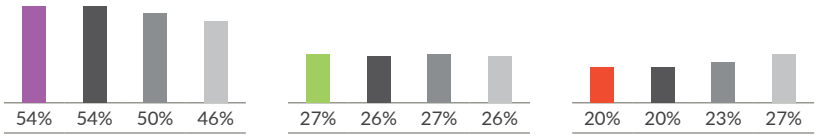
2015-23 % point change → 6 | 2 | -8

I feel that my job and I are well matched



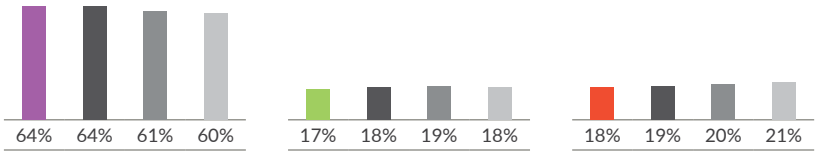
2015-23 % point change → 9 | -4 | -5

My job gives me a chance to do the things I feel I do best



2015-23 % point change → 8 | 1 | -7

I feel I have had adequate preparation for the job I now hold



2015-23 % point change → 4 | -1 | -3

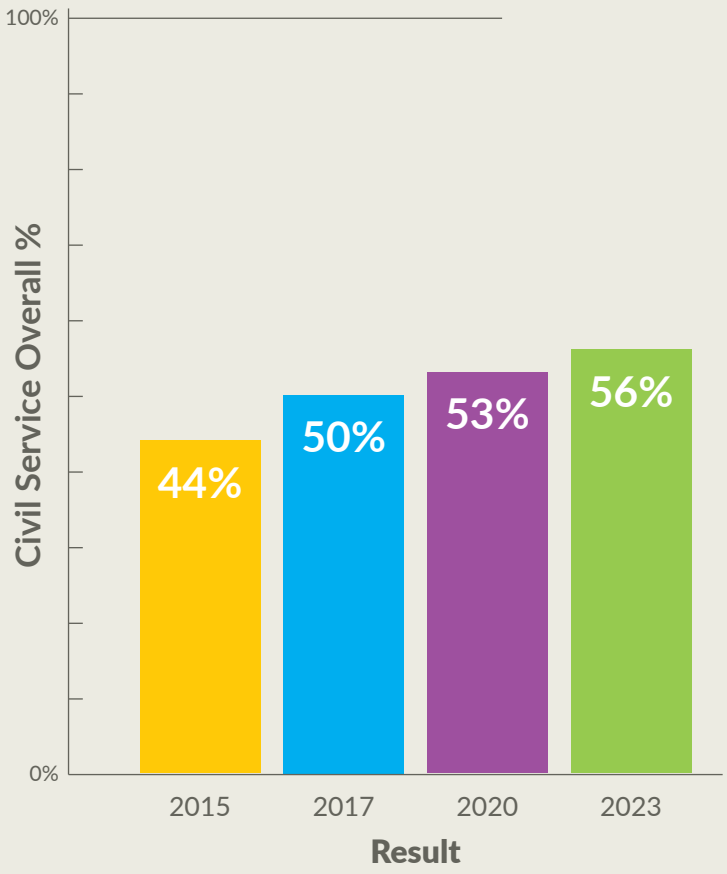
Note: Due to rounding, not all percent positives add up to 100%.

Career Development and Mobility

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

This is a standalone theme which is not a key driver of any of the four outcomes:

Employee Engagement, Commitment to the Organisation, Well-being and Coping with Change.



At 56% for 2023 this score is up a further 3 points from 2020 and 12 points in total since 2015, meaning things are moving in the right direction, though there is still plenty more to be done in this regard.

There are no notable differences between the genders with regards to Career Development and Mobility. Younger people appear more optimistic about Career Development and Mobility with a score of 65% for those aged 24 and under. This score falls to 55% for those aged 50 to 59 years.

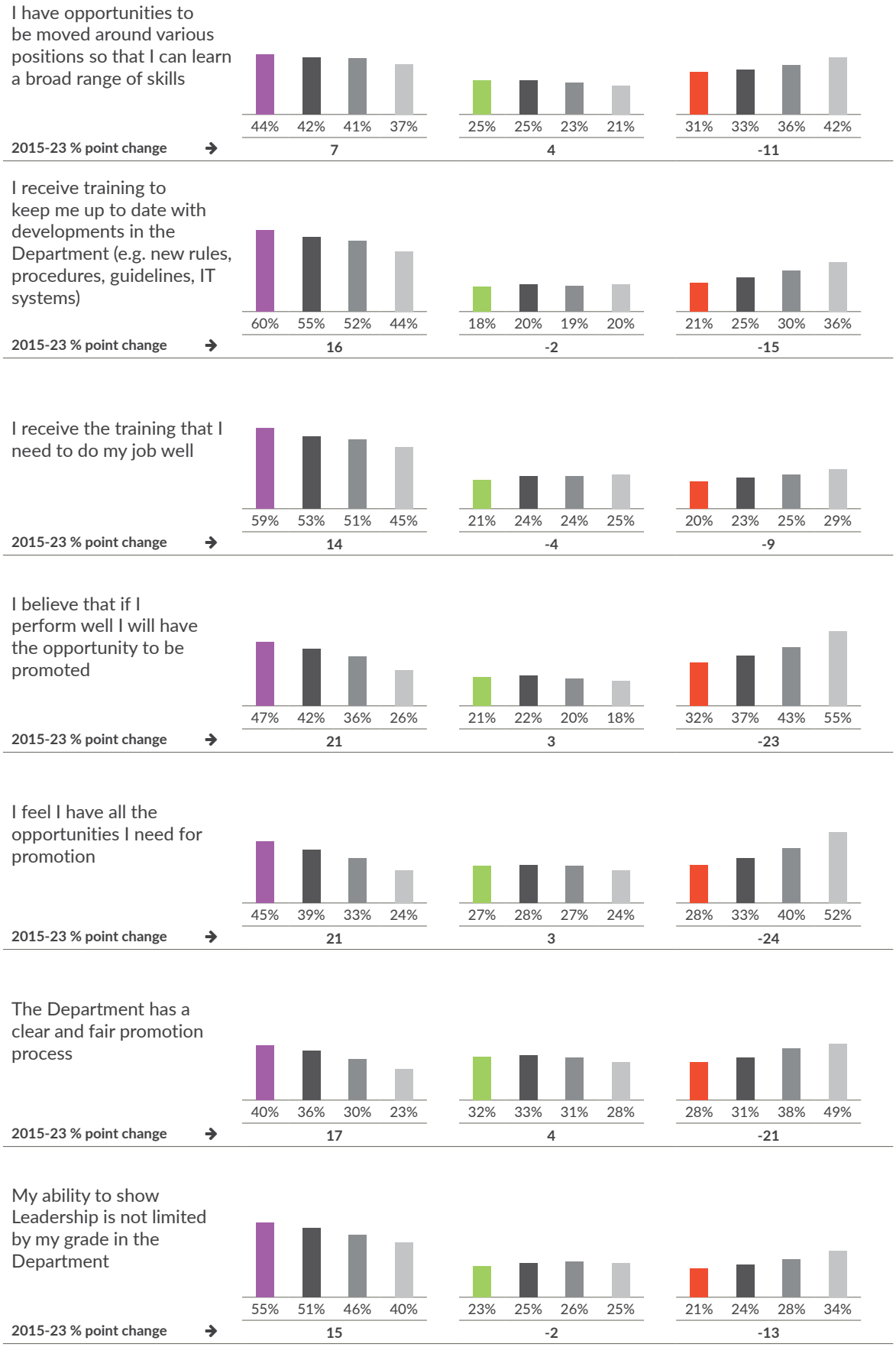
There have been significant improvements for ratings relating to all seven elements that feed into the overall rating. Of particular note is a 21 point increase from 2015 in the number of staff who agree with the statement (47%) "I believe that if I perform well I will have the opportunity to be promoted." Though 32% do continue to disagree with this. Those with less than 10 years' service are in greater agreement (55%), than those with 10 or more years' service (39%).

There has also been a 24 point reduction in the percentage of staff since 2015 who disagree with the statement (28%) "I feel I have all the opportunities I need for promotion", with 45% of staff now agreeing with this statement, up 6 points from 2020.

45% of staff with less than 10 years' service agree that the Department has a clear and fair promotion process, this drops to 35% for staff with more than 10 years' service. Indeed fewer than 47% of all grades from AP and below agree that the Department has a clear and fair promotion process, this falls to 37% for EO and CO and as low as 15% for Industrial staff.

The training that staff receive to keep them up to date with developments in the Department (60%) and the training that staff receive to do their jobs well (59%) are both up 5 and 6 points respectively from 2020.

2023 Agree | 2023 Neutral | 2023 Disagree | 2020 Equivalent | 2017 Equivalent | 2015 Equivalent



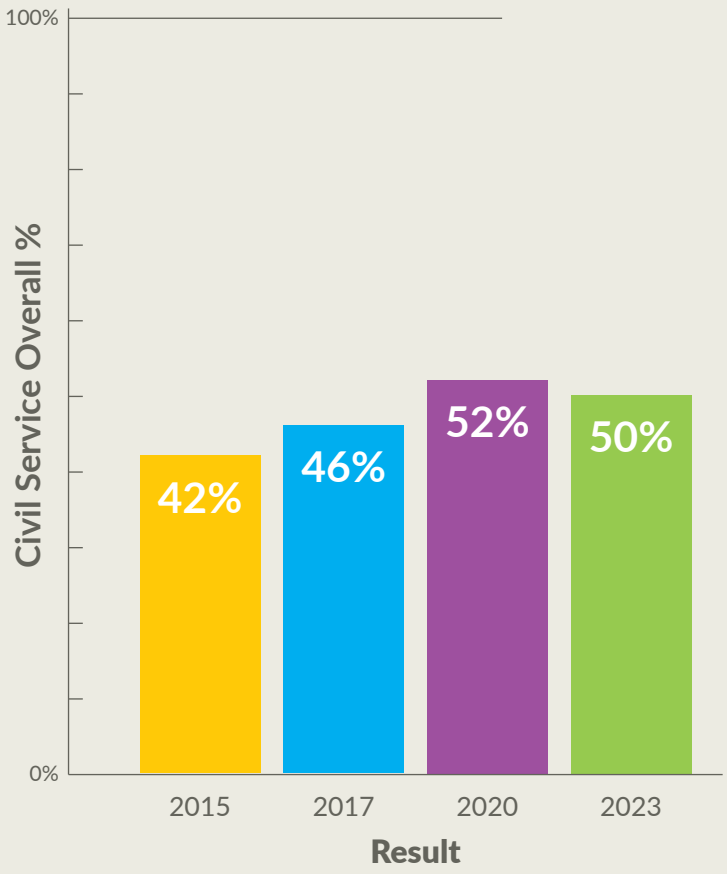
Note: Due to rounding, not all percent positives add up to 100%.

Your Pay

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

This is a standalone theme which is not a key driver of any of the four outcomes:

Employee Engagement, Commitment to the Organisation, Well-being and Coping with Change.



Your Pay, at 50%, has dropped back 2 points from 2020 and remains one of the most challenging themes of the survey at the third lowest. 43% of staff with 1-5 years' experience are satisfied with their pay verses 53% or higher of those with 10 or more years' experience.

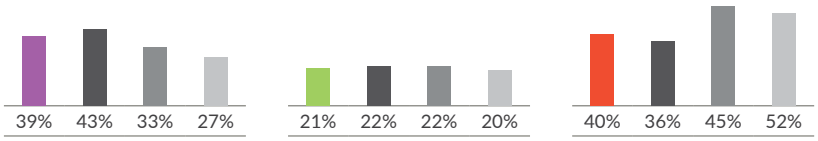
50% of staff disagree that, compared to people doing a similar job in the private sector, that their pay is reasonable, this is up 7 points from 2020. Yet 65% of staff reported that they are satisfied with the terms and conditions of their employment, this is up another 2 points from 2020. This is very much in line with global research that suggests that what attracts people to a job (terms and conditions) is not what keeps them there (meaning, purpose, opportunities to learn new skills etc.) (Gallup, 2022).

Significant tenure variance is evident with regard to perception around pay and performance. 48% of those with less than 10 years' service stated that they do not feel that their pay adequately reflects their performance verses 29% of those with 10 or more years' service.

Among the grades, AO, EO, and CO do not feel that their pay adequately reflects their performance (only 33%, 32%, and 23% respectively are in agreement with the statement). On the other hand, more senior grades are more positive (PO 67%, AP 65%).

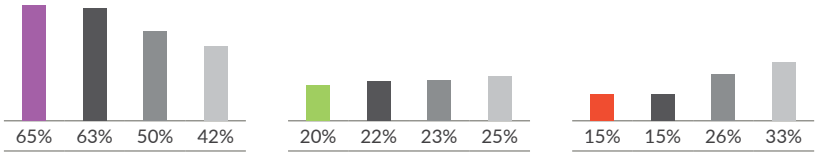
Notably, there continues to be no significant differences between the genders with regards to pay.

I feel that my pay adequately reflects my performance



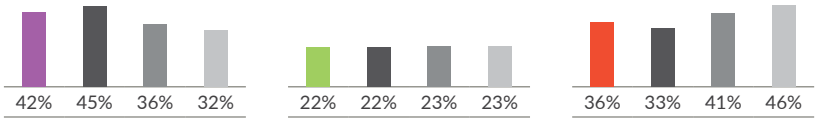
2015-23 % point change → 12 | 1 | -12

I am satisfied with the terms and conditions of my employment



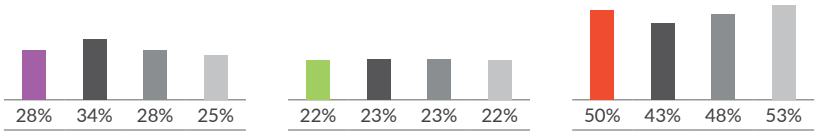
2015-23 % point change → 23 | -5 | -18

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



2015-23 % point change → 10 | -1 | -10

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



2015-23 % point change → 3 | 0 | -3

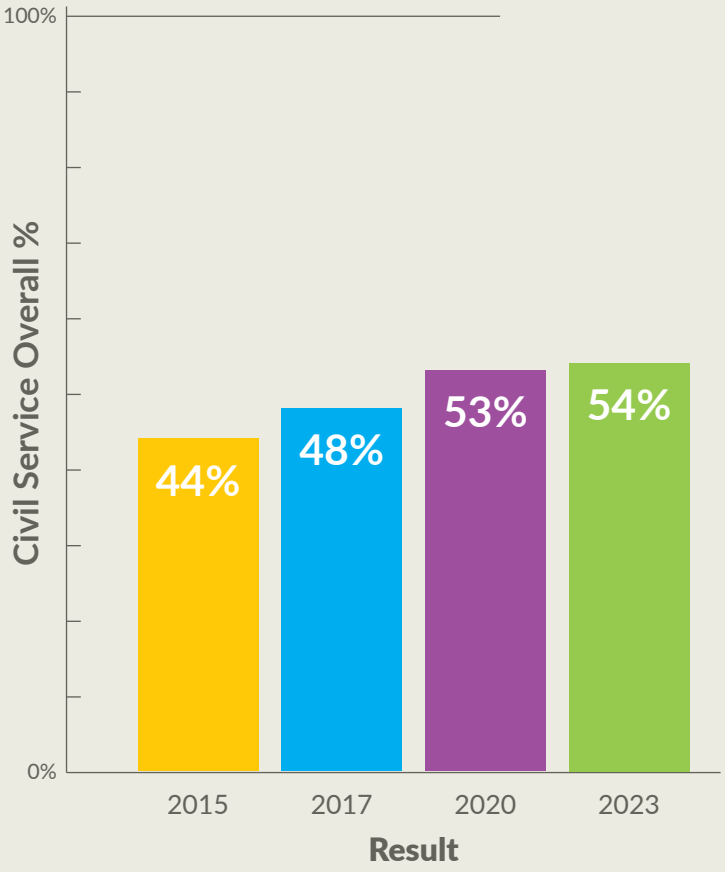
Note: Due to rounding, not all percent positives add up to 100%.

Performance Standards

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

This is a standalone theme which is not a key driver of any of the four outcomes:

Employee Engagement, Commitment to the Organisation, Well-being and Coping with Change.



At 54%, Performance Standards are improving year on year. 61% of staff agree that their Department has high performance standards. Though continuing to improve, still 47% of staff do not agree that poor performance is effectively addressed throughout the Department.

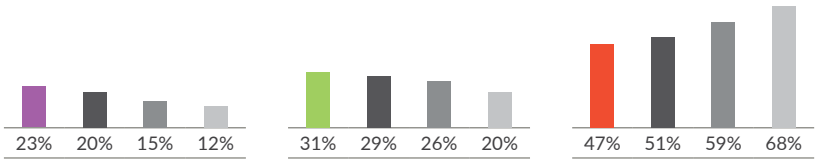
Almost half the staff (49%) agree that people in the Department are held accountable for achieving goals and meeting expectations, this is up 14 points from the 2015 score.

When asked if they agree that the Department has high performance standards those with less service are more positive, 65% for staff with less than 10 years' service versus 58% for staff with 10 or more years' service.

Low percentages of those grades most typically associated with line management responsibility agree that poor performance is effectively addressed throughout the Department (PO 21%, AP 19%, HEO 18%). Again, significantly less than half of staff at these grades agree that the Department measures job performance to ensure that staff are achieving results (PO 39%, AP 40%, HEO 38%).

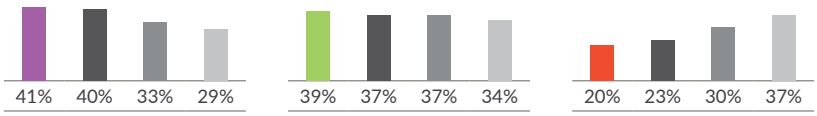
Focusing on the capabilities of line managers to effectively manage the ongoing performance and development of their direct reports may positively influence the upward trajectory of these scores. This in turn, could positively influence staffs' Commitment to the Organisation.

Poor performance is effectively addressed throughout the Department



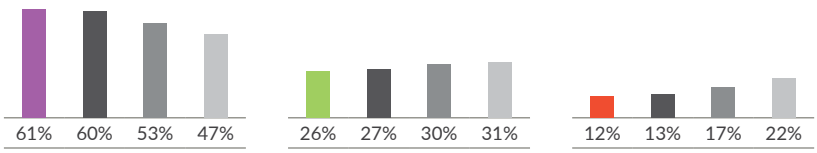
2015-23 % point change → 11 | 11 | -21

Senior managers in the Department are held accountable for achieving results



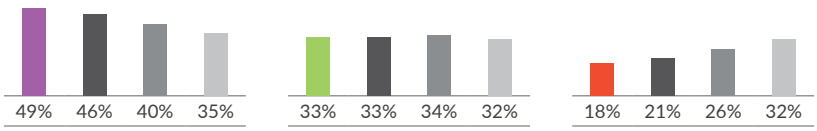
2015-23 % point change → 12 | 5 | -17

The Department has high Performance Standards



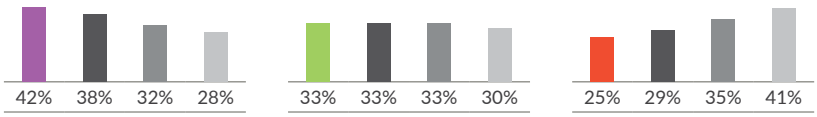
2015-23 % point change → 14 | -5 | -10

People in the Department are held accountable for achieving goals and meeting expectations



2015-23 % point change → 14 | 1 | -14

The Department measures job performance to ensure all staff are achieving results



2015-23 % point change → 14 | 3 | -16

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

Manager Career Support

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

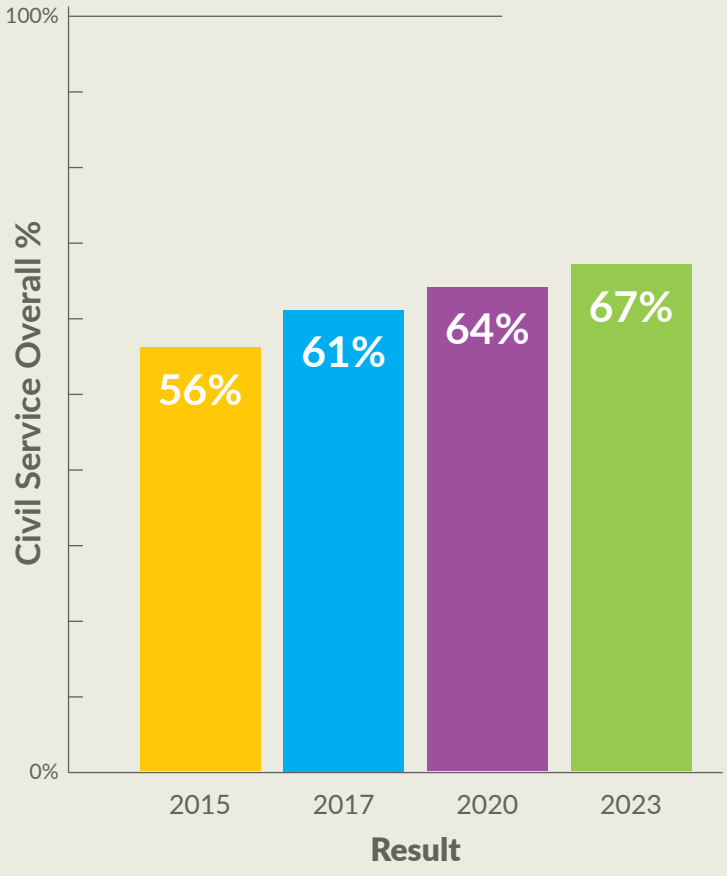
This is a standalone theme which is not a key driver of any of the four outcomes:

Employee Engagement, Commitment to the Organisation, Well-being and Coping with Change.

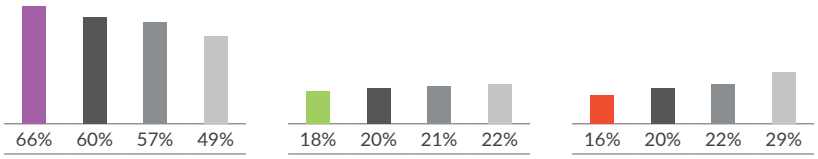
This score has grown steadily by 11 points to 67% since 2015. Notable increases for 2023 are 66% of staff agreeing that their immediate manager takes an interest in their career development, and 72% of staff agreeing that their manager makes sure the staff member gets credit for their achievements. Managers continue to rate positively with regards to providing helpful feedback to staff to improve their performance (67%).

Younger staff, those aged 24 and under, rate manager career support highest at 76%, while more senior staff members, those aged 60-64 years rate it lowest at 63%. Overall a relatively positive result across all age groups.

Among the grades the majority of AOs (76%) believe their manager takes an interest in their career. This falls to 44% for Industrial staff. Most grades, with the exception of ASG and above (73%) and Others (60%) rate Manager Career Support between 66-68%.

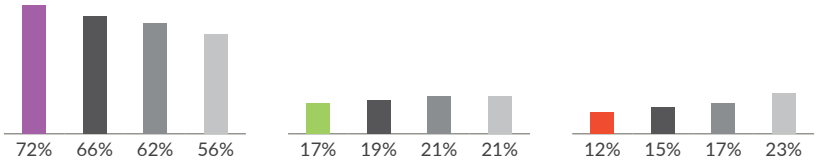


My immediate manager takes an interest in my career development



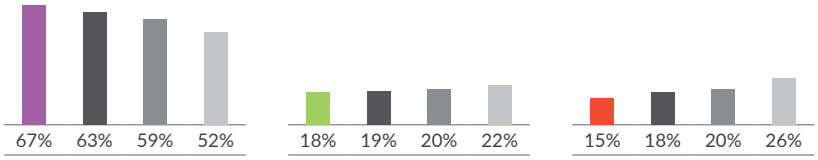
2015-23 % point change → 17 -4 -13

My immediate manager makes sure I get credit for my achievements



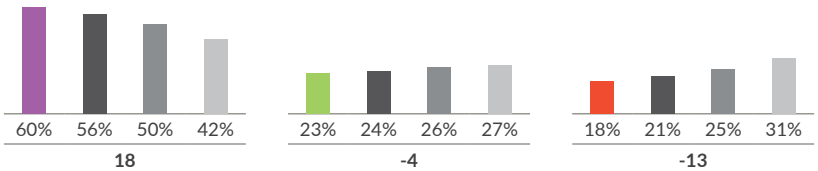
2015-23 % point change → 16 -4 -11

My immediate manager gives me helpful feedback to improve my performance



2015-23 % point change → 15 -4 -11

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



2015-23 % point change → 18 -4 -13

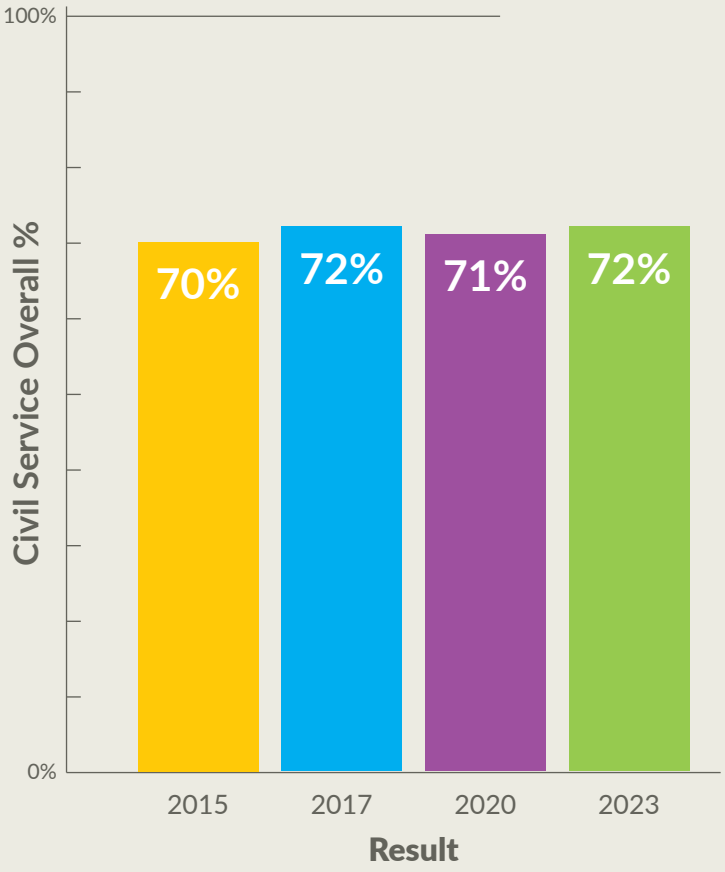
Note: Due to rounding, not all percent positives add up to 100%.

Social Support

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

This is a key driver for the following outcome:

4th key driver for Commitment to the Organisation



At 72% this score remains in the top five rated themes. There is a notable increase in the number of staff having the opportunity to meet others in their work (80%) up 6 points from 2020.

Social support is experienced slightly more by younger staff with a score of 76% for those aged 24 years and younger verses 72% for those aged 40 years and older.

Looking at the very low percentage disagreement to any of the five statements feeding into this overall theme, there are no notable differences between gender, grade or tenure.

As a key driver for Commitment to the Organisation, continued focus on this theme is recommended.

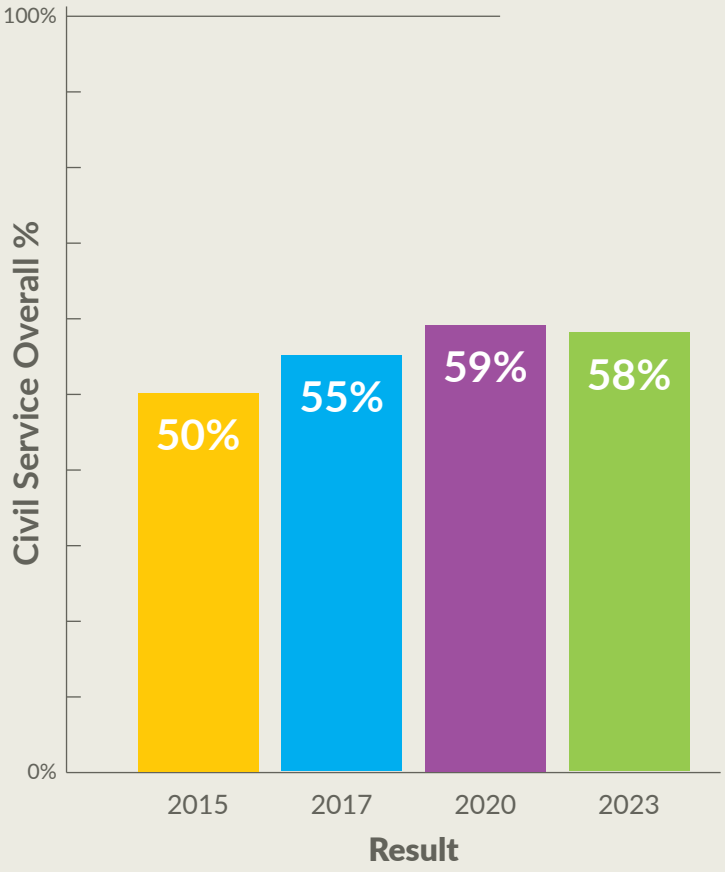
Note: Due to rounding, not all percent positives add up to 100%.

Leadership

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

Leadership is a key driver of the following outcome:

3rd Key Driver – Commitment to the Organisation



At 58% the overall Leadership score is down 1 point from 2020 and has seen an 8 point improvement from 2015.

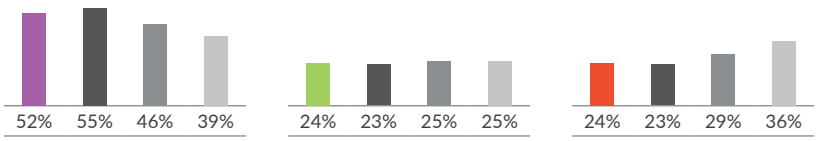
Just over half of all staff (51%) have confidence in the decisions made by the Department's senior managers and as in 2020, 48% believe senior managers have a clear vision of the future. 52% of staff feel that the Department as a whole is managed well and again 52% believe that senior managers in the Department are sufficiently visible.

Those with less the 10 years' service have more confidence in the decisions made by the senior managers (56%) verses those with 10 or more years' service (47%).

Those aged 24 and under rate the leadership more positively (67%) than those aged between 30 - 64 years (57% - 59%). Those with 1-5 years' experience have a more positive view of leadership (61%) than those between 10-15 years' (53%).

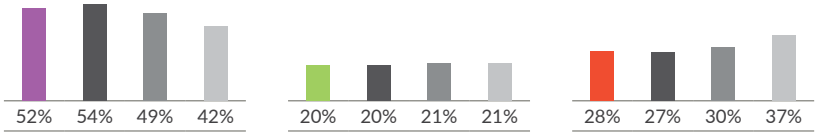
The more senior grades (PO 66%, AP 62%) rate leadership more highly than more junior grades (HEO 56%, EO, 57%, CO 58%). Just over half of these more junior grades (51%) believe the actions of their senior managers are consistent with the Department's values. With less than half of these grades having confidence in the decisions made by the Department's senior managers (HEO 48%, EO 49%, CO 50%).

I feel that the Department as a whole is managed well



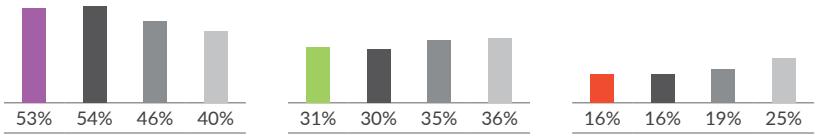
2015-23 % point change → 13 -1 -12

Senior managers in the Department are sufficiently visible



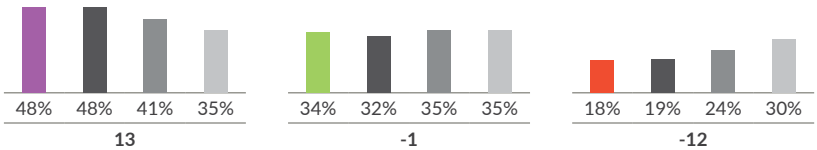
2015-23 % point change → 10 -1 -9

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



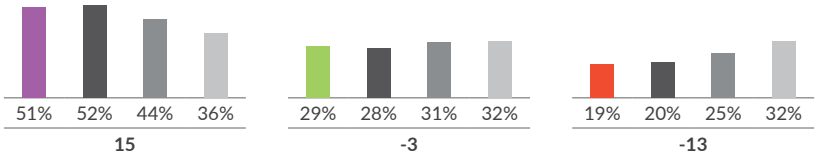
2015-23 % point change → 13 -5 -9

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



2015-23 % point change → 13 -1 -12

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



2015-23 % point change → 15 -3 -13

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

Organisational Support

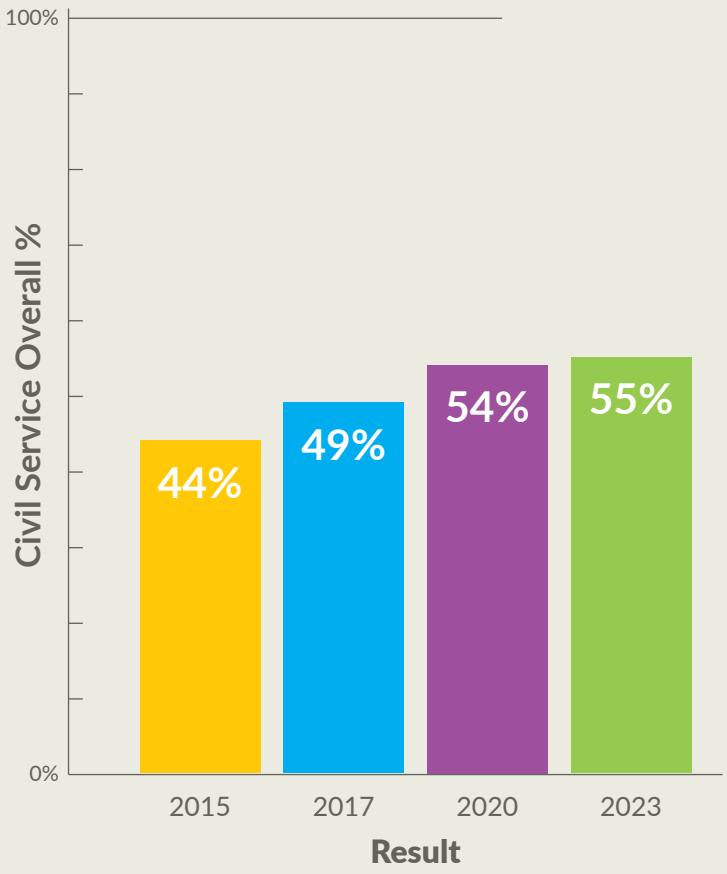
This measures the degree to which employees feel their organisation values their contribution and cares for their Well-being.

Organisational support is a key driver of the following outcomes:

2nd Key Driver – Commitment to the Organisation

3rd Key Driver – Employee Engagement

5th Key Driver – Well-being



Organisational Support has improved marginally to 55%. This scores masks a significant difference among the grades with the most senior managers (78%) experiencing greater organisational support than the more junior grades (HEO 53%, EO 54%, CO 56%).

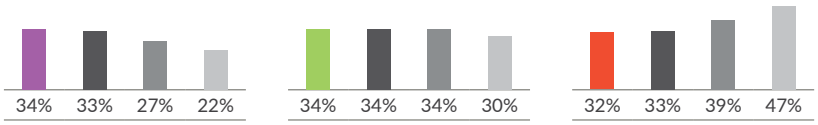
Whilst scores are marginally increased in all four areas of this theme, still less than a third of HEO (31%), EO (29%) and CO (31%) grades feel that the Department cares about their opinion. 60% or less of all grades from PO down feel that the Department cares about their well-being, with HEO at 49%.

Staff with less than 10 years' service are significantly more positive about the degree to which the Department cares about their well-being (59%) verses those with 10 or more years' service (46%).

The gap between the gender perceptions of Organisational Support has closed to just one percentage point female (55%), male (56%).

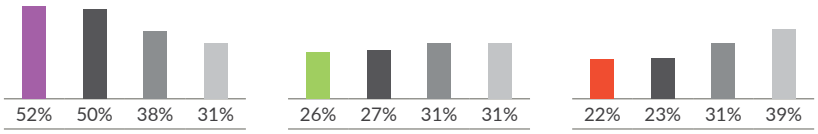
Organisational Support is a key driver in three out of the four core outcomes. There is merit, therefore, in keeping a strong focus on staffs' wellbeing, listening to their opinions, considering their goals and values and offering support in times of need.

The Department cares about my opinions



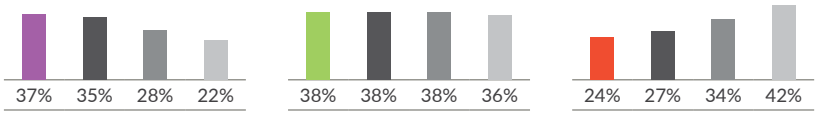
2015-23 % point change → 12 4 -15

The Department cares about my well-being



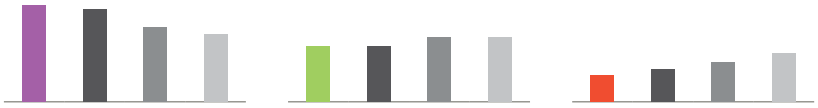
2015-23 % point change → 21 -5 -17

The Department considers my goals and values



2015-23 % point change → 15 2 -18

The Department provides support for me in times of need



2015-23 % point change → 16 -5 -12

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

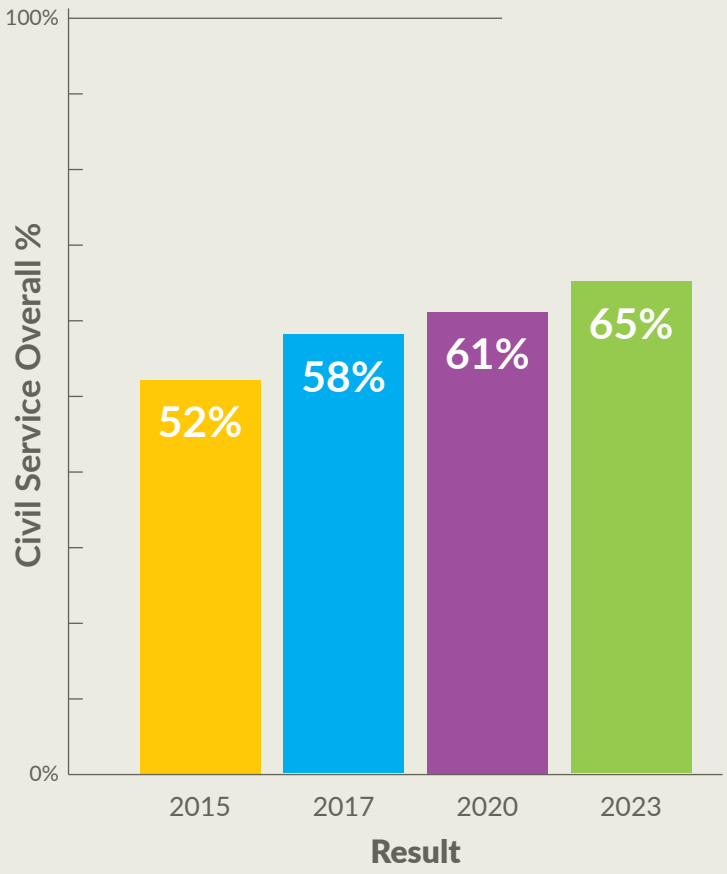
Learning and Development

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

Learning and Development is a key driver for the following outcomes:

4th Key Driver: Coping with Change

5th Key Driver: Employee Engagement



At 65% the positive perception of Learning and Development has improved by a further 4 points from 2020, up 13% in total since 2015. Clearly work being done in this area is having a positive impact.

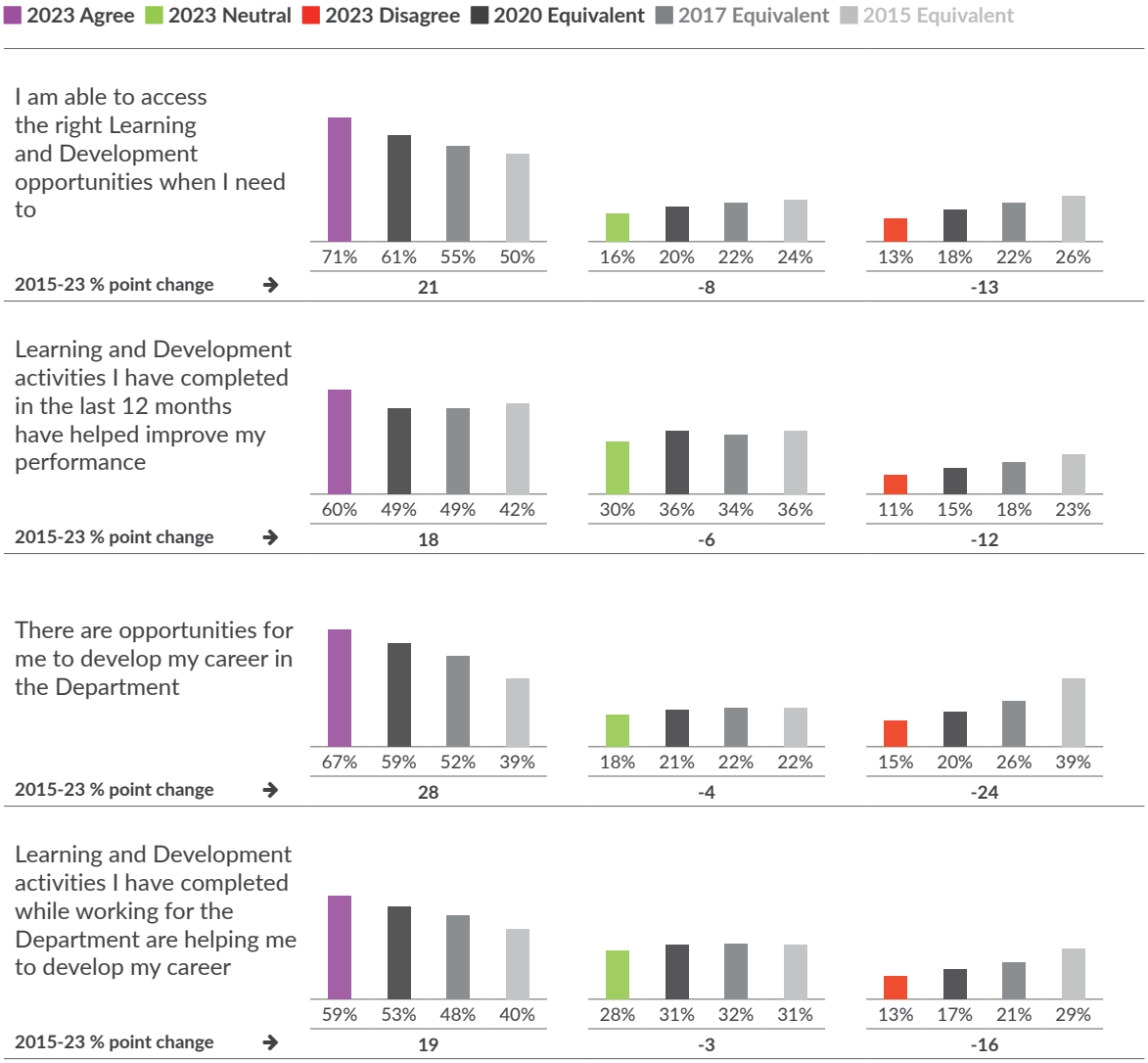
71% of staff indicated that they have been able to access the right Learning and Development opportunities when needed and 60% of staff indicate that the Learning and Development activities that they have completed in the past 12 months have helped improve their performance, up 11 points from 2020. 67% of staff indicate that there are opportunities for them to develop their career within their Department.

Staff with less than ten years' service indicate more opportunities to develop their career in their Department (72%) verses those with 10 or more years' service (63%). Similarly those with less than 10 years' experience indicate that the Learning and Development activities they have completed while working in the Department have helped them to develop their career (64%), this figure drops to 53% for those with 10 or more years' service.

Those aged 24 and under rate Learning and Development highest at 73%, this score, whilst it decreases incrementally with the increasing age groups is still very positive at 63% for the 60-64 years age bracket.

The ratings amongst the grades are equally positive and reasonably similar with the notable exception of the Industrial staff (46%).

Activities and actions taken in relation to Learning and Development have clearly positively impacted staff. Continued focus by managers to discuss learning opportunities with their staff regularly and encourage them to avail of resources is recommended. This may also positively influence overall Employee Engagement and staffs' ability to cope with change.



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

Innovative Climate

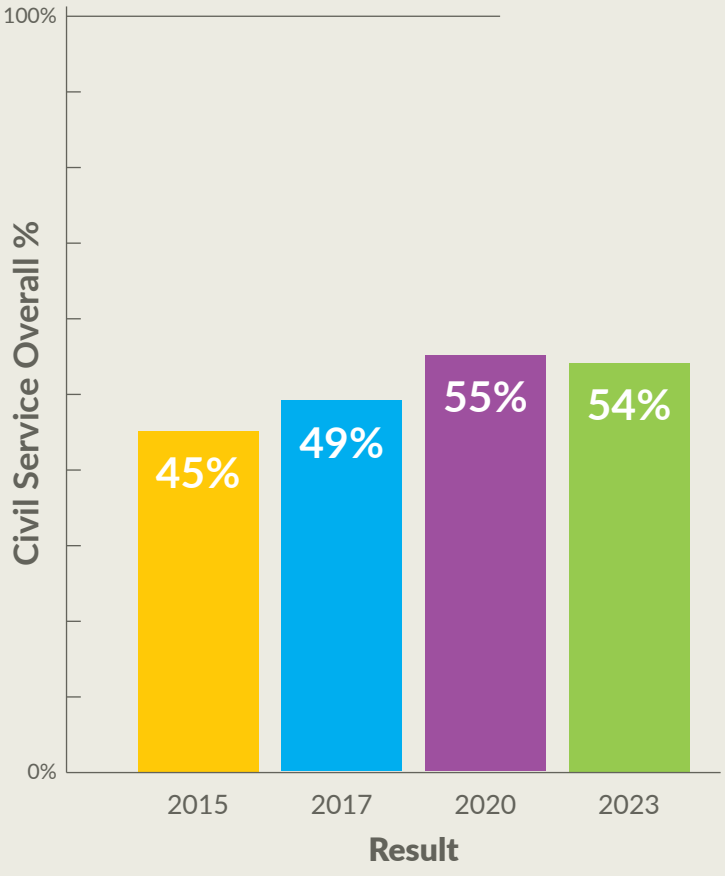
This measures the extent to which Civil Servants feel the organisation supports and encourages them to be innovative.

This is a standalone theme which is not a key driver of any of the four outcomes;

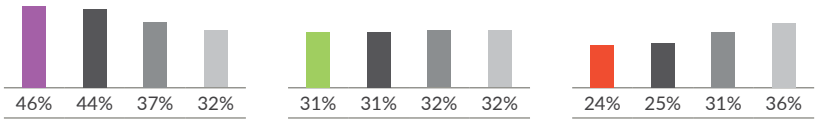
Employee Engagement, Commitment to the Organisation, Well-being and Coping with Change.

Innovative Climate, at 54%, has dropped back 1 point and is one of the most challenging themes. While the number of staff who think new ideas are readily accepted has increased by 2 points to 46%, the number of staff who think their Department is quick to respond to changes when needed has dropped by 6 points to 43%, though it still remains 10 points ahead of the 2017 score. 30% of staff think that management are not quick to spot the need to do things differently but 43% do believe that people in the Department are always searching for new ways of looking at problems, up 1 point from 2020.

Length of service appears to be the primary differentiator among ratings for this theme. Staff with 10 or more years' service are less positive than those with less service. Those with less than 10 years' service believe new ideas are more readily accepted (48%) than those with 10 or more years' service (43%). There is a similar trend with regards to how quickly management spot the need to do things differently, 42% of staff with less than 10 years' service agree verses 35% of those with 10 or more years' service.

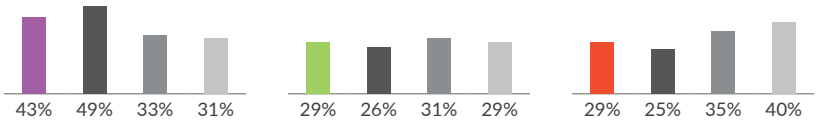


New ideas are readily accepted here



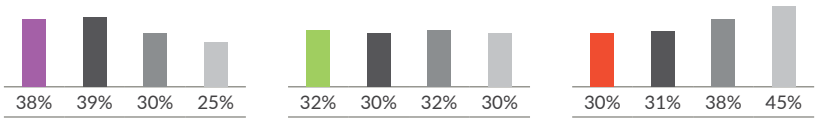
2015-23 % point change → 14 -1 -12

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



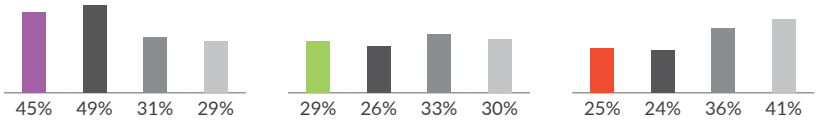
2015-23 % point change → 12 0 -11

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



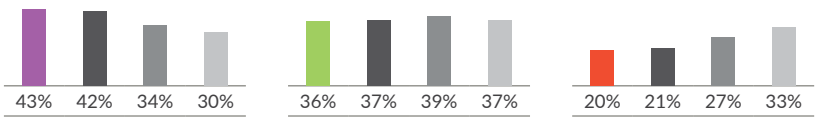
2015-23 % point change → 13 2 -15

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



2015-23 % point change → 16 -1 -16

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



2015-23 % point change → 13 -1 -13

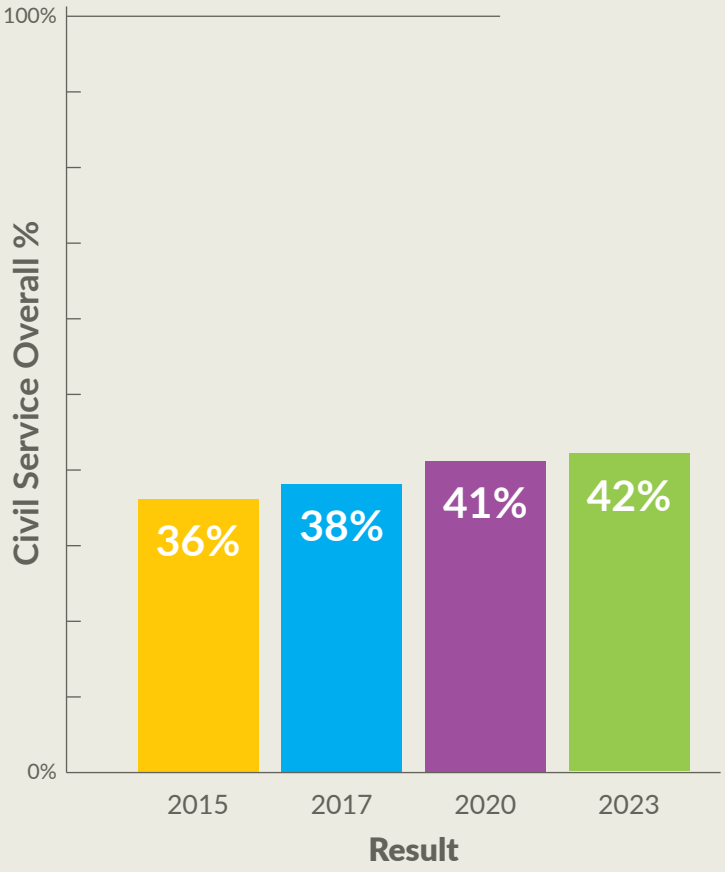
Note: Due to rounding, not all percent positives add up to 100%.

Involvement Climate

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

Involvement Climate is a key driver of following outcomes:

5th Key Driver: Coping with Change



Involvement Climate has increased by 1 point since 2020, however at 42% it remains the most challenging theme in the 2023 survey results.

Over half of all staff (51%) believe that changes are made without talking to the people involved in them. A similar number of staff (50%) believe there are often breakdowns in communication. While down 13 points from 2015, 45% of staff continue to feel that people don't have any say in the decisions which affect their work. Staff do, however consider information to be widely shared and this statement has increased steadily over the time of the survey, up 2 points from 2020 and 13 points in total since 2015.

Staff at lower grades continue to have a less positive perception of Involvement Climate. For example, HEOs, EOs and COs (56%, 54% and 50% respectively) are most likely to agree that changes are made without talking to the people involved in them, compared with just 12% of ASGs and above.

Staff with 10 or more years' service are more likely to be dissatisfied with Involvement Climate compared to those with less than 10 years' service. 44% of staff with less than ten years' service agree that there are more likely to be breakdowns in communication. This rises to 56% for staff with 10 or more years' service.

Males continue to be slightly more positive about Involvement Climate (45%) verses females (42%). 47% of females agree that people don't have a say in decisions that affect their work verses 40% of males. More than half the females (52%) believe there are often breakdowns in communication verses 45% of males.

Further efforts and initiatives are required to ensure that staff feel they know what is going on in their Organisation, are involved in the decision making process and that their input is valued and recognised, where it is possible and appropriate to do so. It is expected that these efforts would have a positive impact on staffs' ability to cope with change.

	2023 Agree	2023 Neutral	2023 Disagree	2020 Equivalent	2017 Equivalent	2015 Equivalent	2015-23 % point change
Changes are made without talking to the people involved in them	51%	26%	24%	54%	59%	64%	-13
		25%	21%		23%	20%	6
					18%	16%	8
People don't have any say in decisions which affect their work	45%	27%	28%	47%	53%	58%	-13
		27%	25%		25%	23%	4
					22%	19%	9
People feel decisions are frequently made over their heads	56%	26%	18%	60%	66%	71%	-15
		24%	16%		22%	18%	8
					12%	11%	7
Information is widely shared	42%	26%	32%	40%	32%	29%	13
		27%	33%		28%	26%	0
					39%	46%	-14
There are often breakdowns in communication here	50%	28%	23%	51%	57%	60%	-10
		28%	22%		25%	22%	6
					18%	18%	5

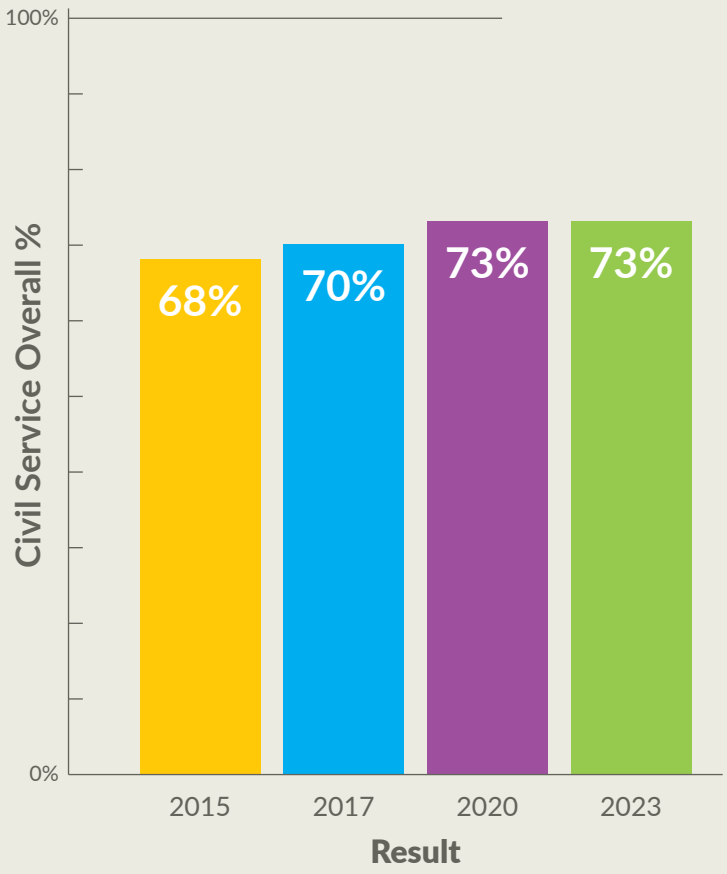
Note: Due to rounding, not all percent positives add up to 100%.

Citizen Impact

This measures the extent to which Civil Servants feel their work has an impact on the public.

This is a standalone theme which is not a key driver of any of the four outcomes;

Employee Engagement, Commitment to the Organisation, Well-being and Coping with Change.

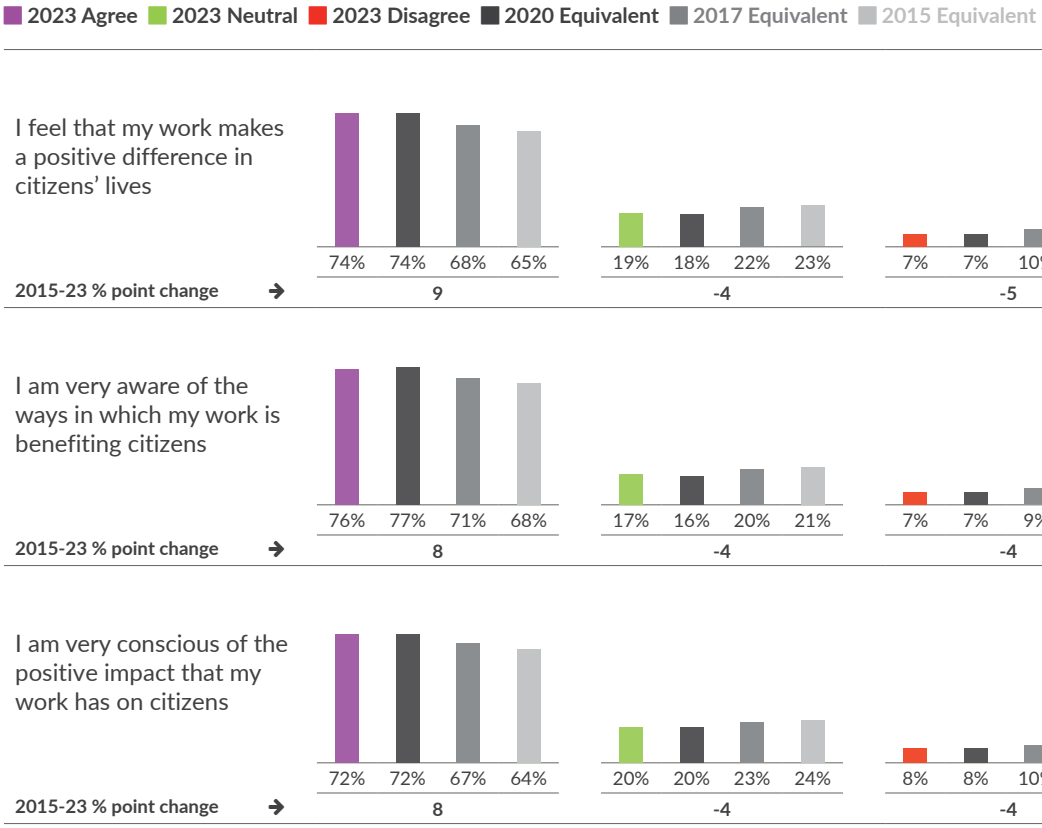


At 73% this remains in the top 5 positive results, and the score remains unchanged from 2020. 76% of staff are aware of the ways in which their work is benefiting citizens, with 74% of staff continuing to feel that their work makes a positive difference in citizen's lives. These scores likely explain the high percentage of staff (75%) who agree that the work they do is very important to them (under the theme of meaningfulness) and that the work they do is meaningful to them (70%).

More senior grades rate Citizen Impact highest, with ASGs and above rating it 88%, and POs rating it 79%. The lowest scores of any of the grades (AO 70%, EO 71%, HEO 72%) still rate this very high.

There are small differences among gender and age, with no scores dropping below 70% for any grouping. Staff at the start of their careers with the Civil Service, less than one year (75%) are equally as aware of the ways in which their work is benefiting citizens as those with more than 30 years' service (74%).

A strong belief that your work adds value i.e. has a clear purpose, is positively correlated to resilience (Warner & April, 2012), which could explain the very high scores from staff (96%) who say they will always persevere at their work, even when things don't go well (captured under Employee Engagement).



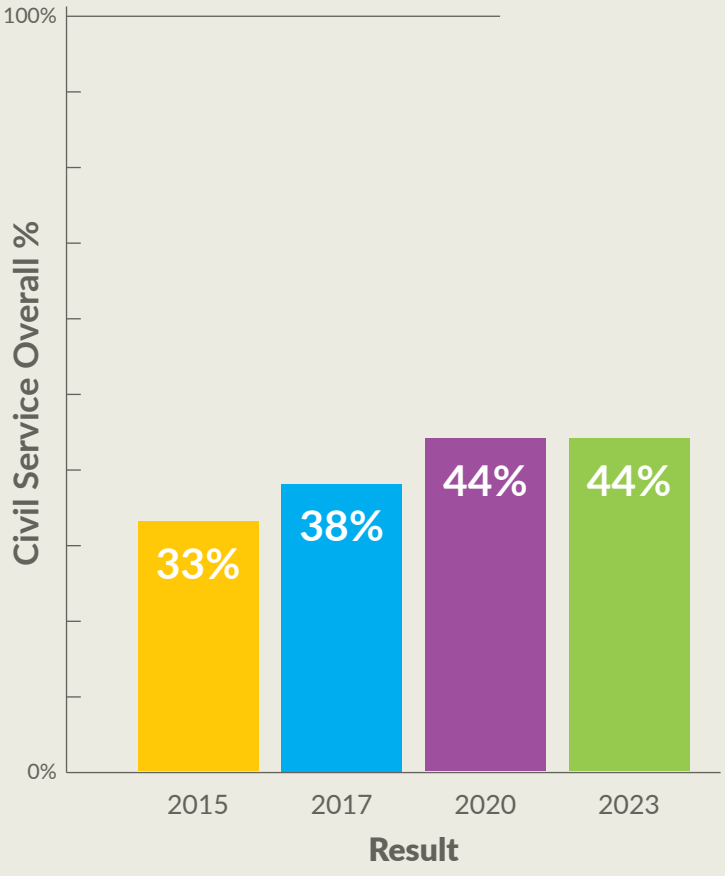
Note: Due to rounding, not all percent positives add up to 100%.

Public Perception of the Civil Service

This measures the extent to which Civil Servants feel they are valued and respected by the general public.

This is a standalone theme which is not a key driver of any of the four outcomes:

Employee Engagement, Commitment to the Organisation, Well-being and Coping with Change.



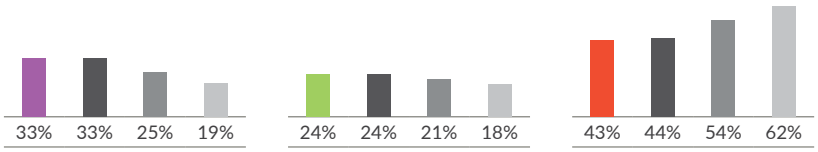
What staff think the public perception of the Civil Service is, continues to be in the bottom five results and once again is the second lowest score at 44%. It is interesting to observe the difference between the Citizen Impact score of 73% versus the Public Perception score of 44%. The results indicate that staff believe that the work that they do makes a positive impact on citizens' lives, yet only 27% of staff feel that the public respect and appreciate the work they do.

Those aged 24 and under (49%) and those aged 65 and over (51%) have a slightly more positive outlook than the other age groups, with those aged between 30-39 scoring lowest at 42%. Males (46%) continue to be slightly more positive than females (43%) regarding the publics' perception of the Civil Service.

Staff with less than one year's service are the most positive about the public perception 54%, with those with 15-20 years' service being least positive at 40%.

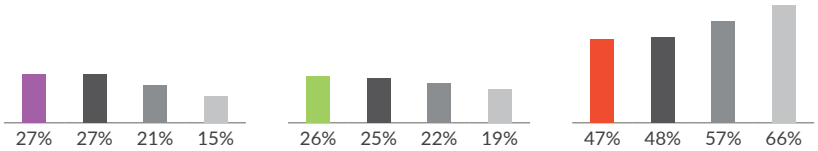
These results stand in contrast to the Civil Service Customer Survey (2022) where 84% were satisfied with the service received which is the highest score ever up 6% since 2018. 85%, were satisfied with the outcome which is the highest score ever, up 3% since 2019.

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



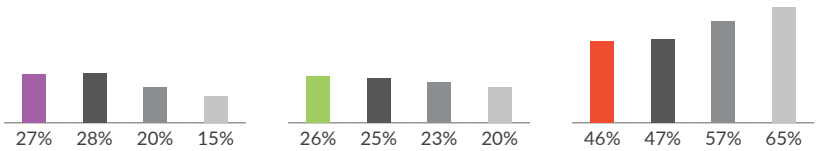
2015-23 % point change → 14 | 6 | -19

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



2015-23 % point change → 12 | 7 | -19

I feel that the public appreciate the work of the Civil Service



2015-23 % point change → 12 | 6 | -19

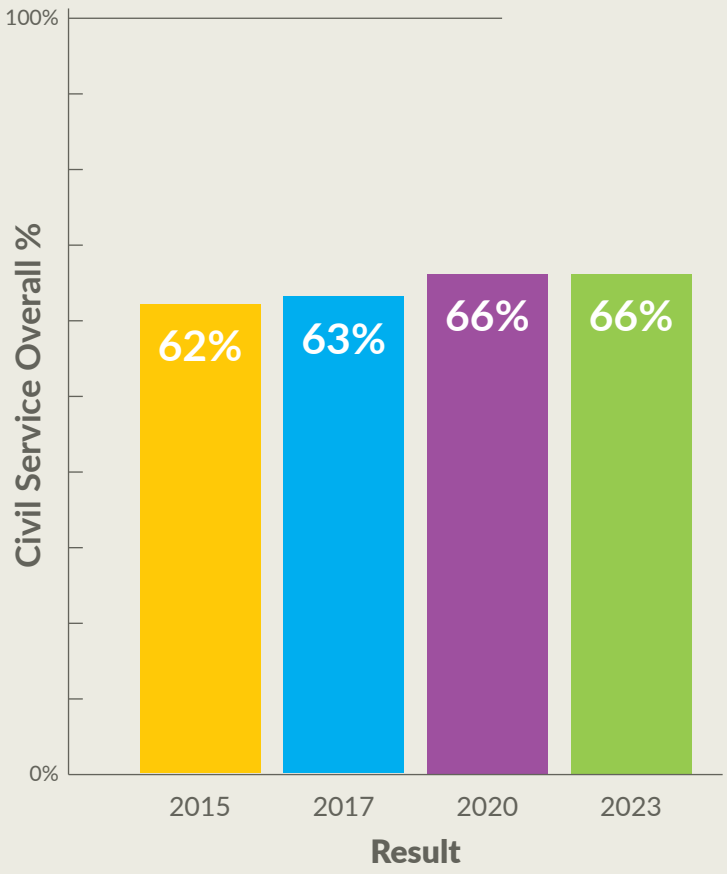
Note: Due to rounding, not all percent positives add up to 100%.

Identification with the Civil Service

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

This is a standalone theme which is not a key driver of any of the four outcomes:

Employee Engagement, Commitment to the Organisation, Well-being and Coping with Change.



At 66% identification with the Civil Service remains consistent with the 2020 scores. The percentage of staff (83%) who agree that their values and those of the Civil Service are very similar continues to grow, as does the percentage of staff (82%) for whom it is important that their work aligns with the values and ethos of the Civil Service.

59% of staff say they would usually say 'we' rather than 'they' when talking about the Civil Service yet only 54% of staff would feel like they were personally being complimented when someone praises the Civil Service.

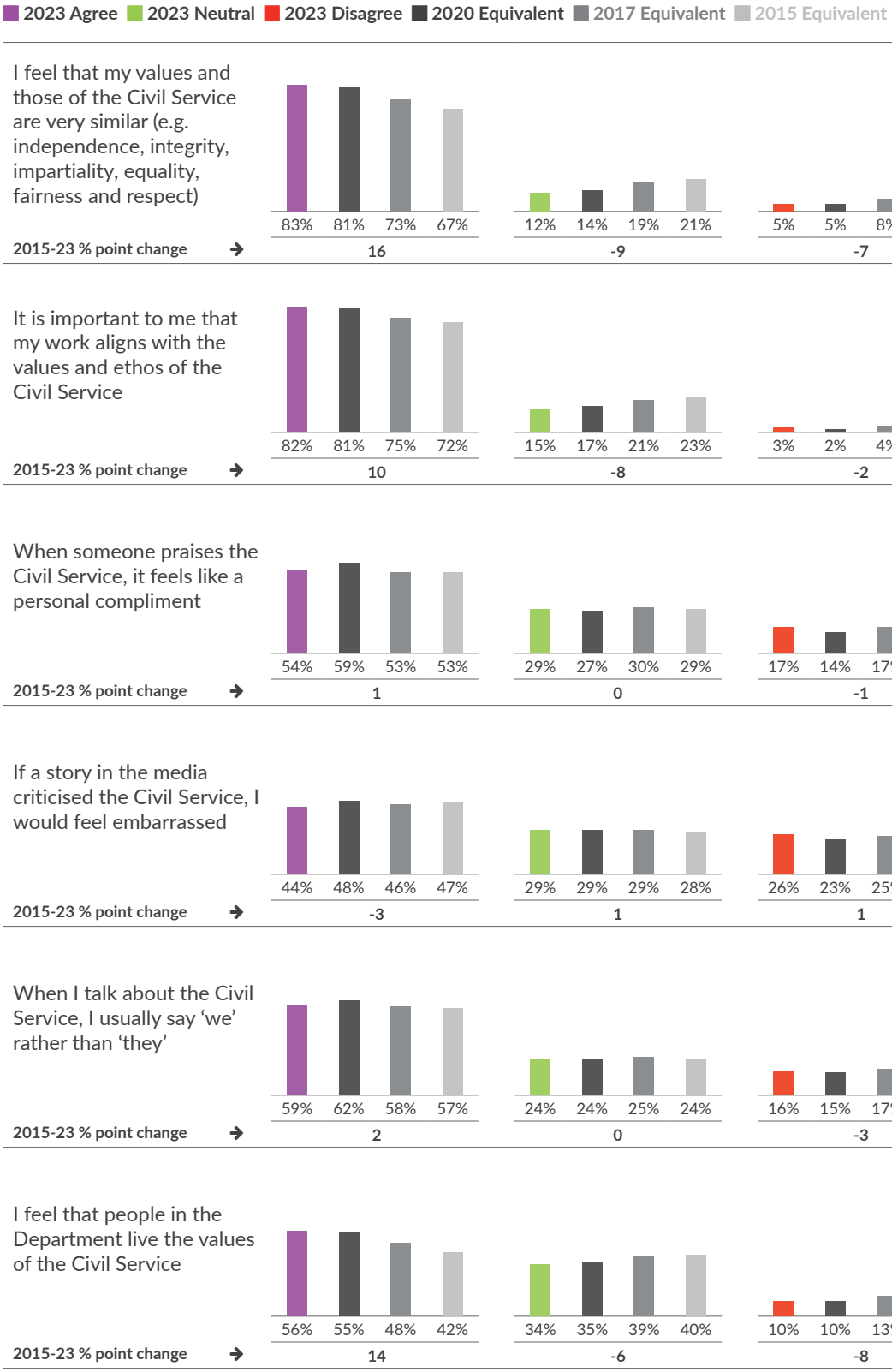
A significant minority of staff (10% down from 18% in 2015) feel that people in their Department do not live the Civil Service values.

Females identify slightly more with the Civil Service (67%) than males (65%), with 85% of females indicating that it is important to them that their work aligns with the values and ethos of the Civil Service verses 79% of males. Females (47%) are more likely to feel embarrassed than males (41%) if a story in the media criticised the Civil Service.

Staff with less than 10 years' service are more inclined to feel that their values and those of the Civil Service are very similar (88%) than those with 10 or more years' service (78%), while people with more than 10 years' service (47%) are more likely to feel embarrassed than those with less than 10 years' service (42%) if a story in the media criticised the Civil Service.

While 90% of ASGs and above feel that people in the Department live the values of the Civil Service, the more junior grades are less inclined to agree with this (HEO 53%, EO 52%, CO 54%), which is interesting since individually these more junior grades feel strongly that their values and those of the Civil Service are very similar (HEO 84%, EO 82%, CO 78%).

Focusing on some of the items related to the public perception of the Civil Service, will likely positively correlate with the degree to which staff identify with the Civil Service.



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

Civil Service Renewal Awareness

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

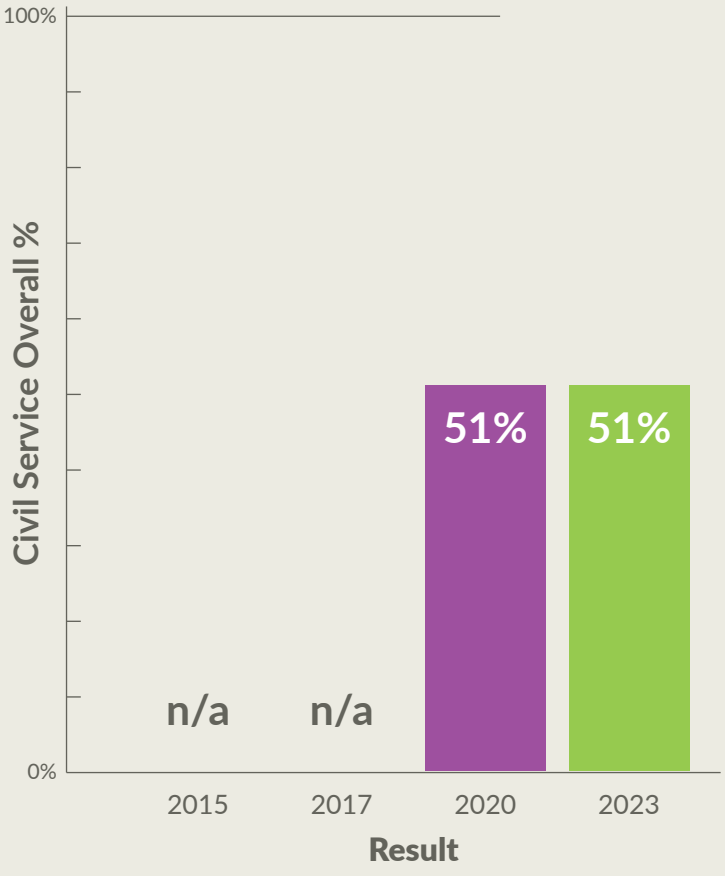
This is a standalone theme which is not a key driver of any of the four outcomes:

Employee Engagement, Commitment to the Organisation, Well-being and Coping with Change.

Only its second time to be measured in the staff survey, there is no change in relation to Civil Service Renewal Awareness since 2020 remaining at 51%. For the second time running this theme is in the bottom five results.

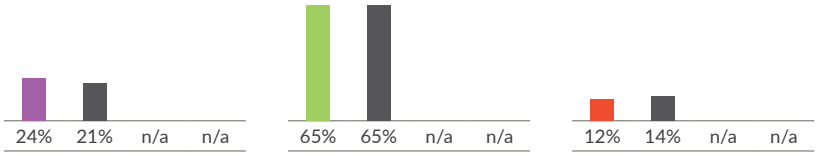
There are high neutral scores for the statement 'The Civil Service Renewal Plan has positively impacted on my work in the Civil Service' (65%) and 'The Civil Service Renewal Plan has positively impacted on my organisation' (65%). Meanwhile, a third of staff say they have not been regularly informed of the progress of the Renewal Plan (33%).

Although the senior roles (ASGs and above 46%, and PO 40%) rate that they have been regularly informed on the progress in the Civil Service Renewal Plan nearly 30% of both those grades disagree with that statement. More than 60% of all staff from AP down are neutral regarding the impact the Renewal Plan has had on their work or their Organisation.



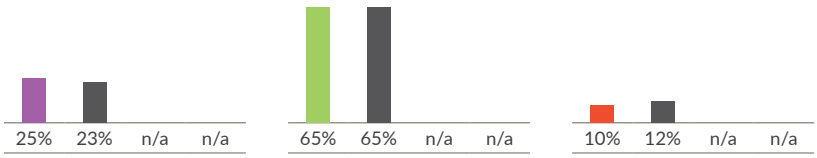
2023 Agree | 2023 Neutral | 2023 Disagree | 2020 Equivalent | 2017 Equivalent | 2015 Equivalent

The Civil Service Renewal Plan has positively impacted on my work in the Civil Service



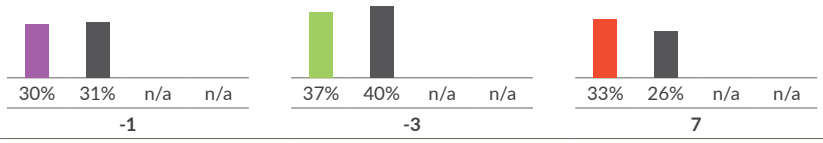
2020-23 % point change → 3 | 0 | -2

The Civil Service Renewal Plan has positively impacted on my organisation



2020-23 % point change → 2 | 0 | -2

I have been regularly informed on the progress of the Civil Service Renewal Plan



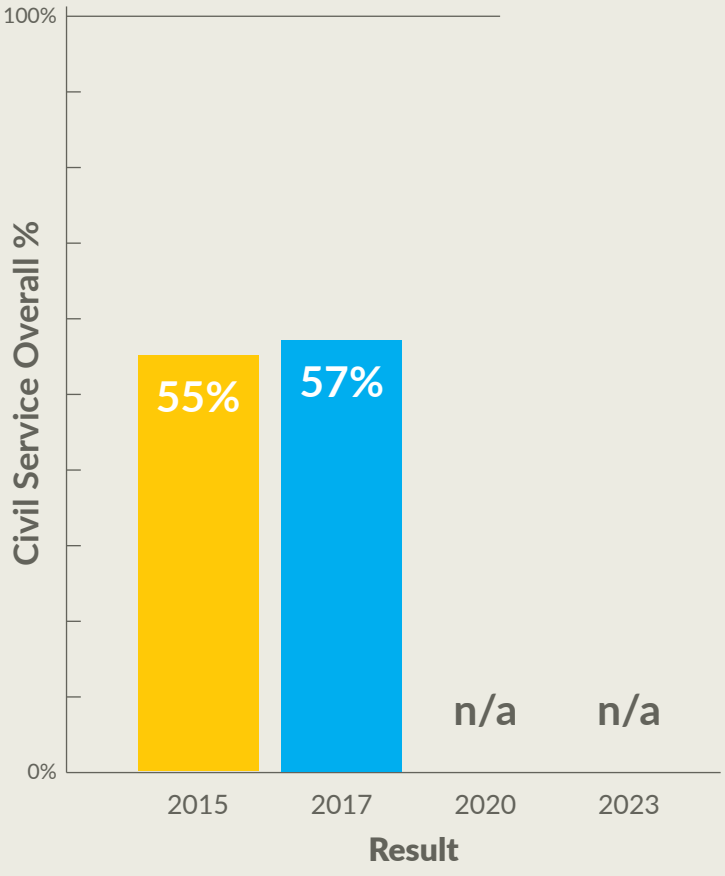
2020-23 % point change → -1 | -3 | 7

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

Awareness of Civil Service Renewal

The theme Awareness of Civil Service Renewal consisted of four statements and was included in the 2015 and 2017 CSEES surveys. These statements were not included in the 2020 and 2023 survey, and instead, a set of three new statements relating to the Civil Service Renewal Plan were introduced, creating a new theme called Civil Service Renewal Awareness. The results of this new theme for the 2020 survey can be seen on page 54.

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

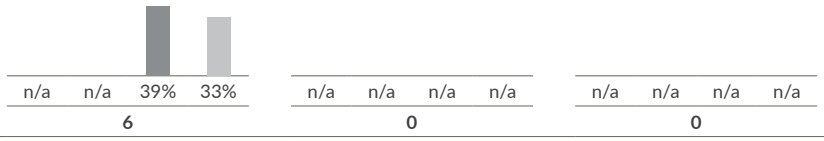


2023 Agree 2023 Neutral 2023 Disagree 2020 Equivalent 2017 Equivalent 2015 Equivalent

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

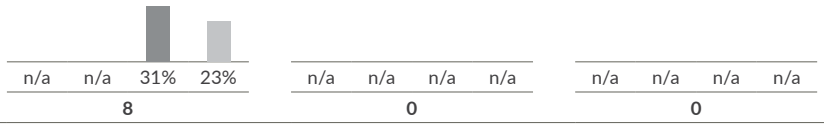
2015-17 % point change → 2 | 0 | 0

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



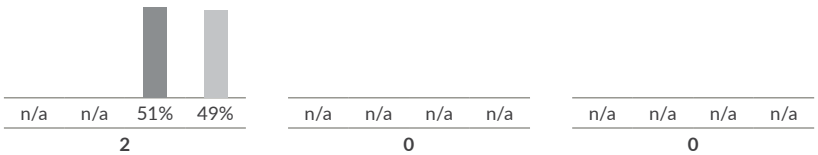
2015-17 % point change → 6 | 0 | 0

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



2015-17 % point change → 8 | 0 | 0

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



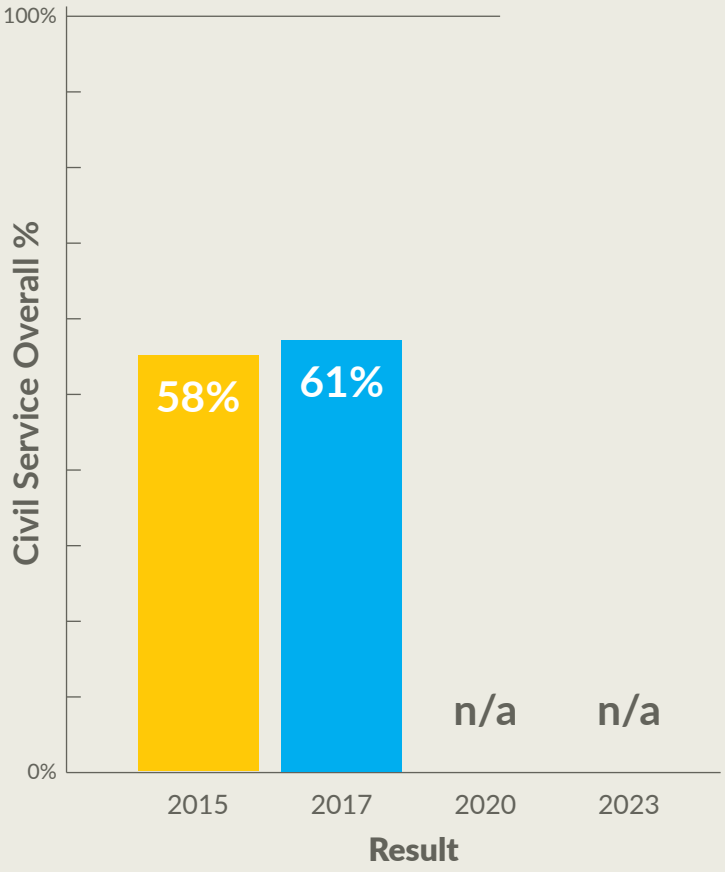
2015-17 % point change → 2 | 0 | 0

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

Commitment to Civil Service Renewal

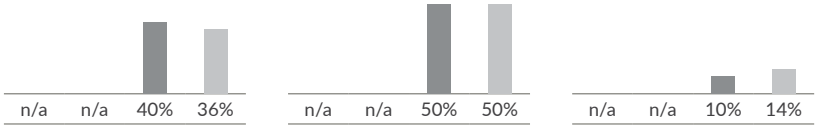
The theme Commitment to Civil Service Renewal consisted of four statements and was included in the 2015 and 2017 CSEES surveys. These statements were not included in the 2020 survey, and instead, a set of three new statements relating to the Civil Service Renewal Plan were introduced, creating a new theme called Civil Service Renewal Awareness. The results of this new theme for the 2020 survey can be seen on page 54.

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



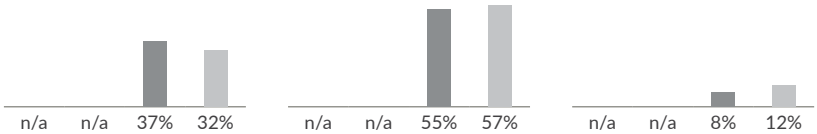
2023 Agree 2023 Neutral 2023 Disagree 2020 Equivalent 2017 Equivalent 2015 Equivalent

I believe in the value of the Civil Service Renewal Plan



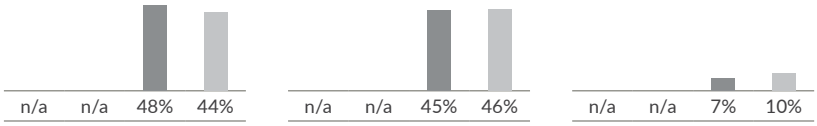
2015-17 % point change → 4 | 0 | -4

The Civil Service Renewal Plan is a good strategy for the Department



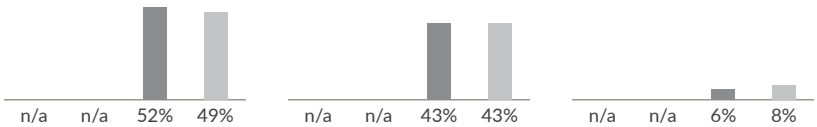
2015-17 % point change → 5 | -2 | -2

I recognise that the Civil Service Renewal Plan serves an important purpose



2015-17 % point change → 4 | -1 | -3

The Civil Service Renewal Plan is necessary



2015-17 % point change → 3 | 0 | -2

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

2023 Civil Service Key Drivers and Position

How to read this table

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

Outcome 1: Employee Engagement

Overall Score	Position	Theme	Score	20 vs 23	15 vs 23
73%	Key Driver 1	Meaningfulness	69%	-	-
	Key Driver 2	Job Skills Match	62%	-	-
	Key Driver 3	Organisational Support	55%	-	-
	Key Driver 4	Job Demands	54%	New	New
	Key Driver 5	Learning and Development	65%	New	New

Outcome 2: Commitment to the Organisation*

57%	Key Driver 1	Meaningfulness	69%	+1	-
	Key Driver 2	Organisational Support	55%	-1	-
	Key Driver 3	Leadership	58%	+1	+2
	Key Driver 4	Social Support	72%	-1	-1
	Key Driver 5	Performance Standards**	54%	New	New

Outcome 3: Well-being

75%	Key Driver 1	Competence	78%	-	-
	Key Driver 2	Meaningfulness	69%	-	-
	Key Driver 3	Job Demands	54%	-	-
	Key Driver 4	Job Skills Match	62%	-	-
	Key Driver 5	Organisational Support	55%	-	New

Outcome 4: Coping with Change

71%	Key Driver 1	Competence	78%	-	+3
	Key Driver 2	Meaningfulness	69%	+1	-1
	Key Driver 3	Job Skills Match**	62%	+1	+1
	Key Driver 4	Learning and Development	65%	New	New
	Key Driver 5	Involvement Climate	42%	New	New

*The Commitment to the Organisation results are not comparable between 2015 and later years. In 2015, results from only 3 of the 6 questions from this theme could be included in the analysis. In 2017, 2020 and 2023, all questions could be included. The inclusion of all questions is due to the increase in response rate across the Civil Service.

** These are negative drivers, where a high score in this theme is more likely indicative of a lower score in the theme. For example, a high score on Job Skills Match is more likely to be associated with a low score on Coping with Change, and vice versa.

What are the results telling us?

Understanding the main outcomes

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

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

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

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

Understanding key drivers

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

Different factors influence each outcome - these 'drivers are ranked in line with how strongly they impact the outcome score.

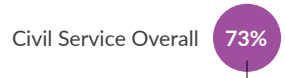
Employee Engagement

Civil Service Overall 73%

Department name 2023	2023	% Point Change 2020-23
Central Statistics Office	74%	-2
Chief State Solicitor's Office	75%	-2
Companies Registration Office	75%	-2
Corporate Enforcement Authority**	73%	0
Courts Service	71%	-4
Data Protection Commission*	69%	N/A
Department of Agriculture, Food and the Marine	73%	-4
Department of Children, Equality, Disability, Integration and Youth*	72%	N/A
Department of Defence	69%	-6
Department of Education*	75%	N/A
Department of Enterprise, Trade and Employment	74%	0
Department of Finance	73%	-1
Department of Foreign Affairs	76%	-1
Department of Further and Higher Education, Research, Innovation and Science *	72%	N/A
Department of Health	70%	0
Department of Housing, Local Government and Heritage	73%	-2
Department of Justice	73%	0
Department of Public Expenditure NDP Delivery and Reform**	74%	0
Department of Rural and Community Development	74%	0
Department of Social Protection**	73%	0
Department of the Environment, Climate and Communications**	72%	-2
Department of the Taoiseach	76%	-2
Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media**	76%	3
Department of Transport	73%	0
Electoral Commission*	88%	N/A
Forensic Science Ireland	71%	-8
Garda Síochána Ombudsman Commission	67%	-4
Garda Staff**	66%	-9
Houses of the Oireachtas Service	73%	-1
Intellectual Property Office of Ireland	78%	3
Irish Human Rights and Equality Commission	73%	-6

*** New in 2023**

**** Name change of Department from CSEES 2023 compared to CSEES 2020, CSEES 2017 or CSEES 2015**



Department name 2023	2023	% Point Change 2020-23
Irish Prison Service	65%	-1
Labour Court	67%	-10
Legal Aid Board	75%	-1
Maritime Area Regulatory Authority*	79%	N/A
National Council for Curriculum and Assessment	86%	-1
National Council for Special Education	74%	1
National Shared Services Office	72%	-1
Office of Government Procurement	71%	-5
Office of Public Works	74%	-1
Office of the Attorney General	75%	-1
Office of the Comptroller and Auditor General	78%	1
Office of the Director of Public Prosecutions	74%	-3
Office of the Ombudsman	71%	-1
Office of the Planning Regulator*	80%	N/A
Office of the Revenue Commissioners	74%	-1
Ombudsman for Children's Office**	73%	-6
Policing Authority*	77%	N/A
President's Establishment	81%	-2
Public Appointments Service	80%	-1
State Examinations Commission	78%	0
Tailte Eireann - Registration **	68%	-2
Tailte Eireann - Surveying*	70%	N/A
Tailte Eireann - Valuation **	68%	-3
The Probation Service**	72%	-5
The State Laboratory**	73%	0
Workplace Relations Commission	72%	-5

Commitment to the Organisation

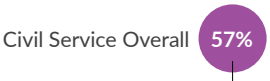
Civil Service Overall 57%

Department name 2023	2023	% Point Change 2020-23
Central Statistics Office	62%	-2
Chief State Solicitor's Office	59%	2
Companies Registration Office	63%	3
Corporate Enforcement Authority**	55%	2
Courts Service	52%	-3
Data Protection Commission*	51%	N/A
Department of Agriculture, Food and the Marine	58%	-4
Department of Children, Equality, Disability, Integration and Youth*	55%	N/A
Department of Defence	52%	-9
Department of Education*	58%	N/A
Department of Enterprise, Trade and Employment	59%	0
Department of Finance	57%	0
Department of Foreign Affairs	62%	0
Department of Further and Higher Education, Research, Innovation and Science*	56%	N/A
Department of Health	50%	-4
Department of Housing, Local Government and Heritage	53%	-1
Department of Justice	53%	-1
Department of Public Expenditure NDP Delivery and Reform**	53%	-2
Department of Rural and Community Development	61%	-1
Department of Social Protection**	54%	2
Department of the Environment, Climate and Communications**	55%	-1
Department of the Taoiseach	64%	-1
Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media**	62%	8
Department of Transport	55%	0
Electoral Commission*	80%	N/A
Forensic Science Ireland	49%	-14
Garda Síochána Ombudsman Commission	51%	-2
Garda Staff*	47%	-8
Houses of the Oireachtas Service	62%	1

*** New in 2023**

**** Name change of Department from CSEES 2023 compared to CSEES 2020, CSEES 2017 or CSEES 2015**

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



Department name 2023	2023	% Point Change 2020-23
Intellectual Property Office of Ireland	70%	10
Irish Human Rights and Equality Commission	57%	-2
Irish Prison Service	48%	-2
Labour Court	57%	-6
Legal Aid Board	53%	2
Maritime Area Regulatory Authority*	66%	N/A
National Council for Curriculum and Assessment	76%	0
National Council for Special Education	58%	9
National Shared Services Office	55%	1
Office of Government Procurement	52%	-6
Office of Public Works	59%	0
Office of the Attorney General	58%	2
Office of the Comptroller and Auditor General	66%	3
Office of the Director of Public Prosecutions	56%	-7
Office of the Ombudsman	58%	-3
Office of the Planning Regulator*	68%	N/A
Office of the Revenue Commissioners	61%	1
Ombudsman for Children's Office**	56%	-5
Policing Authority*	70%	N/A
President's Establishment	68%	-4
Public Appointments Service	69%	-3
State Examinations Commission	62%	0
Tailte Eireann - Registration **	50%	-3
Tailte Eireann - Surveying*	46%	N/A
Tailte Eireann - Valuation**	53%	-2
The Probation Service**	53%	-3
The State Laboratory**	58%	-2
Workplace Relations Commission	56%	-9

Well-being

Civil Service Overall 75%

Department name 2023	2023	% Point Change 2020-23
Central Statistics Office	78%	-1
Chief State Solicitor's Office	77%	0
Companies Registration Office	83%	3
Corporate Enforcement Authority**	76%	-1
Courts Service	73%	-2
Data Protection Commission*	74%	N/A
Department of Agriculture, Food and the Marine	76%	-2
Department of Children, Equality, Disability, Integration and Youth*	73%	N/A
Department of Defence	72%	-5
Department of Education*	75%	N/A
Department of Enterprise, Trade and Employment	76%	1
Department of Finance	76%	0
Department of Foreign Affairs	76%	0
Department of Further and Higher Education, Research, Innovation and Science*	73%	N/A
Department of Health	71%	1
Department of Housing, Local Government and Heritage	74%	-2
Department of Justice	75%	-1
Department of Public Expenditure NDP Delivery and Reform**	76%	-1
Department of Rural and Community Development	74%	-1
Department of Social Protection**	75%	0
Department of the Environment, Climate and Communications**	73%	-2
Department of the Taoiseach	76%	0
Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media**	75%	0
Department of Transport	75%	2
Electoral Commission*	82%	N/A
Forensic Science Ireland	73%	-1
Garda Síochána Ombudsman Commission	70%	-4
Garda Staff**	72%	-6
Houses of the Oireachtas Service	75%	-1

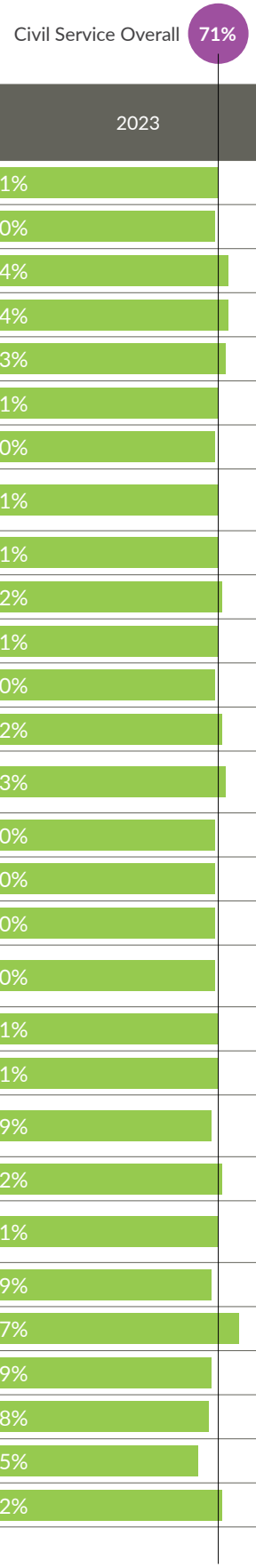
* New in 2023

** Name change of Department from CSEES 2023 compared to CSEES 2020, CSEES 2017 or CSEES 2015

Civil Service Overall 75%

Department name 2023	2023	% Point Change 2020-23
Intellectual Property Office of Ireland	76%	-3
Irish Human Rights and Equality Commission	72%	-8
Irish Prison Service	73%	-1
Labour Court	75%	0
Legal Aid Board	75%	-2
Maritime Area Regulatory Authority*	79%	N/A
National Council for Curriculum and Assessment	83%	-1
National Council for Special Education	72%	-2
National Shared Services Office	76%	-1
Office of Government Procurement	76%	1
Office of Public Works	75%	0
Office of the Attorney General	76%	-1
Office of the Comptroller and Auditor General	78%	3
Office of the Director of Public Prosecutions	72%	-5
Office of the Ombudsman	75%	0
Office of the Planning Regulator*	83%	N/A
Office of the Revenue Commissioners	76%	0
Ombudsman for Children's Office**	68%	-4
Policing Authority*	77%	N/A
President's Establishment	78%	-3
Public Appointments Service	81%	0
State Examinations Commission	76%	0
Tailte Eireann - Registration**	74%	0
Tailte Eireann - Surveying*	75%	N/A
Tailte Eireann - Valuation**	75%	-1
The Probation Service**	73%	-4
The State Laboratory**	76%	0
Workplace Relations Commission	75%	-4

Coping with Change



Department name 2023	2023	% Point Change 2020-23
Central Statistics Office	71%	-2
Chief State Solicitor's Office	70%	-3
Companies Registration Office	74%	1
Corporate Enforcement Authority**	74%	2
Courts Service	73%	1
Data Protection Commission*	71%	N/A
Department of Agriculture, Food and the Marine	70%	-2
Department of Children, Equality, Disability, Integration and Youth*	71%	N/A
Department of Defence	71%	0
Department of Education*	72%	N/A
Department of Enterprise, Trade and Employment	71%	-1
Department of Finance	70%	-1
Department of Foreign Affairs	72%	0
Department of Further and Higher Education, Research, Innovation and Science*	73%	N/A
Department of Health	70%	-1
Department of Housing, Local Government and Heritage	70%	0
Department of Justice	70%	-1
Department of Public Expenditure NDP Delivery and Reform**	70%	-3
Department of Rural and Community Development	71%	-2
Department of Social Protection**	71%	0
Department of the Environment, Climate and Communications**	69%	-2
Department of the Taoiseach	72%	-2
Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media**	71%	0
Department of Transport	69%	-1
Electoral Commission*	77%	N/A
Forensic Science Ireland	69%	0
Garda Síochána Ombudsman Commission	68%	-5
Garda Staff**	65%	-8
Houses of the Oireachtas Service	72%	-1

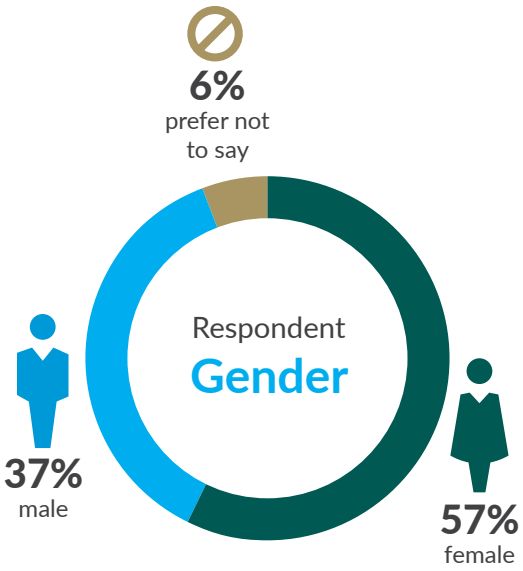
*** New in 2023**

**** Name change of Department from CSEES 2023 compared to CSEES 2020, CSEES 2017 or CSEES 2015**

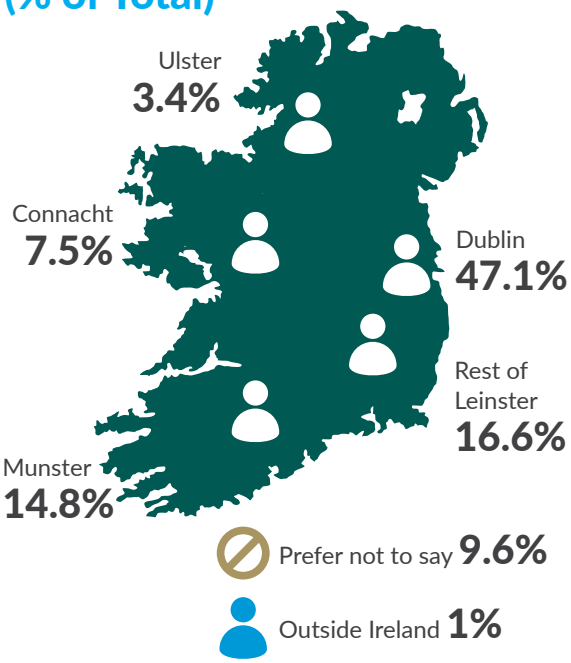
Civil Service Overall 71%

Department name 2023	2023	% Point Change 2020-23
Intellectual Property Office of Ireland	70%	-4
Irish Human Rights and Equality Commission	69%	-6
Irish Prison Service	65%	-3
Labour Court	74%	2
Legal Aid Board	70%	0
Maritime Area Regulatory Authority*	75%	N/A
National Council for Curriculum and Assessment	74%	-6
National Council for Special Education	72%	1
National Shared Services Office	71%	-2
Office of Government Procurement	73%	-2
Office of Public Works	71%	1
Office of the Attorney General	69%	-2
Office of the Comptroller and Auditor General	72%	3
Office of the Director of Public Prosecutions	67%	-3
Office of the Ombudsman	72%	0
Office of the Planning Regulator*	72%	N/A
Office of the Revenue Commissioners	71%	0
Ombudsman for Children's Office**	72%	1
Policing Authority*	73%	N/A
President's Establishment	73%	-3
Public Appointments Service	74%	1
State Examinations Commission	74%	-1
Tailte Eireann - Registration**	70%	-2
Tailte Eireann - Surveying*	59%	N/A
Tailte Eireann - Valuation**	69%	-1
The Probation Service**	69%	0
The State Laboratory**	70%	-1
Workplace Relations Commission	70%	-1

Response Rate Statistics



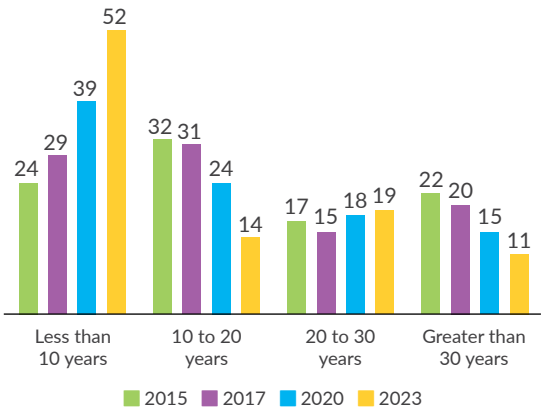
Responses by Region (% of Total)



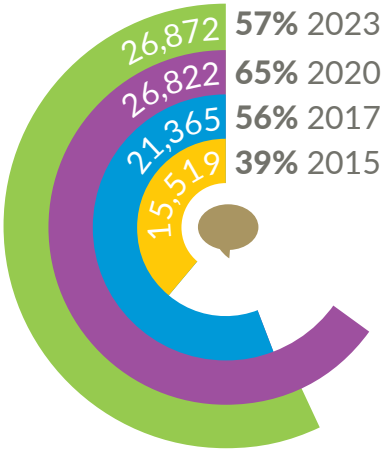
Prefer not to say **9.6%**

Outside Ireland **1%**

Length of Service



Overall Response Rate



50
Change

Average Number of Responses per Day **1,791**

Brief Insights into Gender

Of the 26,862 employees who took part in the 2023 survey, the percentage of females (57%), males (37%) and those who would prefer not to say (6%) remain the same as 2020, though the overall response rate (57%) is down 8% from 2020.

There are thirteen themes where the genders score the same or there is one point difference between them. There are seven themes where there are two points difference between them. There are three themes, where there are three points difference between the genders (1) Employee Engagement, (2) Involvement Climate, (3) Public Perception, and one theme where there are four points between the genders, Autonomy.

The gap is widening between females (60%) and males (64%) with regards to Autonomy. Males (64%) feel they have more freedom than females (56%) in determining how they do their job. Males (62%) also experience more opportunity for independence and freedom in how they do their job verses females (54%).

Females (75%) continue to be slightly more engaged than Males (72%), scoring higher on all Employee Engagement questions. Among the statements feeding into this score, the largest gaps between the two genders relates to the statement 'I am enthusiastic about my job' females (79%), males (75%).

Though both genders' scores have improved two points since the 2020 survey, there remains a 3 point differential between females (42%) and males (45%) for Involvement Climate. Females experience more breakdowns in communication (52%) than males (45%), with males (46%) believing that information is more widely shared than females (41%). More females (47%) agree with the statement 'People don't have any say in decisions which affect their work' than males (40%).

The three point gender difference for Public Perception remains, with neither genders' score having improved. Males are more likely to feel the public values (37%), respects (31%) and appreciates (31%) the work that the Civil Service does verses females (32%, 25%, and 26% respectively).

It is worth noting that 6% of staff preferred not to say what their gender was, and their scores were lower for all 23 themes.

Brief Insights into Grades

Of the 26,862 employees who took part in the 2023 survey, 5.4% were Principal Officer (PO) and above; 35.5% were Higher Executive Officer (HEO)/ Administrative Officer (AO) and Assistant Principal (AP); 51.4% were Clerical Officer (CO), Services Officer (SVO), Executive Officer (EO), Industrial and Other staff; and 7.7% preferred not to say. This compares with a grade breakdown in the 2020 survey, when 5.9% were Principal Officer (PO) and above; 33.1% were Higher Executive Officer (HEO)/ Administrative Officer (AO) and Assistant Principal (AP); 54.1% were Clerical Officer (CO), Services Officer (SVO), Executive Officer (EO), Industrial and Other staff; and 6.8% preferred not to say.

There are significant differences between the scores of the most senior leaders in the Civil Service and many of the other grades. In eight themes the senior leaders' views were more positive than the average by more than 20 points. The greatest differences (25 points) are Commitment to the Organisation and Involvement Climate; Autonomy and Organisational Support (23 points); Leadership (22 Points); and finally Meaningfulness, Job Skills Match and Career Development and Mobility (21 points). In only one theme, Job Demands, do the senior leaders' score lower than the average, by one point.

How do the results vary by Grade 2023 vs 2020, 2017 and 2015?

This is the overall result. At 78%, this means the majority of staff feel competent and skillful.

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

Theme	All Grades				ASG and above				PO and equivalent				AP and equivalent				AO and equivalent				HEO and equivalent				EO and equivalent**				CO and equivalent				SVO and equivalent				Industrial				Other			
Employee Engagement	73	75	72	70	88	88	88	87	78	76	76	76	75	76	75	74	71	74	73	71	72	74	72	70	71	73	71	68	74	75	71	67	78	80	78	74	75	75	76	75	73	79	76	75
Commitment to the Organisation*	57	58	54	48	82	82	81	83	66	63	62	61	61	61	59	54	55	58	57	53	56	58	53	48	55	56	53	45	56	57	51	43	61	61	59	47	46	51	49	49	55	57	54	50
Well-being	75	76	75	75	85	86	85	86	77	78	77	76	75	76	76	75	73	74	74	74	74	75	74	73	75	75	74	73	77	78	76	75	84	84	79	80	73	77	77	78	76	78	78	79
Coping with Change	71	72	71	69	83	83	83	83	75	73	73	72	73	73	73	72	70	73	72	72	71	71	71	70	70	71	70	69	69	71	70	68	71	74	72	70	68	70	72	59	68	70	70	67
Autonomy	61	61	61	59	84	85	87	84	74	69	67	69	69	69	69	68	63	63	63	61	64	64	62	61	59	60	59	58	55	56	55	53	67	66	65	58	58	63	72	59	59	65	61	61
Meaningfulness	69	69	67	65	90	91	91	90	79	76	75	75	74	73	73	72	67	68	67	65	69	70	68	66	65	66	65	62	67	66	62	59	72	76	71	65	75	75	78	75	71	76	73	73
Competence	78	79	79	80	85	86	87	85	79	80	82	80	77	78	78	79	75	74	74	75	77	78	77	78	77	77	77	78	80	81	81	82	87	88	84	88	83	84	87	86	81	81	83	84
Job Demands	54	54	52	51	53	52	53	53	46	47	45	43	48	48	46	45	56	55	52	52	50	50	49	47	56	55	53	52	60	60	57	56	68	64	62	60	54	55	53	56	54	56	53	54
Job Skills Match	62	62	60	58	83	83	83	80	70	68	68	67	65	66	65	62	60	59	57	57	62	62	61	58	59	60	59	56	61	60	57	54	68	68	60	55	65	66	67	64	64	68	64	65
Career Development and Mobility	56	53	50	44	77	76	78	73	64	58	57	57	58	56	56	51	58	56	55	50	56	54	50	45	55	53	50	43	56	52	46	40	54	54	45	38	34	36	34	34	50	51	44	42
Your Pay	50	52	46	42	62	65	58	49	61	61	51	47	59	61	54	47	44	46	42	42	54	58	52	49	47	51	48	44	44	45	39	35	52	46	41	40	35	49	45	37	50	49	43	39
Performance Standards	54	53	48	44	70	67	68	64	56	52	49	50	54	53	49	46	57	57	52	49	51	50	47	43	53	52	48	43	56	54	48	43	54	58	55	48	36	41	35	37	47	54	49	46
Manager Career Support	67	64	61	56	76	76	76	72	68	62	59	61	68	66	65	61	73	72	69	64	67	65	62	58	68	65	62	57	67	63	59	53	68	65	63	48	54	53	51	41	61	66	58	54
Social Support	72	71	72	70	80	79	81	79	74	72	73	73	72	71	73	72	74	71	74	73	72	71	72	70	72	71	72	70	73	72	72	69	78	76	72	73	70	70	69	71	72	72	72	70
Leadership	58	59	55	50	80	78	80	79	66	61	57	58	62	61	58	54	62	65	62	57	56	57	53	50	57	59	55	49	58	59	53	47	62	64	62	54	42	47	40	39	51	58	52	49
Organisational Support	55	54	49	44	78	77	78	74	61	56	54	54	57	56	53	50	58	56	53	50	53	52	47	43	54	53	48	42	56	54	47	41	62	59	54	47	43	46	41	41	50	55	47	46
Learning and Development	65	61	58	52	79	78	80	75	69	61	61	61	67	64	63	59	69	66	66	61	66	62	59	55	66	61	59	52	65	59	54	47	63	57	53	43	46	43	43	40	57	59	51	48
Innovative Climate	54	55	49	45	72	73	71	69	59	55	50	52	56	56	51	48	54	56	50	47	54	55	48	45	54	55	49	45	55	55	48	44	55	57	52	45	38	42	37	35	45	53	45	43
Involvement Climate	42	41	38	36	67	66	66	64	52	47	45	45	46	45	42	40	47	45	41	39	40	40	36	35	41	39	36	33	42	40	36	33	45	43	44	35	27	32	26	32	38	43	37	37
Citizen Impact	73	73	70	68	88	90	89	87	79	76	74	73	75	75	73	71	70	72	69	68	72	74	70	68	71	72	69	66	74	74	69	66	72	71	70	72	73	74	72	72	71	75	73	74
Public Perception of the Civil Service	44	44	38	33	58	58	55	45	48	48	41	36	45	45	40	33	45	45	38	33	41	42	37	33	42	42	37	31	46	45	37	32	51	54	47	42	48	48	39	44	46	49	45	42
Identification with the Civil Service	66	66	63	62	79	78	78	78	71	69	67	68	69	69	68	67	66	69	66	66	66	67	64	63	65	66	63	61	65	66	61	59	66	68	65	61	58	59	59	57	59	62	60	59
Commitment to Civil Service Renewal	-	-	61	58	-	-	75	74	-	-	63	61	-	-	65	61	-	-	67	62	-	-	62	60	-	-	60	57	-	-	58	55	-	-	58	56	-	-	59	55	-	-	56	56
Civil Service Renewal*	51	51	57	55	57	61	74	74	53	52	59	59	52	53	65	60	51	52	64	61	52	52	61	58	52	52	58	56	51	50	52	50	55	52	49	49	43	43	46	40	45	49	45	45

2023 2020 2017 2015

Scores underlined indicate the change in score from the previous iteration's score is statistically significant.

*The questions in this theme were new in 2020 and there are no comparable scores for this theme in the 2015 or 2017 survey.

In previous surveys some staff may have incorrectly selected 'PO and equivalent' as their grade. This has been resolved in 2023. Changes in score between 2023 and earlier years for this grade grouping may be impacted.

How do the results vary by Age 2023 vs 2020, 2017 and 2015?

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

This is the result for all staff aged 40-44 in the Civil Service. At 72% this means that the majority of Civil Servants between the age of 40-44 feel adequately supported by their managers.

Theme	All Ages				24 & under				25-29				30-34				35-39				40-44				45-49				50-54				55-59				60-64				65+			
Employee Engagement	73	75	72	70	73	76	72	72	70	72	71	70	69	73	71	66	71	73	71	67	73	74	71	69	74	75	72	69	75	76	73	71	76	76	74	74	77	79	79	77	81	82	84	84
Commitment to the Organisation*	57	58	54	48	56	56	55	50	54	56	54	49	54	57	53	47	56	56	53	47	57	58	52	47	58	58	53	47	58	59	54	47	60	59	57	51	60	62	58	52	63	67	63	53
Well-being	75	76	75	75	77	79	76	79	75	76	76	77	74	75	76	74	75	76	75	74	75	76	74	74	75	76	75	73	75	77	76	74	77	77	76	77	77	79	80	79	81	82	85	87
Coping with Change	71	72	71	69	71	74	72	75	70	73	73	74	71	74	74	72	71	73	73	71	71	73	71	70	71	72	70	68	71	71	70	68	70	69	69	68	69	70	69	69	71	72	76	70
Autonomy	61	61	61	59	61	60	61	59	62	60	60	58	61	61	60	59	61	61	61	58	62	61	60	58	62	62	61	58	61	62	61	60	62	62	62	62	63	65	64	63	67	66	62	71
Meaningfulness	69	69	67	65	63	63	62	59	63	62	61	60	63	65	63	59	66	66	65	62	69	69	67	64	70	70	67	63	71	70	69	67	72	71	70	71	73	75	74	73	78	77	77	75
Competence	78	79	79	80	76	77	77	79	77	77	78	79	76	77	78	81	77	77	78	80	77	78	78	79	78	79	79	79	80	79	79	80	79	80	81	81	83	82	83	84	84	86	88
Job Demands	54	54	52	51	68	67	64	62	62	60	60	61	54	56	55	53	54	54	52	51	52	53	50	50	52	53	51	49	52	53	50	49	55	54	51	51	57	56	54	54	60	61	62	62
Job Skills Match	62	62	60	58	62	63	58	54	60	58	56	56	59	59	57	54	61	60	58	54	62	62	59	57	63	62	61	57	63	63	62	60	64	64	63	63	65	68	67	66	70	70	68	67
Career Development and Mobility	56	53	50	44	65	64	59	55	61	57	55	52	58	56	52	42	57	54	50	44	56	53	49	44	56	53	49	43	55	53	49	44	55	53	50	46	54	54	52	46	56	56	50	45
Your Pay	50	52	46	42	52	54	45	43	44	44	37	34	43	45	39	36	46	48	43	42	50	52	46	41	51	53	48	43	53	55	49	45	55	57	51	46	55	58	52	47	58	62	58	46
Performance Standards	54	53	48	44	64	64	58	57	60	58	53	52	56	54	50	42	55	53	47	42	54	52	46	42	53	51	47	43	53	51	47	45	53	52	49	47	52	53	50	47	56	57	51	49
Manager Career Support	67	64	61	56	76	76	75	72	75	72	69	65	72	70	67	58	70	66	63	56	68	65	60	55	67	63	60	55	65	62	59	56	65	62	60	57	63	63	60	57	64	65	63	62
Social Support	72	71	72	70	76	75	77	76	75	73	76	76	74	73	74	72	73	72	73	71	72	71	72	70	72	71	72	69	72	71	71	70	72	71	72	71	72	72	73	71	72	73	71	71
Leadership	58	59	55	50	67	65	64	62	62	62	60	56	59	60	57	48	59	59	54	48	59	59	53	49	59	58	54	49	58	59	54	50	57	59	55	53	57	60	56	53	60	65	63	49
Organisational Support	55	54	49	44	65	64	59	58	59	58	54	51	56	55	51	43	56	55	49	43	56	54	47	43	55	53	48	43	55	53	48	45	54	54	50	47	54	55	51	47	58	62	55	50
Learning and Development	65	61	58	52	73	70	67	61	71	67	64	60	69	65	61	52	68	63	59	52	66	62	57	51	66	60	57	51	65	60	57	52	64	59	58	54	63	60	58	53	64	63	56	49
Innovative Climate	54	55	49	45	62	61	54	54	57	56	51	51	53	54	49	43	54	54	48	43	55	55	47	44	54	55	48	44	55	56	48	47	54	56	50	48	54	56	50	47	55	59	53	45
Involvement Climate	42	41	38	36	54	48	47	47	48	43	41	40	42	42	39	33	43	41	37	33	43	41	36	34	43	40	37	36	42	41	38	36	42	41	39	38	40	41	38	38	42	45	44	39
Citizen Impact	73	73	70	68	73	74	71	67	71	71	68	68	70	71	68	65	72	71	69	67	73	74	70	68	74	74	71	67	75	75	71	70	74	75	71	71	75	77	74	72	75	76	76	76
Public Perception of the Civil Service	44	44	38	33	49	48	39	38	46	44	35	34	42	42	35	28	42	41	36	30	43	43	37	31	44	44	37	32	44	45	39	35	45	46	42	38	46	49	44	41	51	52	52	59
Identification with the Civil Service	66	66	63	62	65	67	64	64	65	67	64	63	65	67	63	60	66	67	63	61	66	67	62	61	66	67	63	61	67	66	63	63	66	67	65	64	66	67	66	63	67	69	66	66
Commitment to Civil Service Renewal	-	-	61	58	-	-	60	62	-	-	61	59	-	-	61	58	-	-	62	58	-	-	60	58	-	-	60	57	-	-	60	58	-	-	61	58	-	-	63	61	-	-	63	61
Civil Service Renewal*	51	51	57	55	53	52	49	52	51	50	53	53	50	51	56	52	51	51	57	54	52	52	57	54	52	52	58	55	52	52	58	56	52	52	60	57	52	53	60	56	53	56	58	51

2023 2020 2017 2015

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*The questions in this theme were new in 2020 and there are no comparable scores for this theme in the 2015 or 2017 survey.

How do the results vary by Length of Service 2023 vs 2020, 2017 and 2015?

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

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

Theme	All Length of Service				Less than 1 year				1 to 5 years				5 to 10 years				10 to 15 years				15 to 20 years				20 to 25 years				25 to 30 years				Greater than 30 years			
Employee Engagement	73	75	72	70	79	82	79	78	74	76	74	74	71	73	70	68	71	71	70	67	70	73	71	69	72	73	71	70	74	74	72	70	76	76	74	73
Commitment to the Organisation*	57	58	54	48	61	62	59	52	57	58	55	50	56	56	51	46	53	54	51	46	54	56	52	46	56	57	53	47	58	58	53	48	59	61	57	51
Well-being	75	76	75	75	79	81	80	81	76	77	77	77	74	76	74	74	73	74	74	74	73	75	74	74	74	75	74	74	75	75	75	73	76	77	76	75
Coping with Change	71	72	71	69	73	76	74	74	72	74	74	72	71	73	71	71	69	71	72	69	70	71	70	69	69	70	70	69	69	70	69	68	68	69	69	68
Autonomy	61	61	61	59	61	62	62	60	60	60	60	59	62	63	60	58	62	61	59	57	62	61	60	59	61	62	61	59	62	62	60	59	64	64	63	63
Meaningfulness	69	69	67	65	70	72	69	67	69	68	67	69	67	68	67	62	68	67	65	62	67	68	66	64	68	69	67	65	70	69	67	65	72	72	70	69
Competence	78	79	79	80	75	75	76	78	78	79	80	81	78	79	79	81	79	78	79	80	78	78	79	80	78	79	79	80	79	79	79	78	81	80	80	80
Job Demands	54	54	52	51	66	65	64	65	57	57	56	52	52	52	50	52	49	51	51	51	50	51	50	50	51	51	49	49	50	52	50	49	53	53	50	49
Job Skills Match	62	62	60	58	63	63	60	58	61	60	59	59	60	61	58	54	61	60	58	55	61	61	60	58	62	63	61	59	65	63	61	59	66	66	65	62
Career Development and Mobility	56	53	50	44	64	63	60	58	58	56	53	47	56	52	46	41	53	50	47	41	53	52	47	43	53	51	49	44	54	52	48	44	55	54	52	47
Your Pay	50	52	46	42	50	51	43	39	43	44	36	38	48	50	46	39	53	55	47	42	54	56	47	42	54	56	49	44	57	57	51	44	58	59	52	46
Performance Standards	54	53	48	44	64	65	60	60	57	56	51	46	53	51	45	41	50	49	46	41	50	50	45	43	50	49	47	43	50	50	46	45	51	52	49	47
Manager Career Support	67	64	61	56	76	75	73	71	71	69	66	59	69	64	59	55	63	61	60	56	64	62	59	55	63	61	58	54	63	61	57	55	63	62	60	57
Social Support	72	71	72	70	75	70	76	75	74	73	74	70	72	70	71	70	71	70	71	69	71	71	72	70	71	71	71	70	72	71	71	70	72	72	73	71
Leadership	58	59	55	50	68	70	67	65	61	62	59	51	58	57	50	46	53	55	52	46	55	56	51	49	55	57	53	49	56	57	53	51	57	59	56	53
Organisational Support	55	54	49	44	66	67	62	60	59	58	53	47	54	52	45	42	50	49	46	41	51	51	45	43	51	51	46	43	52	52	47	44	53	54	50	47
Learning and Development	65	61	58	52	72	67	65	65	69	65	63	55	66	62	54	48	62	58	56	50	62	59	56	52	63	59	56	51	64	59	57	52	63	60	59	54
Innovative Climate	54	55	49	45	61	64	56	57	55	55	49	44	53	52	44	41	51	51	46	42	52	53	46	44	53	54	48	45	54	56	49	47	55	58	52	50
Involvement Climate	42	41	38	36	55	54	50	49	45	43	40	36	40	39	34	32	38	38	35	33	39	38	35	34	39	39	36	35	41	40	37	37	41	41	39	38
Citizen Impact	73	73	70	68	75	77	72	70	73	73	70	71	72	74	69	66	72	72	69	67	71	73	70	67	73	73	70	68	73	74	70	69	74	75	71	71
Public Perception	44	44	38	33	54	54	45	41	45	45	38	37	42	43	36	31	41	41	36	30	40	42	36	31	41	41	37	33	42	43	38	32	45	46	41	36
Identification with the Civil Service	66	66	63	62	68	70	67	65	67	68	64	61	66	66	62	60	63	65	62	60	64	65	62	61	65	65	63	62	66	66	63	62	66	67	65	64
Commitment to Civil Service Renewal	-	-	61	58	-	-	61	62	-	-	63	62	-	-	61	59	-	-	61	58	-	-	60	57	-	-	60	57	-	-	60	57	-	-	60	58
Civil Service Renewal*	51	51	57	55	53	51	51	54	51	51	56	54	52	51	56	52	50	51	58	53	50	52	57	54	51	51	58	55	51	51	58	56	52	53	61	58

2023 2020 2017 2015

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*The questions in this theme were new in 2020 and there are no comparable scores for this theme in the 2015 or 2017 survey.

How do the results vary by Gender 2023 vs 2020, 2017 and 2015?

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

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

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

2023 2020 2017 2015

Scores underlined indicate the change in score from the previous iteration's score is statistically significant.

*The questions in this theme were new in 2020 and there are no comparable scores for this theme in the 2015 or 2017 survey.

Methodology

What is the purpose of the survey?

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

How was the survey developed?

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

The Civil Service Employee Engagement Survey was developed by the CSO in close collaboration with 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 the questionnaire was developed.

The survey was previously held in September of 2015, 2017 and 2020. This is the fourth iteration.

How did staff take part in the survey?

The CSEES went live on Monday 11th September 2023 and active civil service staff took part through the online survey platform.

The survey closed on Friday 29th September 2023 and by this time 26,872 Irish Civil Servants, from 57 different organisations based both in Ireland and other countries, had taken part.

How were the results analysed?

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

In this survey

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

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

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

How were the result scores developed?

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

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

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

Reverse Scoring – what does it mean?

It's necessary as part of the survey to use negatively phrased statements, for example – 'When change occurs in the Department, it causes me stress'. If you select Strongly Agree to this statement you're answering in a negative way indicating, 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 do not feel stress when change occurs, while 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 five statements. Of these, four are positively worded, so respondents who agree with the statements score more highly on the ability to cope with change. One statement was negatively worded – this is 'When change occurs in the Department, it causes me stress'. Respondents who agree with this statement are actually answering negatively and are less able to cope with change.

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

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

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

To identify the key drivers of Employee Engagement, the extent 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.

How were the 2015, 2017, 2020 and 2023 results compared?

When comparing the 2020 and 2023 results, the changes in scores between the two years for each theme are calculated and checked for statistical significance. If a result is statistically significant then the changes in scores between 2020 and 2023 are reliable and representative of the Department population. If a result is not statistically significant, the difference may be due to a margin of error.

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

A standard international statistical technique called "paired t-tests with equal variance" was used to test the statistical significance of the difference between the 2020 and 2023 results. Within the t-test, the p-value or probability value measures the strength of the evidence in the data against the null hypothesis. The null hypothesis is that no change has occurred between 2020 and 2023. The smaller the p-value, (less than 0.05), the less likely it is that the null hypothesis is true, and change has occurred between the two years.

Statistical significance is influenced negatively by changes in response rates. If response rates were less than 40% in 2020 or 2023, or there was a substantial increase or decrease in response rates and population size between 2020 and 2023, then any comparisons within the report must be used with caution.

The data for 2015, 2017, 2020 and 2023 is presented in tabular format to facilitate comparisons across the four iterations of the survey.

Why are 2015, 2017, 2020 and 2023 comparative graphs and tables not available for some Departments and Offices?

Since the 2015 survey, significant changes were made to the populations of some Departments and Offices. The relevant Departments and Offices were newly formed, created through the amalgamation of Departments and Offices or explicitly included different cohorts of staff at the time of different iterations of the survey.

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

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

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

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

What happens to the data now?

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

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

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

Grades

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

References

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