

Northern Ireland Civil Service People Survey 2023

NICS Benchmark Scores

June 2023

NICS People Survey 2023

Introduction

The 2023 NICS People Survey was conducted across the nine NICS ministerial departments as well as the Public Prosecution Service and the Health & Safety Executive for NI. The fieldwork ran from 17th April to 17th May 2023.

All staff, including temporary / agency staff working in these organisations were invited to take part in the survey. However, since 2021, NI Prison Service operational staff no longer take part in the NICS People Survey, and instead undertake their own separate prison service staff survey.

The NICS People Survey is the successor to the Staff Attitudes Survey, conducted bi-annually in the NICS between 2009 and 2015. The 2023 People Survey is the sixth such survey conducted among NICS staff since 2017.

The People Survey's methodology is designed to mirror as closely as possible, that of the GB Civil Service People Survey*, which is conducted on an annual basis.

Response rate

The final overall response rate achieved for permanent staff was 44%. In total, 10,714 people (including 487 agency staff) participated in the survey, which was conducted entirely online with no paper questionnaires being issued.

Information on question results

The Employee Engagement Index (EEI) is the weighted average of the responses to the five employee engagement questions. It ranges from 0% to 100%.

Benchmark scores for questions B01–B59g, D01–D03, L01–L04 & M01–M04 are expressed as the proportion of staff responding “strongly agree” or “agree” to each question.

*<https://www.gov.uk/government/collections/civil-service-people-surveys>

Technical notes

Further technical notes relating to the survey and its methodology are provided within the notes at the end of this report. Where appropriate, superscript numerical notation is used to reference these endnotes throughout the report. Footnotes using symbol notation are also used to provide additional guidance where required.

Participating bodies (Abbreviations used in report)

Northern Ireland Civil Service (NICS)

- Department of Agriculture, Environment and Rural Affairs (DAERA)
- Department for Communities (DfC)
- Department for the Economy (DfE)
- Department of Education (DE)
- Department of Finance (DoF)
- Department of Health (DoH)
- Department for Infrastructure (DfI)
- Department of Justice (DoJ)
- The Executive Office (TEO)
- Health & Safety Executive for Northern Ireland (HSENI)
- Public Prosecution Service (PPS)

NICS People Survey 2023

Summary of findings -

EEI¹ & the nine supporting engagement theme² scores, showing differences³ from 2021

The 2023 Northern Ireland Civil Service People Survey is the sixth such survey of employees' attitudes to and experiences of working in the NICS.

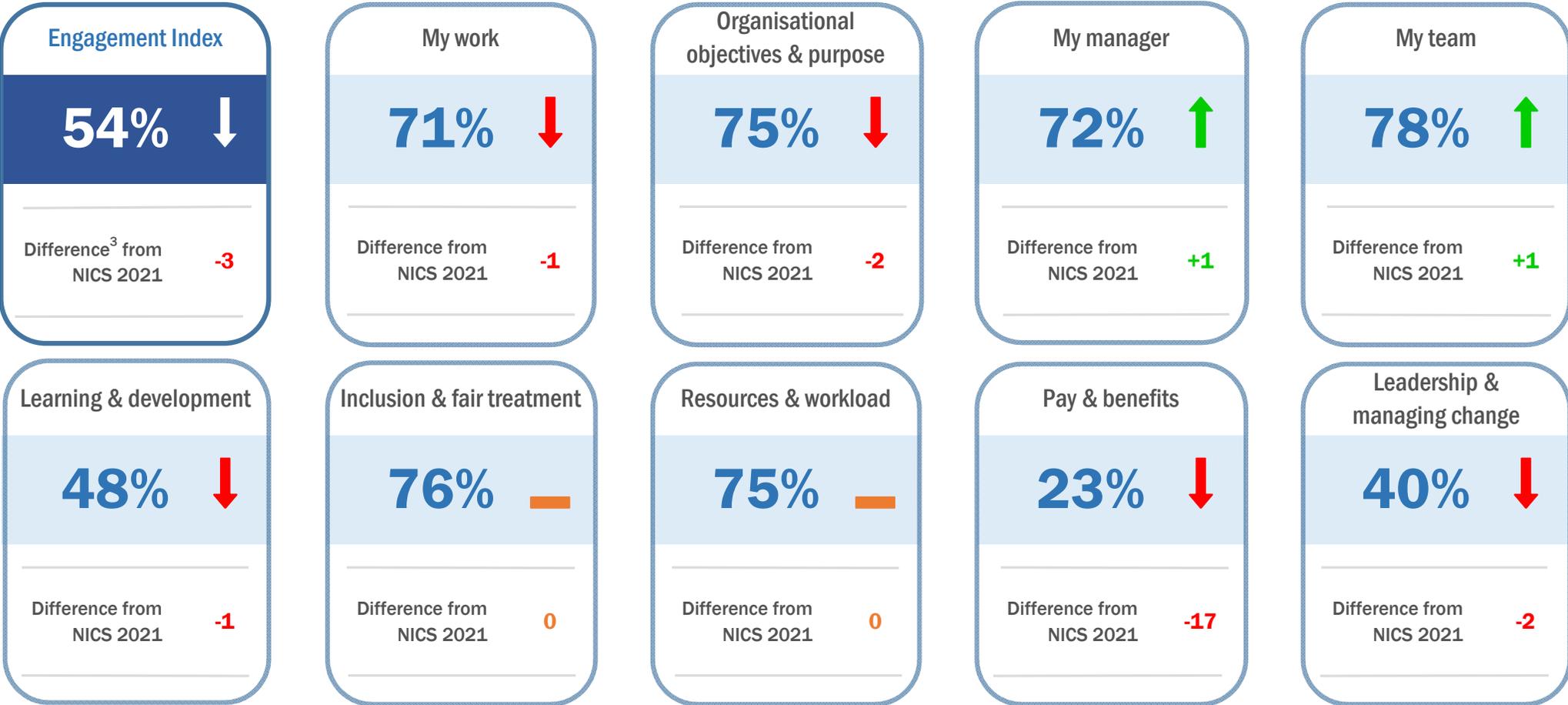
All nine ministerial Departments, the Public Prosecution Service (PPS) and the Health & Safety Executive for NI (HSENI) participated in the survey.

All **23,374** permanent staff were asked to complete the survey, with **10,714** responses being received (including 487 from agency staff). This represented a 44% overall response rate, but a 9 percentage point decrease on 2021.

The NICS Employee Engagement Index (EEI)¹ is **54%**, representing a decrease of **3pp** since the 2021 NICS People Survey.

The scores for five other engagement themes² also decreased since the 2021 People Survey. Two themes (*Inclusion & fair treatment* and *Resources & workload*) remaining unchanged, while two others (*My manager* and *My team*) both increased by 1 percentage point.

The *Pay & benefits* theme obtained the lowest overall theme score (**23%**), whilst it also experienced the highest inter-survey drop, falling **17** percentage points since the 2021 survey was conducted.



NICS People Survey 2023: Response Rates¹⁰ by Grade

	NICS '23	Grade 5 and above	Grade 6/7	Deputy Principal	Staff Officer	EOI/EOII	AO/AA	Vehicle Inspectors TG1 Grade	Industrial Grades	Temp/ Agency Staff	NICS '21
Headcount of NICS Staff invited to complete the NICS People Survey 2023	23,374 [*]	327	2,049	3,186	3,432	7,771	5,570	364	675	n/a	22,759 [*]
Response count of NICS staff who completed the NICS People Survey 2023	10,714 [#]	263	1,279	1,983	1,897	2,935	1,705	67	98	487	12,983 [#]
NICS People Survey 2023 Response Rate	43.8% [^]	80.4%	62.4%	62.2%	55.3%	37.8%	30.6%	18.4%	14.5%	n/a	53.3% [^]

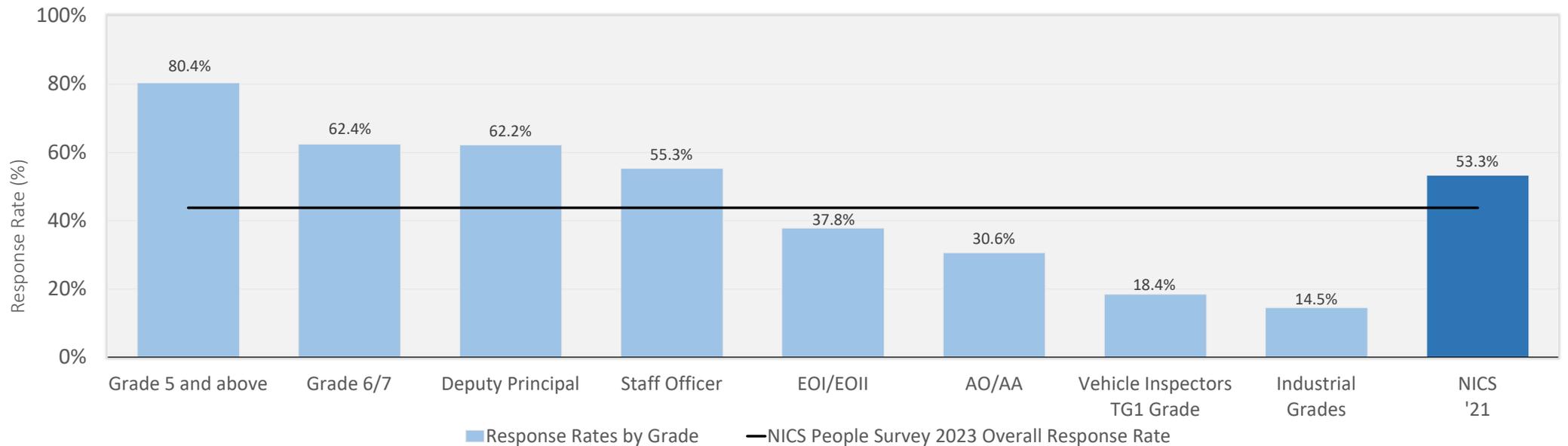
Notes

* The invite counts for the NICS '23 & NICS '21 surveys exclude any Temporary / Agency workers.

The response counts for the NICS '23 & NICS '21 People Surveys do include responses from Temporary / Agency workers.

^ The response rates for the NICS '23 & NICS '21 People Surveys exclude Temporary / Agency workers.

NICS People Survey 2023: Response Rates by Grade



NICS People Survey 2023: Response Rates¹⁰ by Department

	NICS '23	DAERA	DfC	DfE	DE	DoF	DoH	DfI	DoJ	TEO	HSENI	PPS	NICS '21
Headcount of NICS Staff invited to complete the NICS People Survey 2023	23,374 [*]	3,564	7,554	1,331	577	3,528	647	2,990	2,157	464	116	446	22,759 [*]
Response count of NICS staff who completed the NICS People Survey 2023	10,714 [#]	1,817	2,783	845	336	1,845	372	1,088	1,030	334	87	177	12,983 [#]
NICS People Survey 2023 Response Rate	43.8% [^]	48.3%	34.2%	62.7%	56.7%	50.0%	57.0%	35.4%	46.6%	68.3%	75.0%	35.7%	53.3% [^]

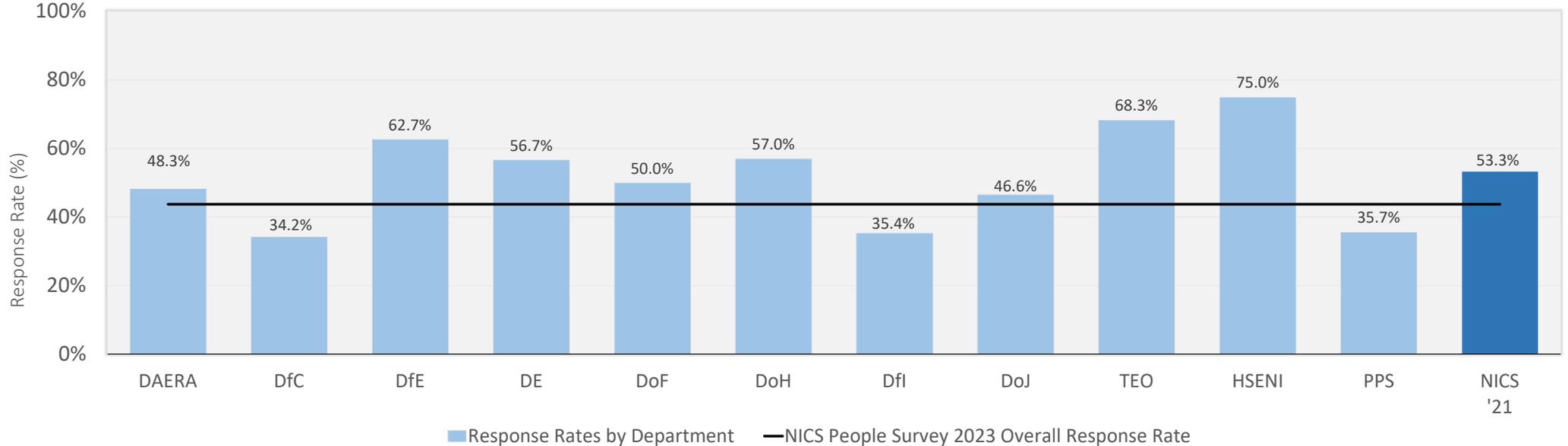
Notes

* The invite counts for the NICS '23 & NICS '21 surveys exclude any Temporary / Agency workers.

The response counts for the NICS '23 & NICS '21 People Surveys do include responses from Temporary / Agency workers.

^ The response rates for the NICS '23 & NICS '21 People Surveys exclude Temporary / Agency workers.

NICS People Survey 2023: Response Rates by Department



NICS People Survey 2023: Benchmark Results by grade

Benchmark Themes ² By Grade	Number of responses	Organisational objectives & purpose					Inclusion & fair treatment			Resources & workload		Pay & benefits	Leadership & managing change
		EEL	My work	My manager	My team	Learning & development	My manager	My team	Learning & development	Resources & workload	Pay & benefits	Leadership & managing change	
All grades	10,714	54%	71%	75%	72%	78%	48%	76%	75%	23%	40%		
Grade 7 and above	1,542	59%	85%	84%	78%	88%	53%	81%	72%	30%	51%		
Deputy Principal	1,983	55%	77%	81%	75%	83%	49%	79%	75%	24%	43%		
Staff Officer	1,897	57%	76%	79%	77%	82%	53%	81%	78%	22%	45%		
EOI/EOII	2,935	51%	67%	72%	69%	75%	46%	73%	76%	18%	33%		
AO/AA	1,705	51%	57%	67%	62%	65%	41%	66%	73%	20%	31%		
Vehicle Inspectors TG1 Grade	67	32%	36%	62%	35%	47%	29%	44%	60%	4%	13%		
Industrial Grades	98	47%	57%	47%	48%	56%	32%	57%	64%	19%	24%		
Temporary / Agency Staff	487	63%	69%	78%	76%	79%	54%	82%	83%	32%	48%		
AA and above ‡	10,062	54%	72%	76%	72%	78%	48%	76%	75%	22%	40%		
Staff Officer and above ‡	5,422	57%	79%	81%	77%	84%	52%	80%	75%	25%	46%		
AA to EOI ‡	4,640	51%	63%	70%	66%	71%	44%	71%	75%	19%	32%		

‡ Excludes Vehicle Inspectors, Industrial Staff & Temporary Staff

NICS People Survey 2023: Employee Engagement Index by grade

Employee Engagement Index ¹ (EEI) by Grade	NICS '23	DAERA	DfC	DfE	DE	DoF	DoH	DfI	DoJ	TEO	HSENI	PPS	NICS '21	21 to '23
All grades	54%	57%	50%	56%	59%	55%	57%	51%	54%	63%	76%	56%	57%	-3
Grade 7 and above	59%	58%	62%	55%	57%	59%	55%	52%	64%	65%	80%	59%	63%	-4
Deputy Principal	55%	54%	55%	54%	57%	53%	55%	51%	58%	62%	74%	45%	59%	-4
Staff Officer	57%	59%	56%	58%	61%	53%	59%	52%	56%	63%	77%	*	58%	-1
EOI/EOII	51%	57%	45%	56%	62%	55%	57%	51%	49%	56%	80%	50%	53%	-2
AO/AA	51%	54%	47%	56%	58%	53%	60%	54%	49%	64%	*	58%	54%	-3
Vehicle Inspectors TG1 Grade	32%	—	—	—	—	—	—	32%	—	—	—	—	32%	0
Industrial Grades	47%	55%	50%	—	—	*	—	33%	46%	—	—	—	48%	-1
Temporary / Agency Staff	63%	71%	56%	67%	*	67%	*	70%	60%	71%	—	70%	66%	-3
AA and above ‡	54%	57%	49%	56%	59%	55%	56%	52%	54%	62%	76%	55%	56%	-2
Staff Officer and above ‡	57%	57%	57%	56%	58%	55%	56%	52%	59%	63%	76%	55%	60%	-3
AA to EOI ‡	51%	56%	46%	56%	60%	55%	57%	52%	49%	58%	77%	54%	53%	-2

‡ Excludes Vehicle Inspectors, Industrial & Temporary Staff

— No responses received

* Denotes value suppressed because fewer than ten responses received

NICS People Survey 2023: Benchmark Results by Department

	NICS '23	DAERA	DfC	DfE	DE	DoF	DoH	DfI	DoJ	TEO	HSENI	PPS	NICS '21	'21 to '23
Employee Engagement Index (EEI)	54%	57%	50%	56%	59%	55%	57%	51%	54%	63%	76%	56%	57%	-3
My work	71%	73%	65%	73%	77%	74%	76%	70%	72%	75%	89%	72%	72%	-1
Organisational objectives & purpose	75%	80%	73%	76%	82%	73%	74%	73%	76%	77%	97%	84%	77%	-2
My manager	72%	74%	68%	73%	78%	76%	77%	67%	68%	77%	82%	68%	71%	+1
My team	78%	79%	76%	82%	83%	81%	80%	72%	74%	85%	84%	72%	77%	+1
Learning & development	48%	53%	47%	52%	48%	51%	44%	44%	40%	52%	68%	35%	49%	-1
Inclusion & fair treatment	76%	77%	73%	79%	79%	80%	80%	71%	71%	83%	90%	72%	76%	0
Resources & workload	75%	73%	76%	77%	77%	78%	71%	71%	74%	73%	84%	73%	75%	0
Pay & benefits	23%	24%	18%	25%	30%	26%	32%	16%	21%	33%	25%	28%	40%	-17
Leadership & managing change	40%	43%	34%	45%	50%	44%	42%	32%	36%	51%	66%	36%	42%	-2

NICS People Survey 2023: Results by Question

Benchmark Scores⁴

	NICS '23	DAERA	DfC	DfE	DE	DoF	DoH	DfI	DoJ	TEO	HSENI	PPS	NICS '21	'21 to '23
My work														
B01. I am interested in my work	84%	86%	79%	85%	88%	86%	87%	85%	87%	87%	97%	92%	85%	-1
B02. I am sufficiently challenged by my work	79%	81%	76%	76%	84%	82%	81%	78%	81%	78%	93%	85%	81%	-2
B03. My work gives me a sense of personal accomplishment	69%	69%	65%	68%	73%	70%	71%	67%	73%	72%	86%	71%	71%	-2
B04. I feel involved in the decisions that affect my work	54%	56%	46%	59%	66%	57%	62%	54%	51%	62%	80%	46%	54%	0
B05. I have a choice in deciding how I do my work	70%	75%	61%	76%	76%	75%	78%	69%	66%	76%	91%	66%	68%	+2
Overall score - My work	71%	73%	65%	73%	77%	74%	76%	70%	72%	75%	89%	72%	72%	-1
Organisational objectives & purpose														
B06. I have a clear understanding of my department's objectives	74%	79%	71%	75%	81%	70%	72%	69%	74%	75%	95%	84%	75%	-1
B07. I understand how my work contributes to my department's objectives	77%	81%	75%	77%	84%	76%	76%	76%	77%	79%	98%	85%	79%	-2
Overall score - Organisational objectives & purpose	75%	80%	73%	76%	82%	73%	74%	73%	76%	77%	97%	84%	77%	-2
My manager														
B08. My manager motivates me to be more effective in my job	72%	75%	68%	71%	78%	77%	79%	67%	68%	80%	83%	70%	71%	+1
B09. My manager is considerate of my life outside work	84%	86%	80%	89%	88%	89%	91%	79%	81%	88%	94%	83%	83%	+1
B10. My manager is open to my ideas	80%	83%	76%	84%	88%	84%	88%	76%	77%	87%	92%	77%	79%	+1
B11. My manager helps me to understand how I contribute to my department's objectives	65%	71%	61%	65%	73%	66%	70%	61%	59%	68%	84%	69%	64%	+1
B12. Overall, I have confidence in the decisions made by my manager	77%	79%	71%	79%	86%	81%	84%	73%	72%	83%	89%	76%	76%	+1
B13. My manager recognises when I have done my job well	82%	85%	78%	86%	88%	86%	89%	78%	78%	87%	92%	79%	82%	0
B14. I receive regular feedback on my performance	72%	74%	68%	74%	77%	77%	76%	67%	68%	76%	82%	60%	71%	+1
B15. The feedback I receive helps me to improve my performance	66%	69%	62%	68%	72%	71%	71%	60%	62%	73%	75%	59%	66%	0
B16. I think that my performance is evaluated fairly	75%	77%	70%	78%	83%	80%	78%	70%	72%	80%	84%	68%	75%	0
B17. Poor performance is dealt with effectively in my team	43%	43%	41%	41%	45%	47%	45%	40%	43%	43%	49%	42%	43%	0
Overall score - My manager	72%	74%	68%	73%	78%	76%	77%	67%	68%	77%	82%	68%	71%	+1

NICS People Survey 2023: Results by Question

Benchmark Scores⁴

	NICS '23	DAERA	DfC	DfE	DE	DoF	DoH	DfI	DoJ	TEO	HSENI	PPS	NICS '21	'21 to '23
My team														
B18. The people in my team can be relied upon to help when things get difficult in my job	84%	83%	84%	88%	88%	87%	83%	80%	80%	88%	90%	81%	84%	0
B19. The people in my team work together to find ways to improve the service we provide	79%	80%	78%	82%	82%	81%	81%	74%	77%	87%	84%	75%	79%	0
B20. The people in my team are encouraged to come up with new and better ways of doing things	70%	74%	65%	76%	78%	74%	76%	62%	66%	80%	79%	60%	69%	+1
Overall score - My team	78%	79%	76%	82%	83%	81%	80%	72%	74%	85%	84%	72%	77%	+1
Learning & development														
B21. I am able to access the right learning and development opportunities when I need to	67%	67%	70%	71%	64%	73%	67%	59%	59%	69%	71%	55%	68%	-1
B22. Learning and development activities I have completed in the past 12 months have helped to improve my performance	47%	53%	47%	52%	44%	52%	41%	40%	37%	53%	72%	33%	44%	+3
B23. There are opportunities for me to develop my career in my department	40%	47%	38%	44%	40%	41%	34%	40%	33%	41%	55%	24%	45%	-5
B24. Learning and development activities I have completed while working for my department are helping me to develop my career	39%	45%	34%	43%	42%	41%	35%	39%	30%	44%	72%	28%	40%	-1
Overall score - Learning & development	48%	53%	47%	52%	48%	51%	44%	44%	40%	52%	68%	35%	49%	-1
Inclusion & fair treatment														
B25. I am treated fairly at work	82%	82%	79%	84%	85%	87%	84%	79%	77%	87%	93%	78%	82%	0
B26. I am treated with respect by the people I work with	86%	85%	85%	89%	87%	89%	91%	83%	81%	89%	94%	82%	85%	+1
B27. I feel valued for the work I do	65%	69%	59%	70%	71%	70%	68%	60%	60%	76%	82%	56%	67%	-2
B28. I think that my department respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	70%	72%	68%	72%	73%	75%	77%	64%	64%	80%	90%	70%	71%	-1
Overall score - Inclusion & fair treatment	76%	77%	73%	79%	79%	80%	80%	71%	71%	83%	90%	72%	76%	0

NICS People Survey 2023: Results by Question

Benchmark Scores⁴

	NICS '23	DAERA	DfC	DfE	DE	DoF	DoH	DfI	DoJ	TEO	HSENI	PPS	NICS '21	'21 to '23
Resources & workload														
B29. I get the information I need to do my job well	72%	71%	71%	74%	74%	76%	67%	68%	70%	68%	85%	68%	73%	-1
B30. I have clear work objectives	79%	79%	79%	79%	81%	82%	76%	78%	81%	71%	93%	80%	81%	-2
B31. I have the skills I need to do my job effectively	86%	85%	84%	88%	87%	88%	83%	87%	89%	84%	94%	90%	86%	0
B32. I have the tools I need to do my job effectively	77%	75%	78%	79%	82%	81%	73%	71%	77%	77%	84%	79%	79%	-2
B33. I have an acceptable workload	64%	61%	69%	67%	65%	67%	55%	57%	61%	67%	68%	56%	63%	+1
B34. I achieve a good balance between my work life and my private life	72%	70%	74%	78%	75%	77%	69%	64%	69%	72%	82%	64%	71%	+1
Overall score - Resources & workload	75%	73%	76%	77%	77%	78%	71%	71%	74%	73%	84%	73%	75%	0
Pay & benefits														
B35. I feel that my pay adequately reflects my performance	17%	18%	12%	20%	26%	20%	27%	11%	14%	29%	14%	23%	36%	-19
B36. I am satisfied with the total benefits package (pension, terms & conditions, leave etc.)	35%	36%	32%	36%	40%	39%	43%	26%	34%	42%	40%	39%	50%	-15
B37. Compared to people doing a similar job in other organisations I feel my pay is reasonable	16%	18%	12%	20%	24%	18%	25%	10%	14%	28%	20%	23%	35%	-19
Overall score - Pay & benefits	23%	24%	18%	25%	30%	26%	32%	16%	21%	33%	25%	28%	40%	-17
Continuous Learning														
L01. My current job makes the most of my skills and strengths	60%	59%	56%	57%	63%	66%	59%	60%	62%	58%	71%	62%	n/a	n/a
L02. I am learning on a regular basis from working with my colleagues	71%	73%	71%	73%	77%	74%	71%	64%	67%	81%	83%	69%	n/a	n/a
L03. My manager coaches me regularly to support my continuous learning	53%	56%	52%	48%	57%	56%	53%	47%	50%	59%	66%	43%	n/a	n/a
L04. Investing time in learning and development activities is given priority in my Area / Directorate / Division	44%	49%	43%	49%	45%	48%	40%	34%	36%	54%	66%	34%	n/a	n/a
Overall score - Continuous learning	57%	59%	55%	57%	60%	61%	56%	51%	54%	63%	71%	52%	n/a	n/a

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	NICS '23	DAERA	DfC	DfE	DE	DoF	DoH	DfI	DoJ	TEO	HSENI	PPS	NICS '21	'21 to '23
Leadership & managing change														
B38. Senior managers (Grade 5 and above) in my department are sufficiently visible	48%	51%	37%	58%	65%	55%	55%	39%	42%	71%	77%	35%	47%	+1
B39. I believe the actions of senior managers (Grade 5 and above) are consistent with my department's values	46%	50%	37%	49%	61%	51%	52%	39%	43%	63%	76%	45%	46%	0
B40. I believe that the senior management team have a clear vision for the future of my department	36%	41%	32%	37%	44%	39%	35%	30%	32%	45%	56%	37%	38%	-2
B41. Overall, I have confidence in the decisions made by my department's senior managers (Grade 5 and above)	42%	46%	33%	47%	56%	47%	44%	34%	40%	60%	77%	44%	44%	-2
B42. I feel that change is managed well in my department	33%	35%	33%	34%	37%	36%	28%	26%	30%	40%	60%	32%	39%	-6
B43. When changes are made in my department they are usually for the better	29%	33%	26%	31%	32%	32%	22%	21%	27%	32%	60%	31%	33%	-4
B44. My department keeps me informed about matters that affect me	55%	59%	53%	62%	64%	58%	60%	43%	48%	61%	71%	44%	58%	-3
B45. I have the opportunity to contribute my views before decisions are made that affect me	33%	35%	27%	43%	46%	35%	41%	28%	31%	43%	60%	28%	36%	-3
B46. I think it is safe to challenge the way things are done in my department	37%	39%	33%	39%	44%	40%	43%	31%	32%	44%	61%	30%	38%	-1
Overall score - Leadership & managing change	40%	43%	34%	45%	50%	44%	42%	32%	36%	51%	66%	36%	42%	-2
Employee Engagement¹														
B47. I am proud when I tell others I am part of my department	44%	50%	35%	46%	53%	44%	56%	38%	47%	63%	75%	46%	46%	-2
B48. I would recommend my department as a great place to work	45%	51%	37%	52%	49%	48%	46%	37%	42%	58%	86%	43%	50%	-5
B49. I feel a strong personal attachment to my department	35%	41%	28%	32%	43%	30%	40%	36%	39%	40%	68%	51%	37%	-2
B50. My department inspires me to do the best in my job	36%	42%	32%	38%	44%	35%	41%	31%	35%	47%	77%	40%	39%	-3
B51. My department motivates me to help it achieve its objectives	36%	41%	31%	38%	43%	34%	38%	30%	33%	48%	71%	40%	38%	-2
Employee Engagement Index (EEI)	54%	57%	50%	56%	59%	55%	57%	51%	54%	63%	76%	56%	57%	-3

NICS People Survey 2023: Results by Question

Benchmark Scores⁴

Taking action

B52. I believe that senior managers in my department will take action on the results of this survey

B53. Where I work I think effective action has been taken on the results of the last survey

Organisational culture

B54. I am trusted to carry out my job effectively

B55. I believe I would be supported if I try a new idea, even if it may not work

B56. In my department, people are encouraged to speak up when they identify a serious policy or delivery risk

B57. I feel able to challenge inappropriate behaviour in the workplace

B58. My department is committed to creating a diverse and inclusive workplace

Working in the NICS

B59a. The NICS provides me with fulfilling employment

B59b. The NICS offers me flexible work opportunities

B59c. Career opportunities are available to me throughout the NICS

B59d. Productivity is valued within the NICS

B59e. Staff health and wellbeing is prioritised within the NICS

B59f. I often or sometimes collaborate with civil servants in other government departments / agencies to achieve common goals

B59g. I often or sometimes consider how my work impacts upon the public in the course of carrying out my duties

	NICS '23	DAERA	DfC	DfE	DE	DoF	DoH	DfI	DoJ	TEO	HSENI	PPS	NICS '21	'21 to '23
B52. I believe that senior managers in my department will take action on the results of this survey	32%	34%	27%	42%	45%	35%	33%	24%	28%	48%	64%	28%	36%	-4
B53. Where I work I think effective action has been taken on the results of the last survey	23%	22%	21%	36%	31%	25%	17%	17%	20%	25%	54%	24%	25%	-2
B54. I am trusted to carry out my job effectively	89%	89%	86%	92%	89%	91%	91%	89%	88%	87%	97%	88%	89%	0
B55. I believe I would be supported if I try a new idea, even if it may not work	66%	67%	59%	72%	72%	71%	74%	61%	66%	78%	78%	57%	65%	+1
B56. In my department, people are encouraged to speak up when they identify a serious policy or delivery risk	59%	57%	57%	61%	57%	65%	62%	53%	58%	62%	75%	53%	59%	0
B57. I feel able to challenge inappropriate behaviour in the workplace	61%	59%	60%	63%	63%	64%	62%	58%	58%	67%	74%	54%	62%	-1
B58. My department is committed to creating a diverse and inclusive workplace	69%	68%	66%	73%	69%	74%	72%	63%	63%	78%	82%	64%	70%	-1
B59a. The NICS provides me with fulfilling employment	55%	58%	49%	57%	61%	60%	61%	47%	53%	66%	74%	52%	n/a	n/a
B59b. The NICS offers me flexible work opportunities	80%	80%	78%	86%	81%	86%	87%	75%	74%	86%	91%	80%	n/a	n/a
B59c. Career opportunities are available to me throughout the NICS	43%	49%	38%	44%	47%	48%	41%	43%	39%	43%	62%	31%	n/a	n/a
B59d. Productivity is valued within the NICS	44%	44%	43%	45%	46%	50%	44%	37%	40%	50%	53%	44%	n/a	n/a
B59e. Staff health and wellbeing is prioritised within the NICS	49%	52%	46%	54%	53%	57%	47%	44%	43%	51%	63%	42%	n/a	n/a
B59f. I often or sometimes collaborate with civil servants in other government departments / agencies to achieve common goals	44%	39%	33%	48%	53%	56%	58%	38%	44%	60%	41%	51%	n/a	n/a
B59g. I often or sometimes consider how my work impacts upon the public in the course of carrying out my duties	79%	81%	77%	82%	80%	76%	81%	81%	79%	87%	90%	83%	n/a	n/a

NICS People Survey 2023: Results by Question

Future intentions ⁵	Benchmark Scores												NICS '23	DAERA	DfC	DfE	DE	DoF	DoH	DfI	DoJ	TEO	HSENI	PPS	NICS '21	'21 to '23	
C01. Which of the following statements most reflects your current thoughts about working for your department?																											
I want to leave my department as soon as possible	8%	7%	13%	6%	6%	5%	10%	7%	10%	5%	0%	11%	8%	0													
I want to leave my department within the next 12 months	12%	10%	12%	12%	13%	12%	16%	14%	13%	8%	6%	14%	10%	+2													
I want to stay working for my department for at least the next year	28%	28%	23%	33%	24%	31%	34%	28%	30%	38%	23%	22%	26%	+2													
I want to stay working for my department for at least the next three years	52%	56%	52%	49%	57%	52%	41%	52%	47%	49%	71%	54%	57%	-5													
Wants to leave immediately or within 12 months	20%	16%	25%	18%	19%	17%	25%	20%	23%	13%	6%	24%	18%	+2													

C01a. Why do you want to leave your department / organisation either immediately or within the next 12 months?

(Asked only of those that said they wanted to leave ASAP or within the next 12 months at question C01, multiple selection was allowed and results may sum to more than 100%)

End of my current contract or loan	2%	5%	1%	2%	5%	4%	3%	0%	1%	7%	0%	0%	n/a	n/a
A promotion or career progression within the Civil Service	26%	22%	29%	28%	14%	22%	40%	19%	29%	22%	20%	30%	n/a	n/a
A promotion or career progression outside of the Civil Service	19%	16%	18%	18%	8%	26%	21%	16%	23%	13%	40%	28%	n/a	n/a
For a better pay and benefit package	42%	39%	43%	29%	13%	52%	33%	54%	45%	27%	60%	47%	n/a	n/a
For more interesting work	33%	32%	35%	39%	33%	32%	34%	25%	33%	36%	40%	19%	n/a	n/a
Due to unmanageable workload	20%	22%	15%	20%	10%	19%	24%	26%	25%	24%	20%	35%	n/a	n/a
For a better work-life balance	23%	23%	21%	18%	22%	21%	21%	23%	36%	38%	20%	30%	n/a	n/a
Lack of inclusion and fair treatment	15%	17%	14%	13%	6%	14%	12%	18%	20%	16%	0%	19%	n/a	n/a
Don't like organisational culture	25%	32%	21%	35%	25%	19%	32%	20%	35%	33%	20%	19%	n/a	n/a
Due to poor line management	19%	21%	21%	18%	10%	14%	20%	22%	23%	9%	20%	16%	n/a	n/a
Due to poor work relationships	10%	13%	10%	10%	6%	9%	10%	10%	13%	13%	20%	5%	n/a	n/a
Due to poor leadership	31%	32%	30%	39%	22%	26%	35%	34%	31%	33%	20%	40%	n/a	n/a
Personal circumstances (e.g. caring responsibilities, ill health)	7%	5%	8%	7%	8%	7%	7%	5%	6%	13%	0%	9%	n/a	n/a
Retiring	13%	13%	12%	14%	14%	15%	1%	17%	11%	11%	0%	9%	n/a	n/a
Just want a change	21%	18%	24%	24%	37%	16%	28%	11%	19%	20%	0%	30%	n/a	n/a
Other	10%	11%	9%	9%	16%	10%	10%	7%	11%	11%	0%	7%	n/a	n/a

NICS People Survey 2023: Results by Question

Benchmark Scores

Civil Service Values and the NICS Code of Ethics^{4,6}

(For D01 to D03, answers use % strongly agree / agree, for D04 to D05b, answers use % Yes, excluding 'Prefer not to say' responses)

	NICS '23	DAERA	DfC	DfE	DE	DoF	DoH	DfI	DoJ	TEO	HSENI	PPS	NICS '21	'21 to '23
D01. I fully understand the NICS Code of Ethics and what it means for my conduct	88%	88%	87%	91%	89%	88%	91%	85%	86%	92%	93%	86%	n/a	n/a
D02. I always aim to carry out my duties with dedication and a commitment to the Civil Service.	94%	95%	92%	96%	94%	94%	97%	94%	93%	98%	99%	92%	n/a	n/a
D03. As a civil servant, I always carry out my duties with a commitment to the four core values of integrity, honesty, objectivity and impartiality	97%	97%	95%	98%	96%	97%	98%	97%	97%	99%	98%	96%	n/a	n/a
D04. Have you ever become aware of a colleague(s) acting in breach of the NICS Code of Ethics? (% Yes)	11%	14%	12%	10%	12%	8%	10%	14%	12%	10%	5%	9%	n/a	n/a
D04a. Did you report this breach of the NICS Code of Ethics?* (% Yes)	50%	50%	46%	38%	48%	48%	57%	66%	52%	56%	33%	40%	n/a	n/a
D04b. In your opinion, has this issue been resolved?* (% Yes)	42%	28%	49%	36%	17%	56%	62%	44%	47%	17%	0%	25%	n/a	n/a
D05. Have you ever been asked by a colleague(s) to act in a way that you felt would be in breach of the NICS Code of Ethics? (% Yes)	3%	3%	3%	3%	4%	1%	4%	4%	4%	3%	3%	0%	n/a	n/a
D05a. Did you report this request made on you to breach the NICS Code of Ethics?^ (% Yes)	43%	48%	34%	43%	40%	26%	45%	55%	48%	63%	0%	0%	n/a	n/a
D05b. In your opinion, has the issue been resolved?^ (% Yes)	29%	33%	28%	40%	25%	0%	0%	28%	36%	50%	0%	0%	n/a	n/a

*Asked only of respondents who answered 'Yes' to question D04.

^Asked only of respondents who answered 'Yes' to question D05.

Raising Concerns (Whistleblowing) Policy⁶

D06. Are you aware of how to raise a concern under the Raising Concerns (Whistleblowing) Policy? (% Yes)

D07. Are you confident that if you raised a concern under the Raising Concerns (Whistleblowing) Policy in your department, it would be investigated properly? (% Yes)

D06. Are you aware of how to raise a concern under the Raising Concerns (Whistleblowing) Policy? (% Yes)	73%	80%	65%	78%	79%	77%	80%	71%	71%	88%	72%	63%	68%	+5
D07. Are you confident that if you raised a concern under the Raising Concerns (Whistleblowing) Policy in your department, it would be investigated properly? (% Yes)	64%	61%	59%	71%	72%	72%	72%	59%	62%	73%	80%	63%	63%	+1

NICS People Survey 2023: Results by Question

Discrimination⁶

E01. During the past 12 months have you personally experienced discrimination at work? (% Yes)

	Benchmark Scores												NICS '21	'21 to '23
	NICS '23	DAERA	DfC	DfE	DE	DoF	DoH	DfI	DoJ	TEO	HSENI	PPS		
E01. During the past 12 months have you personally experienced discrimination at work? (% Yes)	7%	7%	8%	7%	3%	4%	4%	8%	10%	7%	3%	11%	8%	-1

E02. On which of the following grounds have you personally experienced discrimination at work in the past 12 months?

(Asked only of those that said "yes" to question E01, multiple selection was allowed, the result is shown as a proportion of those who said yes to E01 and may sum to more than 100%)

	NICS '23	DAERA	DfC	DfE	DE	DoF	DoH	DfI	DoJ	TEO	HSENI	PPS	NICS '21	'21 to '23
Age	16%	20%	12%	23%	20%	15%	20%	11%	18%	17%	*	16%	13%	+3
Caring responsibilities	11%	11%	12%	18%	10%	13%	13%	8%	11%	4%	*	5%	15%	-4
Disability	14%	10%	15%	21%	10%	14%	—	19%	11%	26%	—	21%	14%	0
Ethnic background	3%	3%	2%	—	—	3%	7%	3%	2%	9%	—	5%	2%	+1
Gender	12%	12%	14%	14%	20%	14%	13%	3%	14%	9%	—	11%	14%	-2
Gender reassignment or perceived gender	<1%	—	1%	—	—	—	—	—	—	—	—	—	0%	0
Grade, pay band or responsibility level	27%	28%	25%	23%	20%	27%	20%	26%	33%	26%	*	26%	25%	+2
Main spoken / written language or language ability	2%	2%	0%	—	10%	3%	7%	—	4%	—	—	5%	2%	0
Marital status	1%	1%	1%	2%	—	—	—	1%	1%	—	—	—	2%	-1
Mental health	11%	9%	17%	14%	—	9%	13%	9%	6%	4%	*	11%	15%	-4
Pay	12%	18%	9%	16%	—	9%	13%	11%	16%	4%	—	5%	9%	+3
Political opinion	4%	5%	4%	7%	—	1%	13%	1%	3%	—	—	—	4%	0
Pregnancy, maternity or paternity leave	3%	2%	2%	5%	—	3%	—	4%	2%	4%	—	—	2%	+1
Religion or belief	12%	11%	12%	7%	20%	4%	7%	26%	12%	9%	—	16%	11%	+1
Sex	9%	7%	7%	16%	30%	8%	20%	7%	9%	4%	—	11%	7%	+2
Sexual orientation	3%	1%	4%	4%	—	4%	—	2%	2%	9%	—	—	2%	+1
Social or educational background	4%	5%	4%	5%	—	4%	7%	4%	2%	—	—	5%	3%	+1
Trade Union membership	5%	3%	5%	5%	—	10%	—	3%	5%	—	—	11%	6%	-1
Trade Union non-membership	3%	2%	4%	2%	10%	3%	—	4%	4%	—	—	—	1%	+2
Working location	11%	9%	12%	16%	10%	13%	13%	12%	7%	—	—	5%	15%	-4
Working pattern	19%	13%	28%	21%	10%	19%	7%	8%	21%	13%	—	21%	21%	-2
Any other grounds	20%	27%	17%	21%	40%	10%	33%	21%	17%	17%	—	21%	21%	-1

* Denotes value suppressed because fewer than ten 'Yes' responses received for question E01

— No responses received

NICS People Survey 2023: Results by Question

	Benchmark Scores												NICS '21	'21 to '23	
	NICS '23	DAERA	DfC	DfE	DE	DoF	DoH	DfI	DoJ	TEO	HSENI	PPS			
Bullying & harassment⁶															
E03. During the past 12 months have you personally experienced bullying or harassment at work? (% Yes)	7%	7%	8%	7%	3%	4%	4%	8%	10%	7%	3%	11%	7%	0	
E04. Who were you bullied or harassed by at work in the past 12 months? (Asked only of those that said "yes" to question E03, multiple selection was allowed therefore results shown as a proportion of those who said yes to E03 and may sum to more than 100%)															
A colleague	31%	29%	31%	20%	24%	25%	14%	45%	33%	26%	*	38%	28%	+3	
Your manager	25%	24%	29%	25%	29%	18%	29%	22%	26%	26%	—	31%	27%	-2	
Another manager in my part of the department	30%	20%	28%	41%	24%	36%	38%	26%	35%	48%	*	15%	29%	+1	
Someone you manage	10%	16%	7%	4%	18%	15%	5%	15%	7%	—	—	—	10%	0	
Someone who works for another part of my department	7%	6%	7%	16%	6%	6%	5%	10%	5%	—	*	8%	8%	-1	
A member of the public	5%	8%	2%	2%	6%	1%	5%	12%	5%	—	—	—	7%	-2	
Someone else	6%	6%	4%	7%	—	10%	14%	3%	7%	9%	—	—	5%	+1	
E05. Did you report the Bullying and harassment you experienced? (% Yes)	39%	41%	38%	27%	35%	30%	43%	53%	38%	48%	*	31%	36%	+3	
E06. In your opinion, has this issue been resolved? (% Yes)	19%	16%	18%	23%	18%	30%	19%	13%	18%	17%	*	0%	16%	+3	

* Denotes value suppressed because fewer than ten 'Yes' responses received for question E03

— No responses received

NICS People Survey 2023: Results by Question

Benchmark Scores

Personal Wellbeing⁷

(For W01 to W04, answers use a 0-10 point scale)

W01. Overall, how satisfied are you with your life nowadays? (% 7-10)

[0=not at all satisfied, 10=completely satisfied]

W02. Overall, to what extent do you think the things you do in your life are worthwhile? (% 7-10) [0=not at all worthwhile, 10=completely worthwhile]

W03. Overall, how happy did you feel yesterday? (% 7-10)

[0=not at all happy, 10=completely happy]

W04. Overall, how anxious did you feel yesterday? (% 0-3)

[0=not at all anxious, 10=completely anxious]

New Ways of Working⁸

N01. Where have you mostly worked from during the last 12 months?

I've worked from home

NICS workplace, equivalent building or other location

A mix of both NICS workplace and home

N02. My preference, in terms of work location, would be:

Work from home every day

Work from home most days

Have a mix of work from home / NICS workplace

Work from NICS workplace most days or every day

Access another NICS location where this is possible

I am unable to work from home

	NICS '23	DAERA	DfC	DfE	DE	DoF	DoH	DfI	DoJ	TEO	HSENI	PPS	NICS '21	'21 to '23
W01. Overall, how satisfied are you with your life nowadays? (% 7-10) [0=not at all satisfied, 10=completely satisfied]	68%	68%	66%	69%	72%	69%	67%	68%	66%	72%	65%	64%	65%	+3
W02. Overall, to what extent do you think the things you do in your life are worthwhile? (% 7-10) [0=not at all worthwhile, 10=completely worthwhile]	72%	73%	69%	74%	73%	73%	73%	72%	71%	79%	69%	72%	72%	0
W03. Overall, how happy did you feel yesterday? (% 7-10) [0=not at all happy, 10=completely happy]	67%	68%	65%	70%	72%	69%	68%	68%	67%	69%	55%	65%	64%	+3
W04. Overall, how anxious did you feel yesterday? (% 0-3) [0=not at all anxious, 10=completely anxious]	50%	51%	48%	52%	54%	52%	47%	47%	50%	50%	49%	49%	47%	+3
N01. Where have you mostly worked from during the last 12 months?														
I've worked from home	37%	44%	43%	29%	32%	52%	32%	25%	12%	35%	43%	14%	59%	-22
NICS workplace, equivalent building or other location	15%	14%	11%	7%	7%	7%	6%	29%	37%	7%	0%	29%	16%	-1
A mix of both NICS workplace and home	48%	43%	46%	64%	61%	40%	62%	46%	50%	58%	57%	57%	25%	+23
N02. My preference, in terms of work location, would be:														
Work from home every day	19%	17%	25%	16%	14%	26%	16%	13%	8%	12%	16%	8%	n/a	n/a
Work from home most days	31%	33%	31%	36%	33%	38%	33%	24%	20%	36%	36%	19%	n/a	n/a
Have a mix of work from home / NICS workplace	39%	40%	35%	43%	46%	31%	45%	40%	50%	46%	48%	50%	n/a	n/a
Work from NICS workplace most days or every day	8%	7%	7%	5%	7%	5%	6%	14%	14%	7%	0%	19%	n/a	n/a
Access another NICS location where this is possible	<1%	<1%	<1%	1%	0%	<1%	<1%	<1%	<1%	0%	0%	1%	n/a	n/a
I am unable to work from home	3%	3%	2%	<1%	1%	1%	1%	10%	8%	0%	0%	3%	n/a	n/a

NICS People Survey 2023: Results by Question

Benchmark Scores

Socio-economic Background (SEB)^{5,9}

SEB questions were voluntary and results for questions S01 to S05 exclude any 'Prefer not to say' responses.

S01. What type of school did you mainly attend between the ages of 11 and 16?

	NICS '23	DAERA	DfC	DfE	DE	DoF	DoH	DfI	DoJ	TEO	HSENI	PPS	NICS '21	'21 to '23
Secondary / Comprehensive (non-academic selective)	27%	26%	28%	26%	23%	26%	22%	38%	25%	21%	14%	22%	n/a	n/a
Secondary / Comprehensive (academic selective)	14%	13%	15%	12%	12%	13%	11%	18%	17%	13%	19%	18%	n/a	n/a
Grammar / Academic selective	56%	57%	54%	58%	64%	58%	66%	41%	56%	63%	60%	59%	n/a	n/a
Integrated (non-academic selective)	1%	1%	1%	1%	<1%	1%	1%	1%	<1%	1%	4%	0%	n/a	n/a
Integrated (academic selective)	1%	<1%	1%	1%	<1%	1%	<1%	<1%	<1%	1%	1%	1%	n/a	n/a
Irish Medium	<1%	<1%	<1%	<1%	0%	<1%	0%	<1%	<1%	0%	0%	0%	n/a	n/a
Independent or fee-paying school	<1%	1%	<1%	1%	<1%	1%	0%	<1%	1%	<1%	2%	0%	n/a	n/a
Other (including home school or outside UK / RoI)	1%	2%	1%	2%	0%	1%	1%	1%	1%	1%	0%	1%	n/a	n/a

S02. What is the highest level of qualification achieved by either of your parent(s) or guardian(s) by the time you were aged 18?

At least one had a qualification above degree level (eg. MA, MSc, PhD)	9%	10%	6%	12%	8%	10%	10%	7%	9%	12%	4%	15%	n/a	n/a
At least one had a degree level qualification	16%	19%	14%	17%	15%	16%	17%	13%	18%	19%	19%	23%	n/a	n/a
Academic or professional qualification(s) below degree level	37%	33%	41%	37%	44%	38%	37%	36%	37%	36%	29%	23%	n/a	n/a
No formal qualifications	29%	31%	30%	28%	24%	29%	27%	31%	29%	27%	45%	27%	n/a	n/a
Don't know	8%	7%	10%	7%	8%	7%	9%	12%	7%	6%	3%	12%	n/a	n/a

NICS People Survey 2023: Results by Question

	Benchmark Scores												NICS '21	'21 to '23
	NICS '23	DAERA	DfC	DfE	DE	DoF	DoH	DfI	DoJ	TEO	HSENI	PPS		
Socio-economic Background (SEB)^{5,9}														
S03. What is the highest level of qualification that you personally have achieved to date?														
I have a qualification above degree level (eg. MA, MSc, PhD)	22%	29%	11%	33%	25%	25%	30%	16%	20%	27%	45%	33%	n/a	n/a
I have a degree level qualification	32%	37%	27%	32%	32%	36%	34%	26%	34%	36%	39%	26%	n/a	n/a
Academic or professional qualification(s) below degree level	43%	32%	57%	32%	41%	36%	35%	53%	43%	35%	16%	34%	n/a	n/a
No formal qualifications	3%	2%	4%	3%	2%	2%	1%	4%	3%	2%	0%	4%	n/a	n/a
Don't know	1%	1%	1%	<1%	0%	<1%	<1%	2%	<1%	<1%	0%	3%	n/a	n/a
S04. Thinking back to when you were aged about 14, which best describes the sort of work the main / highest income earner in your household did in their main job?														
Modern and traditional professional occupations	23%	25%	20%	23%	25%	23%	26%	20%	25%	25%	25%	34%	n/a	n/a
Senior, middle or junior managers or administrators	15%	14%	13%	19%	19%	18%	16%	13%	17%	18%	15%	12%	n/a	n/a
Clerical and intermediate occupations	7%	6%	8%	7%	4%	8%	7%	5%	7%	9%	4%	5%	n/a	n/a
Technical and craft occupations	18%	17%	19%	18%	19%	17%	22%	23%	18%	17%	23%	16%	n/a	n/a
Routine, semi-routine manual and service occupations	20%	18%	24%	20%	17%	18%	14%	23%	21%	16%	19%	15%	n/a	n/a
Small business owners	10%	15%	9%	8%	10%	10%	11%	11%	7%	9%	9%	12%	n/a	n/a
Other such as: retired or I don't know	3%	3%	4%	2%	4%	3%	2%	3%	3%	3%	1%	3%	n/a	n/a
Long-term unemployed	3%	3%	4%	3%	2%	2%	2%	2%	2%	3%	4%	3%	n/a	n/a
S05. Compared to people in general, what socio-economic background (SEB) would you describe yourself as coming from?														
Working class / Lower SEB	51%	48%	61%	46%	42%	48%	44%	58%	47%	42%	46%	38%	n/a	n/a
Affluent working class / Intermediate SEB	28%	29%	26%	30%	32%	28%	31%	27%	32%	32%	24%	29%	n/a	n/a
Middle or professional class / Higher SEB	20%	23%	13%	24%	26%	24%	25%	14%	21%	26%	30%	32%	n/a	n/a

NICS People Survey 2023: Results by Question

NICS Corporate / Internal Communications to Staff ⁴ (For M01 to M04, answers use % strongly agree / agree, excluding 'Prefer not to say' responses)	Benchmark Scores												NICS '21	'21 to '23
	NICS '23	DAERA	DfC	DfE	DE	DoF	DoH	DfI	DoJ	TEO	HSENI	PPS		
M01. NICS Corporate / Internal Communications to staff are open and transparent.	56%	60%	51%	58%	63%	62%	56%	48%	56%	62%	57%	44%	n/a	n/a
M02. NICS Corporate / Internal Communications to staff are useful for my work / role.	46%	49%	42%	48%	53%	51%	43%	39%	44%	55%	40%	39%	n/a	n/a
M03. NICS Corporate / Internal Communications to staff are clear and easy to understand	56%	58%	52%	56%	62%	62%	60%	47%	58%	62%	55%	45%	n/a	n/a
M04. Communications to staff via the NICS Intranet are effective at keeping me properly informed	55%	56%	52%	58%	58%	60%	58%	48%	54%	65%	49%	46%	n/a	n/a

Comments section*

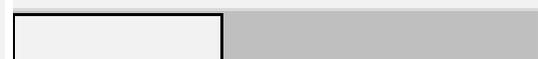
Whether respondents gave suggestions for changes / improvements they would like to see made within their department within the next 12 months

G01. What is the <u>first</u> change you would most like your department to make in the next 12 months? (% who made a comment)	52%	52%	55%	50%	41%	50%	55%	54%	52%	49%	53%	55%	n/a	n/a
G02. What is the <u>second</u> change you would most like your department to make in the next 12 months? (% who made a comment)	38%	38%	40%	38%	27%	36%	41%	41%	38%	35%	41%	42%	n/a	n/a

* Anonymised comments reports containing all verbatim comments made by staff within each department are produced by NISRA, and are provided to the relevant senior management for that department.

NICS People Survey 2023

Annex A - NICS Headline Scores

Five statements with most positive responses	Five statements with most neutral responses	Five statements with most negative responses
% Agree	% Neutral	% Disagree
<p>B54. I am trusted to carry out my job effectively</p>  <p>89%</p>	<p>B40. I believe that the senior management team have a clear vision for the future of my department</p>  <p>48%</p>	<p>B35. I feel that my pay adequately reflects my performance</p>  <p>69%</p>
<p>B31. I have the skills I need to do my job effectively</p>  <p>86%</p>	<p>B53. Where I work I think effective action has been taken on the results of the last survey</p>  <p>46%</p>	<p>B37. Compared to people doing a similar job in other organisations I feel my pay is reasonable</p>  <p>67%</p>
<p>B26. I am treated with respect by the people I work with</p>  <p>86%</p>	<p>B43. When changes are made in my department they are usually for the better</p>  <p>46%</p>	<p>B36. I am satisfied with the total benefits package (pension, terms & conditions, leave etc.)</p>  <p>45%</p>
<p>B09. My manager is considerate of my life outside work</p>  <p>84%</p>	<p>B50. My department inspires me to do the best in my job</p>  <p>40%</p>	<p>B52. I believe that senior managers in my department will take action on the results of this survey</p>  <p>36%</p>
<p>B01. I am interested in my work</p>  <p>84%</p>	<p>B51. My department motivates me to help it achieve its objectives</p>  <p>40%</p>	<p>B45. I have the opportunity to contribute my views before decisions are made that affect me</p>  <p>35%</p>

Notes

% Agree is the percentage of staff who responded 'Agree' or 'Strongly Agree' to the question involved.

% Neutral is the percentage of staff who responded 'Neither agree nor disagree' to the question involved.

% Disagree is the percentage of staff who responded 'Disagree' or 'Strongly Disagree' to the question involved.

NICS People Survey 2023

Annex B - Employee Engagement Index changes over time

	NICS Benchmark Score										Change in benchmark score									
	2009	2011	2013	2015	2017	2018	2019	2020	2021	2023	'09 to '11	'11 to '13	'13 to '15	'15 to '17	'17 to '18	'18 to '19	'19 to '20	'20 to '21	'21 to '23	
Employee Engagement																				
B47. I am proud when I tell others I am part of my department	28%	31%	34%	32%	32%	35%	36%	49%	46%	44%	+3	+3	-2	0	+3	+1	+13	-3	-2	
B48. I would recommend my department as a great place to work	29%	32%	36%	31%	35%	39%	40%	51%	50%	45%	+3	+4	-5	+4	+4	+1	+11	-1	-5	
B49. I feel a strong personal attachment to my department	27%	29%	30%	30%	28%	30%	31%	39%	37%	35%	+2	+1	0	-2	+2	+1	+8	-2	-2	
B50. My department inspires me to do the best in my job	25%	25%	27%	25%	27%	30%	31%	42%	39%	36%	0	+2	-2	+2	+3	+1	+11	-3	-3	
B51. My department motivates me to help it achieve its objectives	23%	24%	26%	24%	27%	29%	30%	41%	38%	36%	+1	+2	-2	+3	+2	+1	+11	-3	-2	
Employee Engagement Index (EEI)	46%	48%	49%	47%	49%	51%	51%	57%	57%	54%	+2	+1	-2	+2	+2	0	+6	0	-3	
Engagement index - by grade																				
Employee Engagement Index - Grade 7 and above	n/a	59%	60%	58%	60%	61%	63%	64%	63%	59%	n/a	+1	-2	+2	+1	+2	+1	-1	-4	
Employee Engagement Index - Deputy Principal	n/a	51%	54%	51%	53%	53%	55%	60%	59%	55%	n/a	+3	-3	+2	0	+2	+5	-1	-4	
Employee Engagement Index - Staff Officer	n/a	50%	53%	50%	51%	54%	54%	60%	58%	57%	n/a	+3	-3	+1	+3	0	+6	-2	-1	
Employee Engagement Index - EO / EOII	n/a	45%	48%	46%	47%	48%	47%	53%	53%	51%	n/a	+3	-2	+1	+1	-1	+6	0	-2	
Employee Engagement Index - AO / AA	n/a	45%	47%	45%	46%	47%	47%	54%	54%	51%	n/a	+2	-2	+1	+1	0	+7	0	-3	
Employee Engagement Index - Technical & Industrial Grades*	n/a	49%	52%	50%	48%	47%	44%	42%	37%	41%	n/a	+3	-2	-2	-1	-3	-2	-5	+4	
Employee Engagement Index - Prison Grades [#]	n/a	n/a	31%	28%	31%	30%	41%	36%	n/a [#]	n/a [#]	n/a	n/a	-3	+3	-1	+11	-5	n/a [#]	n/a [#]	
Employee Engagement Index - Temporary / Agency Staff	n/a	n/a	n/a	n/a	n/a	63%	60%	67%	66%	63%	n/a	n/a	n/a	n/a	n/a	-3	+7	-1	-3	

* Results for Technical & Industrial grades from 2019 onwards consist of TG1 Vehicle Inspectors and Industrial staff, while results in previous years include all Technical grades and Industrial staff

Operational Prison Grade staff did not participate in the NICS People Survey from 2021 onwards

NICS People Survey 2023

Annex C - Headcount of NICS staff invited to take part in 2023 People Survey

	NICS	DAERA	DfC	DfE	DE	DoF	DoH	DfI	DoJ	TEO	HSENI	PPS
All Grades*	23,374	3,564	7,554	1,331	577	3,528	647	2,990	2,157	464	116	446
Grade 7 and above	2,376	440	241	196	130	563	162	190	223	114	21	96
Deputy Principal	3,186	611	452	310	115	635	171	348	296	109	41	98
Staff Officer	3,432	819	640	276	89	578	156	390	339	118	10	17
EOI / EOII	7,771	1,028	3,532	360	134	973	114	739	679	88	30	94
AO / AA	5,570	487	2,669	189	109	772	44	507	603	35	14	141
Vehicle Inspectors TG1 Grade	364	0	0	0	0	0	0	364	0	0	0	0
Industrial Grades	675	179	20	0	0	7	0	452	17	0	0	0
AA and above^	22,335	3,385	7,534	1,331	577	3,521	647	2,174	2,140	464	116	446
Staff Officer and above	8,994	1,870	1,333	782	334	1,776	489	928	858	341	72	211
AA to EOI	13,341	1,515	6,201	549	243	1,745	158	1,246	1,282	123	44	235

* Overall and Departmental total head counts do not include Temporary / Agency staff as staff headcount information is not available for these groups.

^ Figures exclude Vehicle Inspectors, Industrial Grades and Temporary Staff

NICS People Survey 2023

Annex D - Response count of NICS staff who completed the 2023 People Survey

	NICS	DAERA	DfC	DfE	DE	DoF	DoH	DfI	DoJ	TEO	HSENI	PPS
All Grades*	10,714	1,817	2,783	845	336	1,845	372	1,088	1,030	334	87	177
Grade 7 and above	1,542	275	164	156	92	332	107	122	146	80	19	49
Deputy Principal	1,983	388	279	222	76	405	113	183	180	75	33	29
Staff Officer	1,897	422	369	178	51	320	84	195	170	88	11	9
EOI / EOII	2,935	413	1,119	192	68	411	51	281	295	57	18	30
AO / AA	1,705	176	644	86	40	295	14	181	204	17	6	42
Vehicle Inspectors TG1 Grade	67	0	0	0	0	0	0	67	0	0	0	0
Industrial Grades	98	46	12	0	0	2	0	28	10	0	0	0
Temporary / Agency Staff	487	97	196	11	9	80	3	31	25	17	0	18
AA and above^	10,062	1,674	2,575	834	327	1,763	369	962	995	317	87	159
Staff Officer and above	5,422	1,085	812	556	219	1,057	304	500	496	243	63	87
AA to EOI	4,640	589	1,763	278	108	706	65	462	499	74	24	72

* Overall and Departmental response counts include Temporary / Agency staff.

^ Figures exclude Vehicle Inspectors, Industrial Grades and Temporary Staff

NICS People Survey 2023

Annex E - Response rate of NICS staff who completed the 2023 People Survey

	NICS	DAERA	DfC	DfE	DE	DoF	DoH	DfI	DoJ	TEO	HSENI	PPS
All Grades*	44%	48%	34%	63%	57%	50%	57%	35%	47%	68%	75%	36%
Grade 7 and above	65%	63%	68%	80%	71%	59%	66%	64%	65%	70%	90%	51%
Deputy Principal	62%	64%	62%	72%	66%	64%	66%	53%	61%	69%	80%	30%
Staff Officer	55%	52%	58%	64%	57%	55%	54%	50%	50%	75%	#	53%
EOI / EOII	38%	40%	32%	53%	51%	42%	45%	38%	43%	65%	60%	32%
AO / AA	31%	36%	24%	46%	37%	38%	32%	36%	34%	49%	43%	30%
Vehicle Inspectors TG1 Grade	18%	—	—	—	—	—	—	18%	—	—	—	—
Industrial Grades	15%	26%	60%	—	—	29%	—	6%	59%	—	—	—
AA and above^	45%	49%	34%	63%	57%	50%	57%	44%	46%	68%	75%	36%
Staff Officer and above	60%	58%	61%	71%	66%	60%	62%	54%	58%	71%	88%	41%
AA to EOI	35%	39%	28%	51%	44%	40%	41%	37%	39%	60%	55%	31%

* Overall and Departmental response rates are calculated excluding Temporary / Agency staff response counts as staff invite count information is not available for these groups.

^ Figures exclude Vehicle Inspectors, Industrial Grades and Temporary Staff

— denotes departments with no staff at this grade

Response rate exceeds 100% due to invalid grade selection responses

NICS People Survey 2023

Technical Notes

1. Employee Engagement Index

The Employee Engagement Index (EEI) is the weighted average of the responses to the five employee engagement questions (B47-B51). It ranges from 0% to 100%.

A score of 0% represents respondents who give a rating of “strongly disagree” to all five questions. A score of 100% represents respondents who give a rating of “strongly agree” to all five questions.

The NICS score is the average across all 10,714 respondents (not organisations). The scores for individual departments and business areas are averages across all staff employed in those departments and business areas.

2. Benchmark theme scores

Theme scores are calculated as the average percentage of “strongly agree” or “agree” responses for all questions in a particular theme.

3. EEI/theme score changes from 2021

Changes in EEI and theme scores are calculated as the 2023 score minus the equivalent score for 2021. The calculation is based on the rounded figures published in this report and its 2021 equivalent.

4. Results by Question:

B01 to B59g, D01-D03, L01-L04 & M01-M04

The benchmark scores for these questions are expressed as the proportion of staff responding “strongly agree” or “agree” to each question.

5. Results by Question: C01 & S01-S05

Respondents may select only one possible option from a list of various options for these questions.

6. Results by Question: D04-D07 & E01-E06

For questions D04-D07, E01 & E03, the scores are expressed as the proportion of staff responding “yes”. Respondents were only asked to respond to questions D04a, D04b, D05a, D05b, E02 and E04-E06 if they had answered “yes” to the previous relevant ‘filter’ questions. The scores for questions E02 and E04 are the number of responses to that category as a percentage of those who had said “yes” to the previous question. As respondents could select more than one category, the scores may sum to more than 100%.

7. Results by Question: W01 to W04

Questions W01 to W04 are four subjective wellbeing questions asked by the ONS in the Annual Population Survey as part of their measuring National Wellbeing programme.

They have been used in the GB Civil Service People Survey since 2012 and the NICS People Survey since 2017.

8. New Ways of Working: N01 to N02

New ways of working questions were designed following the Government’s pandemic measures in 2020 and the advice for staff to work from home where possible. These two questions have been retained in order to monitor any changes in office / home working within the NICS.

9. Socio-economic Background (SEB): S01 to S05

These voluntary SEB questions were included for the first time in the 2023 survey. They have been designed to measure the composition of staff by their socio-economic background across all NICS departments and grades. This is in order to help ensure that the NICS broadly reflects the community it serves.

10. Response rates

Response rates for the 2023 survey have been calculated using invite and response counts of permanent staff only. Calculating response rates for agency staff was not possible in the 2023 survey as accurate information on the number of agency staff in post was not available.

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Northern Ireland
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Gníomhaireacht Thuaisceart Éireann
um Staitisticí agus Taighde