



11 July 2016

C78303

Bree White
fyi-request-4109-db311aac@requests.fyi.org.nz

Dear Ms White

Thank you for your email dated 5 June 2016, requesting information about staff engagement surveys. Your request has been considered under the Official Information Act 1982 (OIA).

The Department views staff engagement surveys as a valuable measure of how well staff feel connected to their roles, the contributions they make every day and to the organisation. Based upon this feedback from across the organization, the Department is better able to respond to concerns and issues. Previous surveys have contributed to the creation of the Visible Leadership programme, the Make a Difference awards programme to reward and recognise staff and improving communications channels between senior management, staff at our National Office in Wellington and across the prison estate, including the setting up of the Frontline Staff Forum.

I have broken down our response by the individual questions you asked in your initial request.

1) Have you ever conducted staff engagement surveys?

Yes, we have conducted the 'Your Say – Corrections Workplace Survey' since 2011.

2) What staff engagement survey do you use or have you used: Kenexa, Gallup, Winsborough, other, internally-developed?

Our surveys are run by IBM (formerly Kenexa).

3) How frequently have you been conducting staff engagement surveys up to the last one you did?

Surveys have been conducted approximately every 18 months since 2011.

4) If you haven't done one in 2016, are you intending to conduct a staff engagement survey in 2016, or whenever the next regularly scheduled survey is?

Our most recent survey was conducted between February – March 2016.

- 5) *If the answer to questions 4) or 1) is "no", why not? Please provide the memorandum, meeting minutes and/or decision documenting the reason for not conducting staff satisfaction surveys, discontinuing the survey, or changing the frequency you conduct surveys.*

Please refer to our answer to Question Four.

- 6) *Please provide the questions and complete results (e.g. agency level, directorate level, team level) of your staff engagement survey from 2008 to 2016.*

Please find attached reports from our surveys in 2011, 2013 and 2014 which contain every question asked and the results broken down at division level. The results are provided as a percentage weighted mean score.

The changes in division titles between the surveys are the result of departmental restructures in the interim periods.

In 2011 all prisons reported to the GM Prison Services division. After a restructure in 2012 prisons then reported to Regional Managers, which was split into Northern, Central, Lower North and Southern regions. In 2014, Regional Managers were restructured to become Correction Services but with the regional divisions left unchanged. These regional divisions are still currently in use.

Divisions at our head office in Wellington come under the National Office (NO) groupings.

Our 2016 survey results are due to be released to staff shortly, and as such are deemed outside the scope of your request.

I trust the information provided is of assistance. Should you have any concerns with this response, I would encourage you to raise these with the Department. Alternatively you are advised of your right to also raise any concerns with the Office of the Ombudsman. Contact details are: Office of the Ombudsman, PO Box 10152, Wellington 6143.

Yours sincerely



Rachel Leota
Deputy Chief Executive(Acting)
Corporate Services

Custom Report - All Questions
 Your Say - The Corrections Workplace Survey 2011
 Weighted Mean Score (%)

	Total Organisation	2011 NO GENERAL MANAGER CPS	4100 NO GM ORGANISATIONAL DEVELOPMENT 90095650	4250 NO GM FIN SYS & INFRASTRUCTURE 90095651	1041 NO GM STRATEGY POLICY & PLANNING 90090851	9980 NO GM RRS 90098727	8901 NO GM PRISON SERVICES 90096173
1. My Job	62.8	63.9	63.1	63.4	66.9	63.8	61.7
1.1: The responsibilities of my job are clearly defined	67.9	70.9	63.8	64.2	73.2	66.5	67.2
1.2: I have the tools and resources I need to do my job effectively	57.8	59.8	58.0	59.4	66.9	57.3	56.5
1.3: I am sufficiently involved in decisions that affect the way I do my job	52.9	55.9	52.5	52.9	57.6	55.7	50.2
1.4: I am able to maintain a balance between my personal and working life	69.0	65.5	68.9	75.3	66.9	68.8	70.5
1.5: I am satisfied with my physical work environment in general	61.4	60.2	68.2	66.0	70.3	62.5	60.6
1.6: My job gives me a sense of personal achievement	67.6	70.9	67.4	62.5	66.3	71.8	65.0
2. Learning and Development	56.4	59.5	58.3	50.7	57.4	61.3	53.7
2.1: Corrections ensures that I am adequately trained for the work I do	57.3	58.6	58.8	51.2	58.1	60.6	56.2
2.2: The work I do makes full use of my knowledge and skills	58.6	60.8	56.4	52.4	59.9	64.9	56.2
2.3: I am encouraged to develop my knowledge, skills and abilities in Corrections	58.3	61.9	61.1	53.0	61.6	64.9	54.8
2.4: I am encouraged to try new ways of doing things	53.2	58.5	57.2	53.1	54.2	57.3	48.6
2.5: There are development opportunities for me in Corrections	54.5	57.7	57.9	43.7	51.8	58.5	52.4
3. Performance and Feedback	53.9	59.3	51.8	51.9	58.3	60.0	49.0
3.1: I understand how my performance is measured	56.7	60.6	51.3	54.4	58.3	61.0	53.6
3.2: My performance is fairly assessed	53.8	57.4	51.2	53.2	59.7	57.0	50.8
3.3: I get regular feedback on my performance	50.4	56.8	50.8	48.5	56.4	60.5	43.5
3.4: The feedback I get from my line manager helps me to improve my performance	55.0	62.8	53.6	52.1	58.8	61.8	48.5
4. Reward and Recognition	49.0	53.5	53.2	48.7	58.1	53.1	44.4
4.1: We celebrate success in Corrections	47.1	51.0	50.7	47.0	57.7	51.1	43.2
4.2: I get recognition when I do a good job	50.2	55.6	55.1	50.4	60.4	55.4	44.8
4.3: I feel my contribution is valued in Corrections	49.5	53.9	53.4	48.8	56.0	52.9	45.3
5. My Line Manager	65.8	71.6	67.0	65.0	72.5	70.5	60.9
5.1: My line manager communicates the goals and objectives of our team effectively	60.8	67.9	58.8	56.5	67.6	66.0	55.3
5.2: My line manager encourages, and is willing to act on suggestions and ideas from my team	62.4	68.3	64.8	63.1	71.0	66.3	57.2
5.3: My line manager behaves in a way that is consistent with the values of Corrections	68.9	73.6	68.2	68.6	74.4	73.3	64.8
5.4: My line manager treats employees with respect	70.6	75.9	73.4	71.7	75.0	74.8	65.9
5.5: My line manager supports and encourages me in my job	66.8	72.6	69.5	65.8	74.4	72.0	61.5
6. My Team	68.2	70.7	67.1	65.7	75.6	69.3	66.6
6.1: Roles and responsibilities are clearly defined in my team	62.9	65.6	58.7	58.6	68.2	63.4	61.8
6.2: I can rely on the support of others in my team	71.7	73.3	73.2	70.3	78.4	72.9	70.2
6.3: I have confidence in the ability of the people in my team	69.8	72.8	71.1	69.5	81.3	72.2	67.0
6.4: I feel part of an effective team	68.3	71.1	65.4	64.7	74.4	68.5	67.1
7. Respect and Integrity	59.3	62.8	59.7	60.5	63.4	62.6	56.0
7.1: Honestly and integrity are valued in Corrections	64.9	69.8	62.8	65.2	68.5	66.5	61.5
7.2: I can report unethical practices without fear of reprisal	58.6	61.9	59.1	60.9	61.8	62.2	55.1
7.3: I am confident that any concerns I may need to raise regarding respect and integrity would be dealt with appropriately	55.8	59.3	57.2	56.2	57.6	59.5	52.4
7.4: Where breaches of integrity or conduct are identified, Corrections holds people accountable	57.4	59.4	58.6	58.7	65.0	61.6	54.9
8. Safety at Work	68.6	72.7	73.0	72.2	71.7	75.2	63.4

8.1: I feel I can raise any safety issue with my line manager	75.8	79.5	79.4	77.4	79.8	80.0	71.7
8.2: All practicable steps are taken to protect my safety at work	66.0	69.3	74.6	72.8	72.0	73.0	60.5
8.3: I am regularly briefed about safety in the workplace	63.5	69.0	61.2	62.5	58.8	72.0	58.3
8.4: Overall, I feel safe at work	69.0	73.3	76.9	75.7	76.7	75.9	63.1
9. Communication and Cooperation	51.6	56.6	49.2	50.9	55.2	52.9	48.3
9.1: Communication in Corrections is open and honest	46.8	51.8	43.8	47.0	49.4	49.4	43.1
9.2: I feel informed about Corrections and its activities	59.2	63.5	60.8	57.6	65.3	61.5	55.7
9.3: Corrections is interested in the views and opinions of its employees	46.8	52.6	48.5	49.3	56.1	49.6	41.8
9.4: Employees share their knowledge and ideas freely in Corrections	52.9	60.0	48.9	52.7	56.1	63.5	48.6
9.5: Teams in Corrections work well together	52.2	55.3	43.7	46.8	45.7	49.9	52.5
10. Culture and Values	59.9	64.4	61.1	61.7	63.0	62.0	56.1
10.1: I feel that Corrections is a successful organisation	60.2	64.1	62.1	62.9	62.8	62.5	56.6
10.2: Corrections expects high standards of performance from its employees	73.6	78.5	64.7	67.6	73.9	74.7	71.6
10.3: Corrections delivers on the promises it makes to New Zealanders	59.6	63.7	65.9	63.5	58.5	61.9	55.7
10.4: Corrections encourages new approaches from employees to improve the way things are done	53.8	59.6	53.6	54.4	54.8	54.8	49.8
10.5: Corrections is interested in the well being of its employees	52.0	56.2	58.9	59.7	61.6	56.0	46.7
11. Common Purpose	66.5	70.7	65.8	64.7	66.8	69.0	63.4
11.1: Corrections has a clear vision of where it's going and how it's going to get there	64.5	69.1	65.9	62.0	63.4	64.6	61.6
11.2: I believe in what Corrections is trying to accomplish	71.5	77.6	78.3	72.0	75.0	75.9	65.7
11.3: I know how my work contributes to the success of Corrections	71.7	75.7	72.5	68.4	72.2	76.2	68.0
11.4: I feel a sense of belonging to Corrections	62.6	66.2	61.3	61.7	61.4	64.8	60.0
11.5: I have confidence in the leadership of Corrections	55.7	61.0	53.9	59.7	57.6	59.0	50.9
11.6: At Corrections, we are working towards common goals	62.5	68.6	58.8	61.2	64.3	63.7	58.8
11.7: I intend to continue working at Corrections for the next 12 months	78.5	77.8	69.4	70.0	72.4	80.7	80.4
12. Overall Perceptions	65.9	68.8	64.8	64.2	65.5	67.3	64.1
12.1: Corrections inspires me to do the best I can in my job every day	59.2	63.2	54.8	56.3	60.2	60.4	57.1
12.2: Overall, I'm satisfied with my job	65.8	67.0	60.8	61.7	63.6	66.8	65.7
12.3: I take an active interest in what happens in Corrections	71.8	73.8	74.7	71.2	72.7	72.8	70.1
12.4: I feel inspired to go the extra mile to help Corrections succeed	67.5	71.9	69.2	67.7	66.7	69.3	63.9
12.5: I feel a sense of commitment to Corrections	70.4	73.6	69.8	69.9	68.2	71.6	68.2
12.6: Overall, I would recommend Corrections as a great place to work	61.0	63.3	58.9	58.7	60.8	62.8	59.6

Custom Report - All questions
Your Say - The Corrections Workplace Survey 2013
Weighted Mean Score (%)

	Total Organisation	GENERAL MANAGER SERVICE DEVELOPMENT	GENERAL MANAGER CORRECTIONS SERVICES	REGIONAL MANAGER NORTHERN	REGIONAL MANAGER CENTRAL	REGIONAL MANAGER LOWER NORTH	REGIONAL MANAGER SOUTHERN	GENERAL MANAGER FINANCE TECH & COMMERCIA	GENERAL MANAGER GOVERNANCE & ASSURANCE
1. My Job	60.5	60.7	60.2	62.1	60.0	59.6	58.1	64.0	65.6
1.1: I have the tools and resources I need to do my job effectively	59.9	59.7	60.0	61.2	59.8	60.0	59.0	55.8	62.2
1.2: I have the freedom and flexibility I need to do my job effectively	60.7	60.8	60.1	62.3	59.3	59.6	57.8	66.8	67.0
1.3: I am sufficiently involved in decisions that affect the way I do my job	59.3	54.2	52.8	55.9	52.4	52.1	49.4	58.6	60.4
1.4: I am satisfied with my physical work environment in general	60.0	63.1	59.1	59.4	59.4	58.5	58.5	69.8	68.4
1.5: My job gives me a sense of personal achievement	68.8	65.7	68.8	71.6	69.0	67.7	65.9	66.1	69.7
2. The Work I Do	77.5	73.7	77.7	80.4	78.5	75.9	75.4	75.6	78.2
2.1: The work I do makes a positive difference	71.6	70.1	71.5	75.7	72.0	69.1	68.8	72.8	72.2
2.2: I feel strongly committed to the work I do	81.0	80.5	81.0	84.0	81.5	79.2	79.0	79.8	80.6
2.3: I am proud of the work I do	82.8	78.8	83.0	85.0	83.7	81.5	81.1	79.8	83.3
2.4: Overall, I enjoy the work I do every day	74.8	65.7	75.2	76.9	76.6	73.6	73.0	70.1	76.4
3. Learning and Development	59.8	61.6	59.8	63.0	60.9	58.2	56.8	58.1	60.6
3.1: I am adequately trained for the work I do	66.4	66.6	66.0	67.1	66.9	65.2	63.8	66.7	76.0
3.2: The work I do makes full use of my knowledge and skills	61.8	61.5	62.0	64.2	62.4	61.2	59.3	57.2	64.9
3.3: I am encouraged to develop my knowledge, skills and abilities in Corrections	60.8	62.2	60.9	64.9	61.1	59.2	57.7	58.2	56.9
3.4: I am encouraged to try new ways of doing things	57.2	58.8	56.9	60.7	58.0	55.3	52.4	57.1	63.9
3.5: There are career development opportunities for me in Corrections	52.9	58.3	53.0	57.7	55.0	50.3	50.2	51.9	47.9
3.6: There are learning and development opportunities for me in Corrections	59.6	62.4	59.9	63.5	61.9	57.8	57.0	55.1	52.5
4. Performance and Feedback	51.9	51.7	51.9	55.1	52.0	49.9	49.8	49.1	57.3
4.1: I understand how my performance is measured	59.0	58.2	59.2	61.5	59.7	57.0	58.2	63.3	57.1
4.2: My performance is fairly assessed	55.6	56.3	55.5	58.2	55.6	53.5	53.8	54.5	59.2
4.3: I get regular feedback on my performance	52.8	52.5	52.6	55.5	51.9	50.4	51.5	49.6	62.3
4.4: The feedback I get from my line manager helps me to improve my performance	56.2	58.0	55.9	59.3	55.5	54.0	53.6	55.0	64.3
4.5: Poor performance is dealt with effectively in Corrections	35.8	31.9	35.9	40.6	37.3	34.2	31.2	35.3	41.4
5. Reward and Recognition	49.2	57.3	49.4	50.7	49.0	46.4	46.9	54.8	60.2
5.1: We celebrate success in Corrections	50.9	58.9	50.1	53.3	49.3	47.5	48.6	55.5	64.3
5.2: I get recognition when I do a good job	51.6	60.0	50.8	53.7	50.6	48.2	49.7	56.1	62.5
5.3: I feel my contribution is valued in Corrections	52.0	56.1	61.4	54.1	51.3	49.1	49.9	58.2	58.9
5.4: Corrections rewards outstanding performance	46.8	50.9	46.4	49.3	46.1	43.8	45.5	47.4	57.8
5.5: The pay and benefits I receive are fair for the work I do	44.2	59.4	43.1	42.8	43.0	43.3	40.5	55.0	56.4
6. My Line Manager	65.6	68.2	65.1	66.7	64.5	64.2	64.5	67.5	74.0
6.1: My line manager communicates the goals and objectives of our team effectively	61.0	60.8	60.8	62.9	60.4	59.8	59.3	60.2	70.8
6.2: My line manager encourages, and is willing to act on suggestions and ideas from my team	63.1	66.8	62.4	64.2	61.5	61.7	61.0	66.7	73.3
6.3: My line manager behaves in a way that is consistent with the values of Corrections	68.4	70.9	67.9	68.5	67.7	66.9	68.4	70.2	74.0
6.4: My line manager treats employees with respect	70.1	73.7	69.4	71.0	68.4	68.4	69.6	73.3	78.1
7. My Team	66.3	62.7	66.2	67.1	68.9	66.2	64.1	65.2	74.3
7.1: Roles and responsibilities are clearly defined in my team	63.9	56.0	64.2	65.9	65.0	64.0	61.1	58.9	72.2
7.2: I feel part of an effective team	66.1	60.7	66.2	66.8	67.1	66.4	63.7	64.0	72.2
7.3: People I work with cooperate to get the job done	68.9	71.2	68.4	68.7	68.6	68.3	67.4	72.9	78.5
8. Respect and Integrity	58.1	57.5	57.7	61.3	59.3	55.5	54.6	63.5	68.1
8.1: Honesty and integrity are valued in Corrections	64.8	59.6	64.8	68.1	65.7	62.9	62.7	67.8	72.2
8.2: I can report unethical practices without fear of reprisal	58.4	59.5	57.7	61.2	59.3	55.6	54.3	65.2	69.8
8.3: I am confident that any concerns I may need to raise regarding respect and integrity would be dealt with appropriately	54.9	55.6	54.3	57.8	56.2	52.3	51.2	62.1	62.3
8.4: Where breaches of integrity or conduct are identified, Corrections holds people accountable	53.8	54.5	53.3	57.9	55.8	50.6	49.6	57.4	67.4
9. Safety at Work	69.0	67.8	68.9	70.8	68.4	68.5	67.8	68.3	74.0
9.1: I feel I can raise any safety issue with my line manager	75.1	78.1	74.5	76.0	74.1	74.1	73.6	78.7	83.3
9.2: I feel that any issues I raise about safety are taken seriously at work	68.2	71.9	67.6	69.7	66.8	66.7	66.6	71.7	77.7
9.3: I am regularly briefed about safety aspects to ensure there is a safe working environment	64.2	53.3	65.2	68.5	64.6	65.0	63.2	51.9	60.3
9.4: My colleagues do whatever it takes to ensure my safety at work	67.9	59.2	68.4	69.4	67.5	69.0	67.8	60.3	67.3

9.5: Overall, I feel safe at work	69.8	75.2	68.9	70.3	68.7	67.8	67.7	78.2	81.4
10. Wellbeing	57.2	57.0	56.7	59.4	56.8	55.5	54.0	64.1	66.9
10.1: All employees in Corrections are treated fairly regardless of individual differences	50.1	50.7	49.5	53.8	49.5	47.3	46.6	60.1	62.1
10.2: Corrections is interested in the well being of its employees	53.6	60.5	52.6	56.5	51.8	50.2	50.4	63.4	66.5
10.3: I am able to maintain a balance between my personal and working life	67.5	58.8	67.7	67.5	69.0	68.5	64.5	67.3	70.1
11. Communication and Cooperation	55.1	56.7	54.8	58.1	55.0	52.8	52.7	56.8	64.9
11.1: Communication in Corrections is open and honest	47.9	46.4	47.6	51.2	47.9	45.8	44.4	51.8	60.0
11.2: I feel informed about Corrections and its activities	60.9	63.5	60.4	63.1	60.8	57.7	59.0	64.4	71.5
11.3: Corrections is interested in the views and opinions of its employees	50.6	60.2	49.8	55.0	49.4	47.3	45.8	56.9	61.6
11.4: Employees share their knowledge and ideas freely in Corrections	55.8	57.4	55.5	58.5	55.6	53.6	54.2	55.7	64.4
11.5: Teams in Corrections work well together	53.3	46.3	53.6	55.6	53.4	52.3	52.8	49.3	60.1
11.6: Cooperation between teams is encouraged at Corrections	62.1	65.0	61.8	65.1	62.4	60.0	59.4	61.6	70.8
12. Quality and Performance Focus	63.6	65.4	63.2	66.6	63.7	61.1	61.2	64.5	72.2
12.1: I feel that Corrections is a successful organisation	62.5	64.4	62.1	65.0	62.4	59.6	60.7	64.0	72.9
12.2: Corrections expects high standards of performance from its employees	73.6	72.3	73.7	76.5	74.5	72.4	72.2	68.0	76.8
12.3: Corrections delivers on the promises it makes to New Zealanders	60.1	63.1	59.3	62.5	59.8	56.8	57.9	67.1	70.5
12.4: Corrections encourages new approaches from employees to improve the way things are done	57.8	61.1	57.5	62.6	57.9	55.2	53.3	58.5	68.5
13. Common Purpose	65.6	66.5	65.2	69.4	65.6	62.5	63.2	67.0	73.6
13.1: Corrections has a clear vision of where it's going and how it's going to get there	68.5	69.1	67.9	70.8	68.2	65.9	65.9	71.7	76.8
13.2: I believe in what Corrections is trying to accomplish	74.0	81.1	73.3	76.7	73.8	70.1	72.7	79.3	82.3
13.3: I know how my work contributes to Corrections' goal of reducing re-offending by 25% by 2017	69.7	73.9	69.6	74.4	69.6	66.9	67.8	67.6	69.6
13.4: Corrections is making the changes it needs to achieve its goals	62.4	59.1	62.0	66.8	63.2	59.7	58.0	64.3	73.5
13.5: I feel a sense of belonging to Corrections	63.0	61.9	62.9	65.6	63.7	60.5	61.2	60.9	69.0
13.6: I have confidence in the leadership of Corrections	56.8	57.9	56.4	62.5	56.1	52.7	53.7	60.5	69.6
13.7: At Corrections, we are working towards common goals	65.2	64.9	64.9	69.5	66.5	61.9	63.1	64.9	73.9
14. Overall Perceptions	65.7	62.4	65.7	68.5	66.2	64.2	63.4	63.4	72.6
14.1: Corrections inspires me to do the best I can in my job every day	58.3	56.0	58.3	62.4	58.7	55.9	55.6	56.6	64.2
14.2: Overall, I'm satisfied with my job	67.1	62.5	67.2	68.6	68.1	66.2	64.7	64.0	74.3
14.3: I take an active interest in what happens in Corrections	72.0	77.4	71.7	73.6	71.7	69.7	71.8	69.2	83.8
14.4: I feel inspired to go the extra mile to help Corrections succeed	67.6	67.0	67.1	71.4	67.5	64.7	65.5	69.0	77.4
14.5: I feel a sense of commitment to Corrections	71.0	71.0	71.0	74.1	71.2	68.6	69.6	69.9	77.9
14.6: I am proud to work for Corrections	74.5	70.8	74.6	77.4	75.2	73.1	73.0	70.6	77.1
14.7: Overall, I am extremely satisfied with Corrections as a place to work	62.4	55.8	62.5	64.9	63.5	61.8	58.9	58.7	71.2
14.8: I would recommend Corrections as a great place to work	60.8	66.7	60.8	64.2	61.8	59.5	57.0	58.1	70.5
14.9: I rarely think about looking for a new job with another organisation	57.2	43.9	57.7	59.6	57.6	58.2	54.5	54.3	57.3
15. Taking Action	49.6	47.8	49.5	54.2	51.0	47.8	44.2	46.7	60.1
15.1: I believe that positive change will happen as a result of this survey	50.4	49.8	50.2	56.4	52.2	47.5	43.4	52.2	59.6
15.2: Changes in response to the last survey have had a positive impact on my workplace	47.7	46.9	47.5	52.1	49.4	46.0	41.9	45.6	58.0
15.3: The person I report to has actively involved our team in making changes as a result of the last survey	51.2	47.5	51.1	54.4	51.7	50.2	48.2	43.1	64.9

Custom Report - All questions
Your Say - The Corrections Workplace Survey 2014

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1. My Job	61.9	69.8	61.4	61.2	61.5	61.0	60.1	65.1	64.4
1.1: I have the tools and resources I need to do my job effectively	61.7	62.4	61.5	60.8	61.2	61.5	61.0	62.3	62.8
1.2: I have the freedom and flexibility I need to do my job effectively	62.4	75.7	61.6	61.4	60.8	61.7	60.2	67.0	65.7
1.3: I am sufficiently involved in decisions that affect the way I do my job	54.6	64.4	53.9	54.5	54.5	52.6	51.5	60.3	58.8
1.4: I am satisfied with my physical work environment in general	61.1	71.0	60.2	59.1	60.6	60.1	59.7	67.4	69.0
1.5: My job gives me a sense of personal achievement	69.8	75.8	69.7	70.1	70.5	69.0	68.0	68.4	66.0
2. The Work I Do	78.2	81.3	78.2	79.4	79.0	76.7	76.8	75.3	76.0
2.1: The work I do makes a positive difference	72.8	78.0	72.6	74.4	73.8	70.7	70.4	69.0	73.7
2.2: I feel strongly committed to the work I do	81.5	83.8	81.5	82.8	82.4	80.2	79.9	81.5	79.1
2.3: I am proud of the work I do	83.4	84.9	83.5	84.2	84.3	82.1	82.9	80.5	80.4
2.4: Overall, I enjoy the work I do every day	75.1	78.4	75.2	76.1	75.8	74.0	74.1	69.9	70.6
3. Learning and Development	61.1	63.4	60.9	62.6	61.0	59.7	58.9	64.3	59.2
3.1: I am adequately trained for the work I do	68.0	73.1	67.5	66.4	68.5	68.0	65.6	71.3	70.9
3.2: The work I do makes full use of my knowledge and skills	63.6	64.5	63.7	64.6	63.3	62.6	62.7	61.4	59.8
3.3: I am encouraged to develop my knowledge, skills and abilities in Corrections	62.3	66.1	62.1	64.2	62.3	60.5	59.7	66.0	60.3
3.4: I am encouraged to try new ways of doing things	57.9	66.4	57.3	58.9	57.0	56.5	54.9	63.5	57.5
3.5: There are career development opportunities for me in Corrections	53.9	52.3	53.9	58.4	53.4	51.4	51.9	60.2	48.7
3.6: There are learning and development opportunities for me in Corrections	60.7	57.4	60.8	63.5	61.1	59.1	58.1	63.8	57.7
4. Performance and Feedback	54.4	60.8	53.9	53.4	55.5	53.5	52.3	61.7	53.0
4.1: I understand how my performance is measured	60.8	65.7	60.7	60.5	62.3	60.2	59.2	64.3	54.9
4.2: My performance is fairly assessed	58.3	65.9	57.8	56.7	58.9	57.7	57.0	67.7	56.2
	54.9	64.7	54.3	52.9	56.7	54.2	52.3	64.3	53.0

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4.3: I get regular feedback on my performance									
4.4: The feedback I get from my line manager helps me to improve my performance	58.6	66.1	58.1	57.1	59.2	57.8	56.8	67.3	57.9
4.5: Poor performance is dealt with effectively in Corrections	38.8	41.4	38.5	39.6	40.6	37.1	35.3	42.3	41.6
5. Reward and Recognition	50.5	59.5	49.5	49.9	50.2	48.1	47.4	62.4	57.8
5.1: We celebrate success in Corrections	52.8	61.6	51.9	52.3	52.7	49.3	50.7	66.7	58.0
5.2: I get recognition when I do a good job	52.9	61.7	52.0	51.0	52.1	51.3	51.1	63.8	58.1
5.3: I feel my contribution is valued in Corrections	52.9	62.7	52.1	53.4	51.7	50.5	50.5	60.7	58.1
5.4: Corrections rewards outstanding performance	49.4	58.1	48.6	49.1	49.9	46.0	47.2	57.4	55.7
5.5: The pay and benefits I receive are fair for the work I do	44.1	54.1	42.7	43.2	44.2	43.1	37.2	62.4	58.7
6. My Line Manager	68.4	75.2	67.8	66.1	67.7	68.2	67.7	76.8	70.9
6.1: My line manager communicates the goals and objectives of our team effectively	64.3	72.0	63.8	62.0	64.1	64.6	63.3	70.3	64.5
6.2: My line manager encourages, and is willing to act on suggestions and ideas from my team	65.7	73.5	64.9	62.9	65.1	65.5	64.6	76.2	69.0
6.3: My line manager behaves in a way that is consistent with the values of Corrections	70.8	76.4	70.3	68.3	70.1	70.6	70.8	79.9	72.5
6.4: My line manager treats employees with respect	72.7	79.1	72.1	71.2	71.6	72.2	72.2	81.1	77.5
7. My Team	67.3	70.5	67.2	66.2	68.1	67.0	66.5	68.1	64.8
7.1: Roles and responsibilities are clearly defined in my team	65.6	69.0	65.6	64.4	66.4	65.5	65.0	60.7	62.0
7.2: I feel part of an effective team	67.0	69.2	67.0	66.2	68.2	67.1	65.0	68.7	62.5
7.3: People I work with cooperate to get the job done	69.3	73.4	69.0	68.1	69.7	68.3	69.6	75.2	69.6
8. Respect and Integrity	59.5	65.4	58.9	59.9	59.5	57.9	57.1	61.3	66.0
8.1: Honesty and integrity are valued in Corrections	65.3	69.4	65.0	66.4	64.5	64.1	63.3	65.3	69.9
8.2: I can report unethical practices without fear of reprisal	59.5	67.5	58.7	59.4	59.5	57.7	56.9	65.6	68.3
	56.6	63.5	56.1	57.0	56.6	55.0	54.2	57.5	62.4

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8.3: I am confident that any concerns I may need to raise regarding respect and integrity would be dealt with appropriately									
8.4: Where breaches of integrity or conduct are identified, Corrections holds people accountable	55.9	60.3	55.5	56.7	57.0	54.1	53.2	54.9	61.3
9. Safety at Work	71.0	76.6	70.7	71.2	69.4	70.3	70.2	74.5	72.5
9.1: I feel I can raise any safety issue with my line manager	76.8	84.0	76.2	75.7	75.3	76.1	76.3	83.1	80.6
9.2: I feel that any issues I raise about safety are taken seriously at work	69.6	79.1	68.8	69.6	67.5	67.9	68.5	75.6	76.2
9.3: I am regularly briefed about safety aspects to ensure there is a safe working environment	67.8	67.6	68.0	70.6	66.6	67.5	66.2	66.7	62.3
9.4: My colleagues do whatever it takes to ensure my safety at work	70.0	71.9	70.1	70.3	68.3	70.6	70.0	69.7	66.6
9.5: Overall, I feel safe at work	70.4	79.9	69.5	70.5	68.3	68.4	68.8	78.3	78.9
9.6: My line manager actively demonstrates a commitment to safety	71.8	76.7	71.6	70.9	70.7	71.6	72.0	75.9	68.7
10. Wellbeing	56.8	65.6	56.0	57.0	55.3	56.1	53.3	61.5	65.1
10.1: All employees in Corrections are treated fairly regardless of individual differences	50.7	57.4	49.9	51.1	49.1	49.2	47.8	55.9	61.9
10.2: Corrections is interested in the well being of its employees	53.0	65.6	51.8	53.7	49.9	51.8	48.7	60.5	64.5
10.3: I am able to maintain a balance between my personal and working life	66.5	73.4	66.1	65.9	66.6	67.2	63.2	67.9	68.0
11. Communication and Cooperation	55.1	61.3	54.6	55.5	54.4	53.3	53.3	58.2	57.3
11.1: Communication in Corrections is open and honest	48.5	54.2	48.0	48.8	48.1	46.8	46.2	48.6	55.2
11.2: I feel informed about Corrections and its activities	60.2	69.3	59.5	59.9	59.0	58.4	58.4	66.1	66.5
11.3: Corrections is interested in the views and opinions of its employees	49.4	61.4	48.4	50.9	47.8	46.1	45.9	55.1	58.2
11.4: Employees share their knowledge and	55.8	60.4	55.5	56.5	55.1	54.2	54.6	57.9	56.3

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Ideas freely in Corrections									
11.5: Teams in Corrections work well together	53.8	55.1	53.9	53.7	53.7	53.3	54.1	52.7	47.7
11.6: Cooperation between teams is encouraged at Corrections	62.4	67.5	62.1	63.1	62.5	61.3	60.6	68.3	59.3
12. Quality and Performance Focus	63.9	71.0	63.3	64.7	63.3	62.4	61.2	69.1	67.9
12.1: I feel that Corrections is a successful organisation	63.1	73.4	62.4	63.5	62.2	61.4	60.2	67.2	68.1
12.2: Corrections expects high standards of performance from its employees	73.9	74.2	74.0	74.4	75.1	73.5	72.5	74.2	71.6
12.3: Corrections delivers on the promises it makes to New Zealanders	61.0	70.8	60.1	61.6	59.3	59.2	58.2	68.2	70.2
12.4: Corrections encourages new approaches from employees to improve the way things are done	57.4	66.0	56.7	59.1	56.4	55.2	53.8	65.7	61.1
13. Common Purpose	65.7	73.4	65.2	67.3	65.4	63.8	62.8	66.4	68.9
13.1: Corrections has a clear vision of where it's going and how it's going to get there	68.9	77.0	68.4	70.6	68.7	67.6	65.5	67.4	73.4
13.2: I believe in what Corrections is trying to accomplish	73.8	81.6	73.0	75.1	72.4	70.9	72.4	81.1	81.5
13.3: I know how my work contributes to Corrections' goal of reducing re-offending by 25% by 2017	71.8	76.4	71.6	74.7	73.0	69.6	68.5	74.4	70.0
13.4: Corrections is making the changes it needs to achieve its goals	61.7	69.8	61.3	63.8	61.7	60.2	58.1	58.2	64.7
13.5: I feel a sense of belonging to Corrections	63.8	70.7	63.4	64.9	62.8	62.1	61.7	63.6	64.3
13.6: I have confidence in the leadership of Corrections	55.5	66.5	54.8	56.6	54.3	53.5	51.7	56.1	62.1
13.7: At Corrections, we are working towards common goals	64.9	73.3	64.4	66.2	64.8	63.1	61.7	66.6	66.3
14. Overall Perceptions	65.8	70.5	65.6	67.7	66.0	64.5	62.8	64.3	64.9
14.1: Corrections inspires me to do the best I can in my job every day	59.5	65.5	59.3	61.2	60.0	57.9	56.3	57.6	59.6
14.2: Overall, I'm satisfied with my job	67.5	70.9	67.4	68.1	67.9	67.5	64.6	65.0	64.5
	71.4	77.2	70.9	72.3	71.3	68.8	70.4	77.4	75.1

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14.3: I take an active interest in what happens in Corrections									
14.4: I feel inspired to go the extra mile to help Corrections succeed	67.6	74.4	67.2	70.1	67.6	65.1	64.9	66.8	70.7
14.5: I feel a sense of commitment to Corrections	70.9	76.3	70.6	72.9	70.9	68.8	68.7	71.3	72.2
14.6: I am proud to work for Corrections	74.4	77.3	74.4	76.5	74.2	73.1	72.5	72.9	70.9
14.7: Overall, I am extremely satisfied with Corrections as a place to work	62.4	66.8	62.3	64.8	62.6	61.5	58.4	57.0	60.6
14.8: I would recommend Corrections as a great place to work	60.8	67.4	60.6	63.8	61.0	59.9	55.5	58.6	58.1
14.9: I rarely think about looking for a new job with another organisation	57.6	58.6	57.8	59.9	58.2	58.1	53.9	52.3	52.2
15. Taking Action	49.7	57.3	49.2	52.7	49.7	48.3	44.7	53.3	51.0
15.1: I believe that positive change will happen as a result of this survey	48.4	57.0	47.8	52.8	48.8	45.5	41.8	47.0	53.4
15.2: Changes in response to the last survey have had a positive impact on my workplace	47.2	52.8	46.8	50.6	47.2	45.5	42.5	50.9	50.5
15.3: The person I report to has actively involved our team in making changes as a result of the last survey	53.8	61.8	53.4	54.8	53.0	54.1	50.6	59.9	49.7

Weighted Mean Score (%)