



DEPARTMENT
of the PRIME MINISTER
and CABINET

THE DPMC

report:

Climate Results: Overall Organisational
Report

date: April 2008

WINSBOROUGH LIMITED improving performance

W: www.winsborough.co.nz E: admin@winsborough.co.nz
Wellington
P: 64 4 4998777 F: 64 4 473 8890 PO Box 5055
Auckland
P: 64 9 527 8777 PO Box 106112 Auckland Mail Centre

TABLE OF CONTENTS

Executive Summary	3
Introduction	4
Survey Methodology	5
Demographics.....	6
Conceptual Framework:.....	8
The Winsborough Model of Climate	8
Organisational results	9
Organisational Snapshot.....	9
Organisational Scorecard – Climate Factors	11
Organisational Unity.....	13
The Elements of Climate.....	17
Clarity	17
Drive	18
Alignment.....	21
Confidence.....	23
Outcome Ratings	24
Perceptions of Effectiveness.....	24
Commitment, Satisfaction and Engagement	26
Leaver Analysis.....	29
Motivation: Employee Driver Analysis	31
Free text Comments	33
Extra Breakdowns: Organisational Results by Occupational Group, Gender and Age	35
Occupational Group	35
Gender.....	38
Age	39
Findings and Priorities for Action	42

EXECUTIVE SUMMARY

The response rate for this survey was 83%. This is positive compared to industry standards, and higher than that obtained for the 2006 survey.

The key results show that:

- The DPMC is a high performing organisation. Most climate scales are in the 'good practice' area; some are rated 'outstanding'.
- Although still meeting 'good practice', overall performance has trended downward, compared with two years ago. The biggest declines are in the elements Drive and Alignment.
- The biggest opportunity to enhance the DPMC's effectiveness overall will be achieved by improving Drive and Alignment. Specific areas for attention within these scales include enhancing career prospects and 'stretch' opportunities (Challenge and Opportunities), and addressing concerns with workload (Workload).
- Levels of engagement are high, but have declined, compared with two years ago. The number of employees indicating to leave within the next 12 months is almost twice as high as reported national turnover rates.
- Government House continues to be an area of discontent, and pulls down the overall climate ratings for the DPMC. Household staff are consistently less positive in their perceptions of all climate factors.
- Across the board, women rate the DPMC lower than men. (The exceptions to this are Business Unit Efficacy and Organisational Unit Efficacy.)

INTRODUCTION

Climate is used to describe the collective appreciation of values, beliefs and behaviours which distinguish the organisation through shared perceptions of aspects of organisational practices. This includes attitudes and feelings about management, the mission, work and job tasks.

A climate survey therefore helps the organisation to focus on key people related factors, to identify strengths and weakness and to plan improvements. Importantly, a climate survey provides a common language with which to discuss the beliefs and behaviours of the organisation's members.

The DPMC wish to survey staff in 2008 to:

- Gauge the degree of change that has occurred since the last climate survey in 2006 and revise the benchmark for measurement;
- Review climate results in the light of other the DPMC activities and plans, specifically, the Peer Review and the Positive Aging Action Plan (1 July 2007-30 June 2008). To this end survey results have been additionally broken down by gender, age, and the four broad occupational groupings used in the peer review;
- Evaluate the efficacy of action plans that arose from the senior management team workshop conducted following the 2006 climate survey;
- In the context of the above, decide on new priorities for action and devise a plan for moving forward.

Winsborough will assist the the DPMC in the above through a presentation and structured workshop with the senior management team.

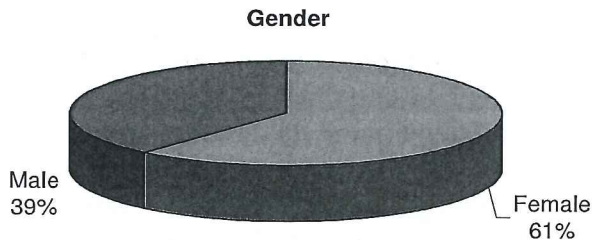
SURVEY METHODOLOGY

This survey consists largely of items used in previous the DPMC surveys, with a new engagement scale added. Senior members of the DPMC reviewed questionnaire items for appropriateness. After the items had been agreed, the on-line survey was built and tested with a staff sample of four people.

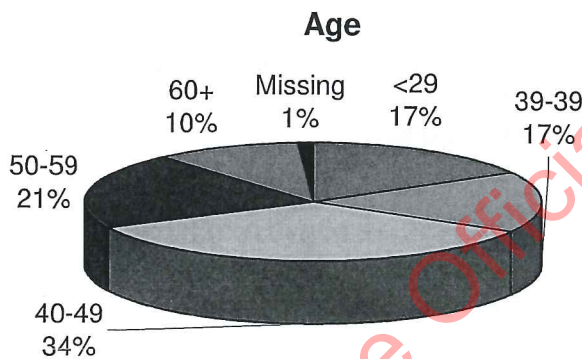
The survey went live from Monday 17 March to Friday 4 April. The 116 DPMC staff members polled each received an e-mail inviting them to complete the questionnaire on-line. The e-mail contained explanatory text, supplied them with a login, password and website address. By clicking on a link in the email, they were taken to a secure web-site containing the climate survey. When first logging into the survey website, each participant was asked to change their login to a unique identifier; they could then commence the survey. The survey was prefaced by introductory text and an explanation about the rating scales. It contained 89 questions to which participants were either asked to select a response or type a free-text response. After completing the questionnaire, each respondent clicked on a 'submit' button that sent their responses directly to Winsborough. In this way, issues concerning confidentiality were minimised and the logistics of collecting responses were simplified. Over the course of the survey, reminders were sent four times to those participants who had not completed; in addition, members of the DPMC also contacted some staff members directly to encourage greater participation.

Data integrity was ensured through assigning a unique identification number for each survey which was bound automatically to the person in a database table. Individuals could only respond to the survey by clicking on the link in the email they received and entering a new password, known only to them.

DEMOGRAPHICS



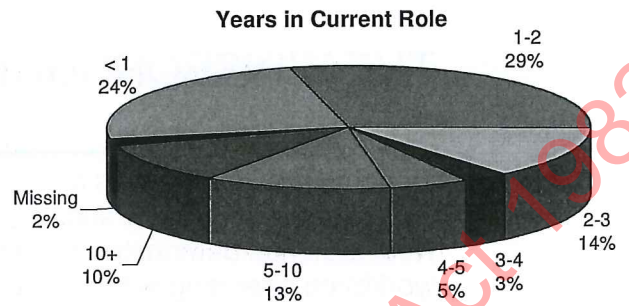
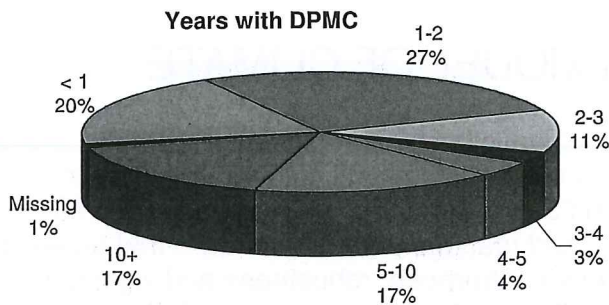
More than 60% of the DPMC's staff are female and almost 40% are male. This contrasts with two years ago when fewer than half were female (47%) and more than half were male (53%).



The largest age group in the DPMC is now the 40-49 year olds who make up just over a third of staff. Two years ago, the largest group was 50-59 year olds (34%). 31% of the DPMC's staff are now 50 or older, contrasting with 45% who were 50 or older two years ago. This indicates that older people are leaving the DPMC, and being largely replaced by those in their mid-career.

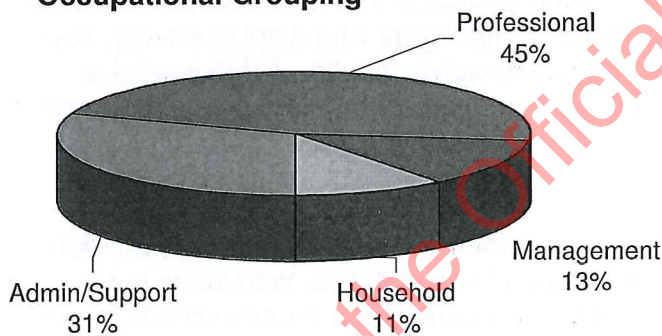
Employee Type

90% of the DPMC staff work full time and 10% work part time.



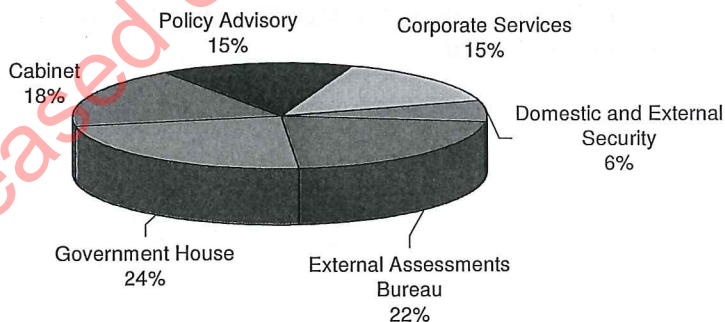
About a third of staff have been with the organisation for more than five years (34%). This is almost the same as two years ago (33%), indicating that the DPMC continues to retain a fair proportion of staff with good organisational knowledge. However, the DPMC now has more staff that are newer in their roles (53%), compared to two years ago when a smaller proportion of the DPMC staff (42%) fell into this category.

Occupational Grouping



Almost a third of the DPMC's staff (31%) carry out administration or support functions, a further 45% are designated professional, dealing with data, policy, information or systems, and 13% are managers. Eleven per cent are household staff at Government House.

Business Unit



Almost a quarter of the DPMC's staff work at Government House; slightly fewer work for the External Assessments Bureau. Cabinet is the next biggest Business Unit, followed by Policy Advisory and Corporate Services. 6% of the DPMC's staff work with the Domestic and External Security Group.

CONCEPTUAL FRAMEWORK:

THE WINSBOROUGH MODEL OF CLIMATE

The Winsborough model of organisational climate is prescriptive – that is, the four elements are foundations of an effective organisational culture, that higher scores are associated with greater success and that all elements are required to be effective. Research has demonstrated what good managers already know – that an engaged workforce operating with a clear sense of purpose, robustness and vigour, in a well constructed organisational design will outperform competitors in their industry.

The four elements are:

Clarity

Clarity describes the extent to which the organisation collectively understands and articulates its purpose, goals and core operating principles. Good organisations have widely shared understanding of all three factors at all levels.

Drive

Drive describes the energy an organisation develops and harnesses to realise its vision. High performing organisations value managers who display energy, set clear performance expectations and are oriented towards results. Achievement is rewarded fairly and individuals embrace opportunities for innovation and growth.

Alignment

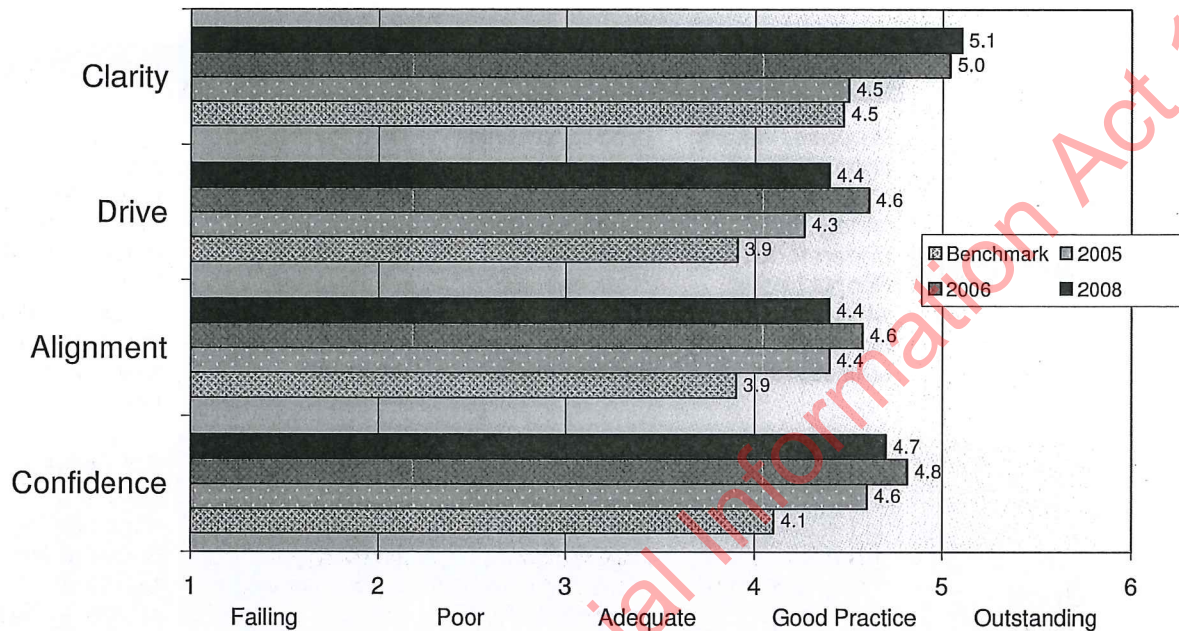
Alignment measures how well processes, systems and structures support high performance. Staff perceive communication to be effective, workloads to be appropriate and see a culture of cooperative effort. Good organisations channel their direction and drive through effective organisational design.

Confidence

Confident organisations display a strong belief in their own efficacy – that is, they can overcome setbacks to deliver results and achieve their vision. In part this is a result of Clarity, Drive and Alignment – but confidence speaks of inbuilt optimism, an outward focus and a deeper, shared sense of worth.

ORGANISATIONAL RESULTS

Organisational Snapshot



The high Clarity score indicates the DPMC continues to achieve 'outstanding practice' in this area: staff have a very clear sense of the organisation's values and standards, understand what their role comprises and how they contribute to the organisation's goals, and know where the DPMC is going.

Compared to 2006, the DPMC's overall results have fallen slightly on three of the major climate indicators; the only indicator which has lifted (slightly) is Clarity. However, all results remain higher than both 2005 and the benchmark¹.

Of the other three elements, the highest is Confidence, which is at 'good practice' level. This result indicates that the DPMC's staff believe that they, their business units and the organisation has what it takes to succeed and be effective.

Although lower, Alignment and Drive scores are also in the 'good practice' range. The Alignment result indicates that information flows and staff co-operation are generally good. The Drive result indicates that the DPMC's staff see their managers as supportive and the organisation as achievement oriented.

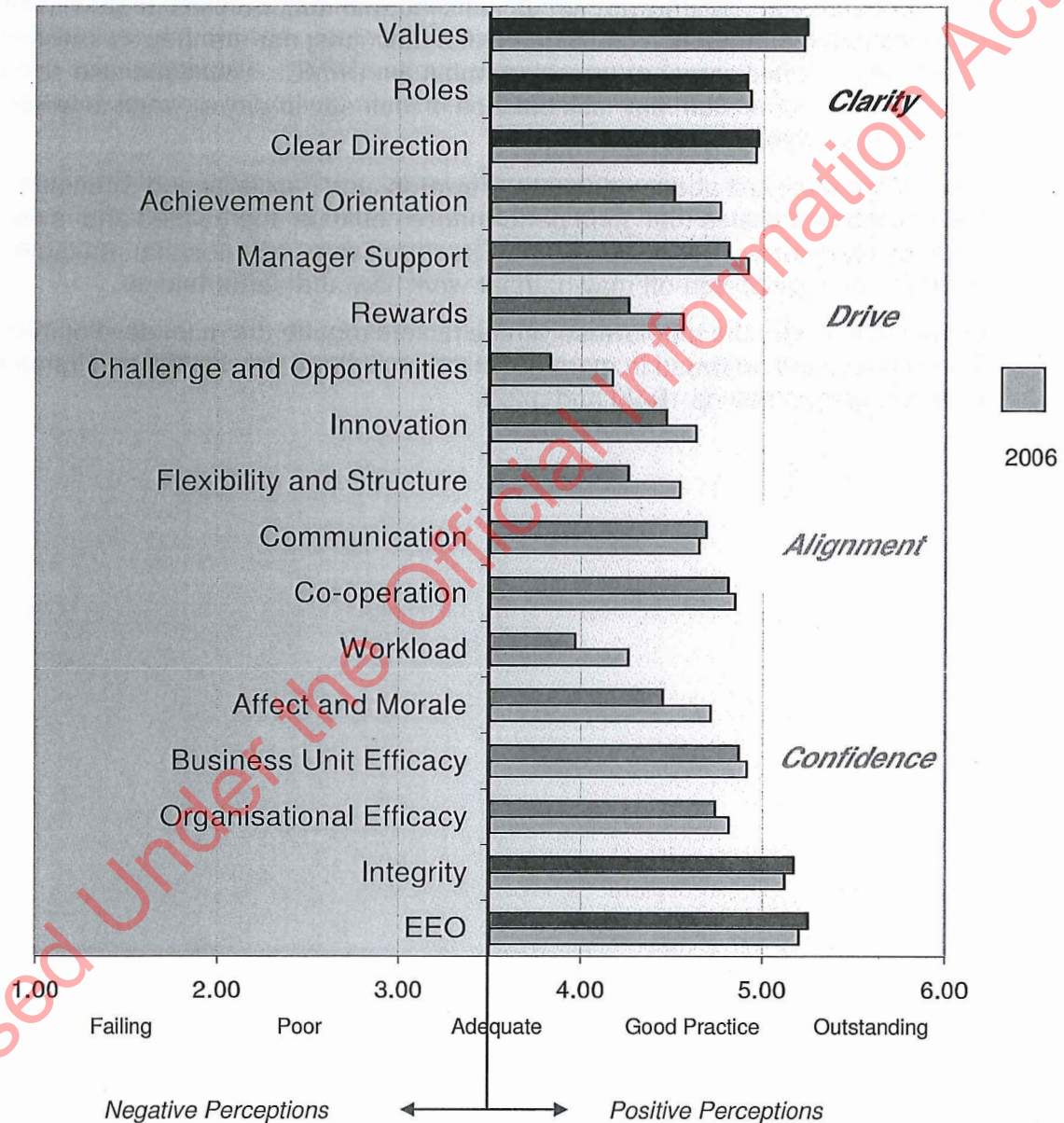
¹ The Winsborough benchmark consists of approximately 900 public servants who have completed organisational cultures in the last five years.

The table below details the results from the graph above. The descriptions that reflect the results of the DPMC in 2008 are highlighted in red below. In bridging the gap between where the DPMC is at present and the ideal organisational climate, the development areas which will yield the greatest return on investment are Drive and Alignment.

	Clarity	Drive	Alignment	Confidence
Outstanding	Purpose, values and roles are clear to all and widely understood. People know what they have to do to be successful.	Leaders set high standards and model the actions to achieve them. Staff embrace challenge and opportunity. A true performance culture exists.	The organisation is finely tuned to underpin high performance. Processes are efficient and communications and interaction effective.	The organisation sees itself (accurately) as effective and efficient. Staff believe in its future success and are confident of doing well. Morale is high.
Good Practice	Purpose, values and roles are understood and used for advantage in the organisation. Opportunity exists to create better links between these three levers.	The organisation has the building blocks of a performance culture. Rewards extend beyond financial. Innovation is seen as important.	Structures are creating organisational flexibility, underpinned by good communication. Cooperation across the business is occurring.	Staff have a belief the organisation can succeed and their unit is effective. Morale is positive. Improvement in the other factors will improve this result further.
Average	Purpose, values and roles are not clearly articulated at all levels in the organisation. Shared understanding is missing.	Tasks are achieved but improvements are coincidental rather than planned. Poor performance may be tolerated.	The structure has evolved more than is planned. Processes and systems need renewal. Cooperation may occur but does not always result in better performance.	Confidence exists in some teams but not throughout the organisation. Morale is patchy.
Failing/Short	Conflict or apathy govern staff responses to direction and principles. The organisation pulls in different directions.	Leaders fail to set challenges or deal with performance issues. Innovation is rare.	Processes, systems and structures hinder rather than support success. Workloads are inappropriate and cooperation rare.	Morale is low. Staff doubt their collective ability to effect success.

Organisational Scorecard – Climate Factors

The chart below illustrates the average score for each of the climate factors across the organisation in 2008 (the coloured bars), compared with 2006 (the grey bars). Two organisational-specific factors are included at the bottom. The scores are displayed around 3.5, the mid-point of the scale.



Values, Integrity and EEO scored higher than two years ago. These were the highest of all climate factors and rated 'outstanding'. Roles and Clear Direction were slightly below 'outstanding' – these two factors, together with Values, make up Clarity. These scores indicate the DPMC workforce feel that those around them act in accordance with organisational values and that their own values "fit" the organisation.

Employees have clarity around their role and tasks, and they understand the aims and goals of the DPMC. The high scores of Integrity and EEO indicate that these values are strongly held and acted on by the DPMC staff. There is a high level of trust in the organisation, with staff and managers consistently displaying integrity and honesty; further, staff perceive that there is very little discrimination, harassment or bullying occurring at the DPMC.

All other climate factors scored lower than two years ago. Of these, two factors have fallen from 'good practice' to 'adequate'. Challenge and Opportunities was lowest, indicating that staff feel they are not as satisfied with opportunities to grow their skills or develop in their area as a consequence of their jobs; nor are they as satisfied about their potential career progression within the DPMC. Workload also scored low, indicating that some staff may lack balance in their day to day or week to week tasks and potentially feel overworked.

Two factors were just above adequate: Rewards, and Flexibility and Structure. The Reward score indicates that good performance could be appreciated and rewarded more by managers. The Flexibility and Structure score indicates that red tape or a need for managerial sign-off may hamper work flow and performance.

Organisation-wide, the four lowest climate factors require the most development. These have been analysed in more detail to see if there are significant differences between groups (see pp 19-20 and p 22).

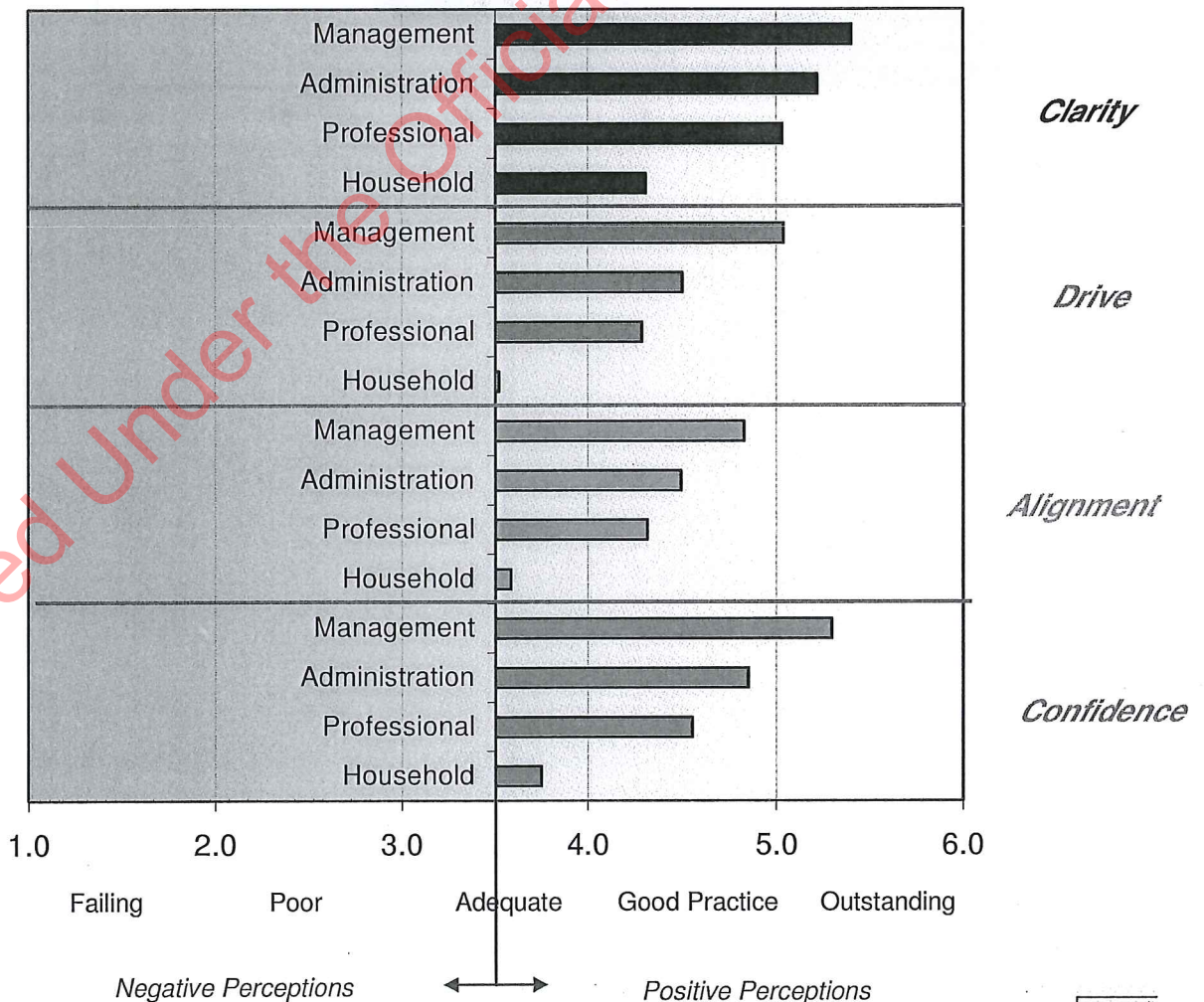
Organisational Unity

This section measures the extent to which different groups in the organisation share views. People who view things the same way typically understand the need for action and agree on priorities for action. However, if significant differences exist between group scores on climate factors, this implies the groups will tend to see things differently – creating the possibility of “us and them” thinking, apathy, or conflict. Analyses were conducted comparing occupational groups, then management and staff.

Occupational Groups

The four occupational groups – Management, Administration staff, Professional staff and Household staff - have significantly different views of the DPMC across the four climate elements ($p < .05$). Organisational unity is low across these four groups. The graph below shows that for each element the pattern is the same: Management has the most positive perceptions of the DPMC, followed by Administration staff and Professional staff. Household staff have the least positive perceptions in each area.

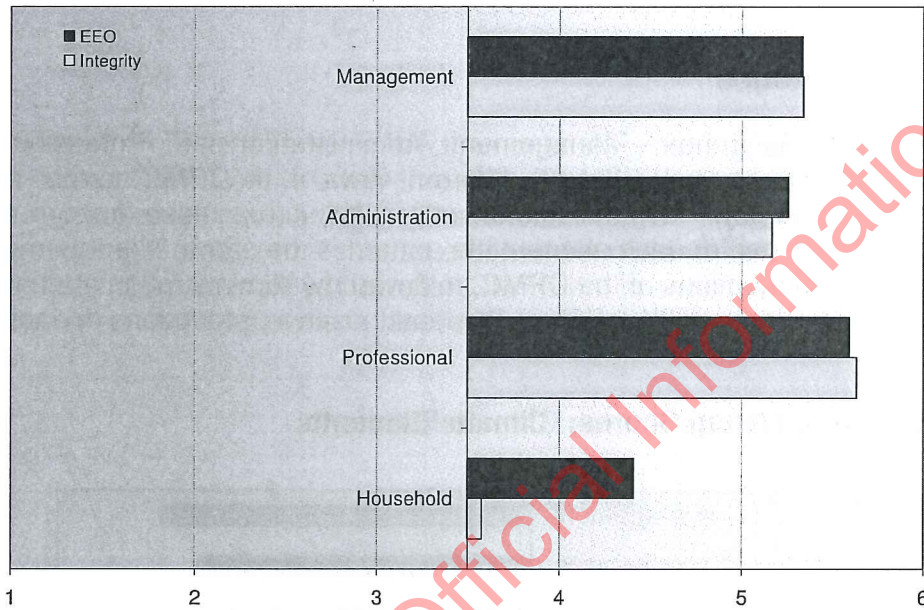
Occupational Group Scores: Climate Elements



The significant differences between these groups may warrant further analysis and investigation.

For the organisation-specific factors EEO and Integrity, the pattern shown on the previous page did not hold; only Household staff had significantly different views from the three other groups.

Occupational Group Scores: EEO and Integrity

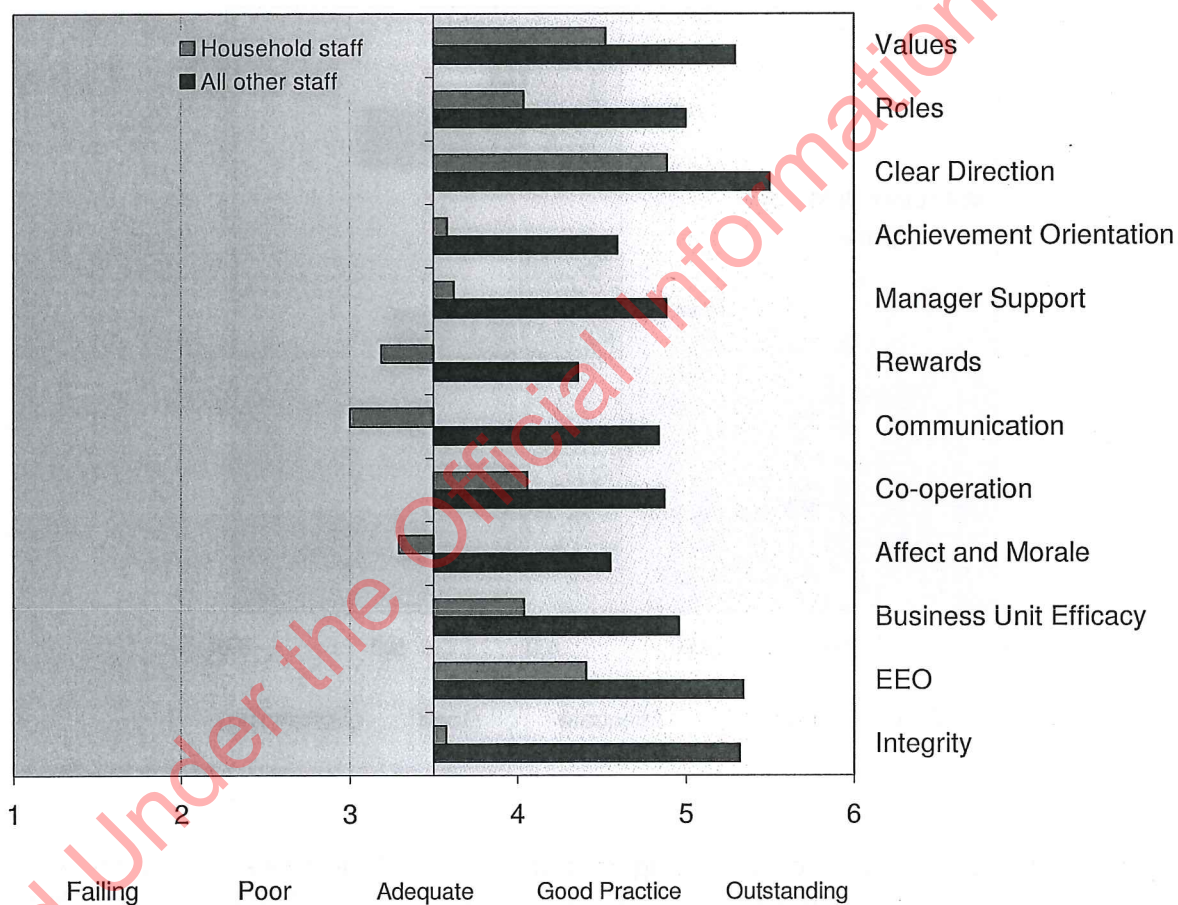


Released Under the Official Information Act 1982

Household staff compared with all other staff

The views of Household staff were largely the same as all other staff across 5 of the 17 climate factors. These areas of organisational unity were Workload, Challenge and Opportunities, Innovation, Flexibility and Organisational Efficacy.

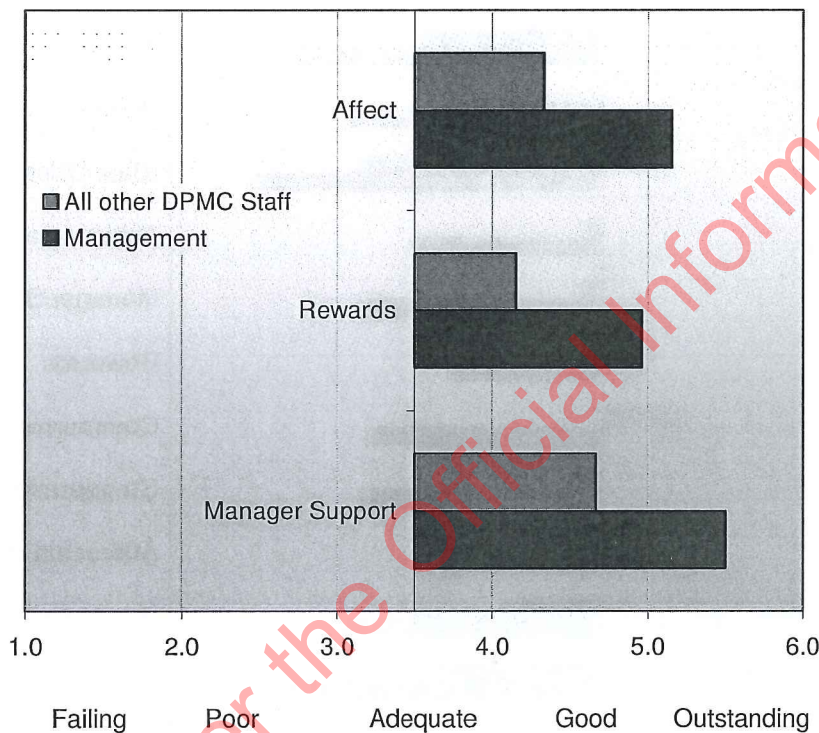
While this is positive, across the remaining climate factors, Household staff had significantly lower perceptions of the DPMC than other staff. These are shown below. The low levels in perception in some areas, especially communication, indicate that this area requires attention.



Management compared with other staff

A comparison of management scores with all other staff showed that across climate elements, differences in perceptions were significant for Drive and Confidence ($p < .05$), but not significant for Alignment or Clarity.

When differences were analysed across climate factors, organisational unity was found for 14 out of the 17 climate factors. This is positive, indicating that views between management and all other staff are largely in agreement. In three areas – Affect and Morale, Rewards and Manager Support - management perceptions were significantly higher than all other staff. These differences are shown below.

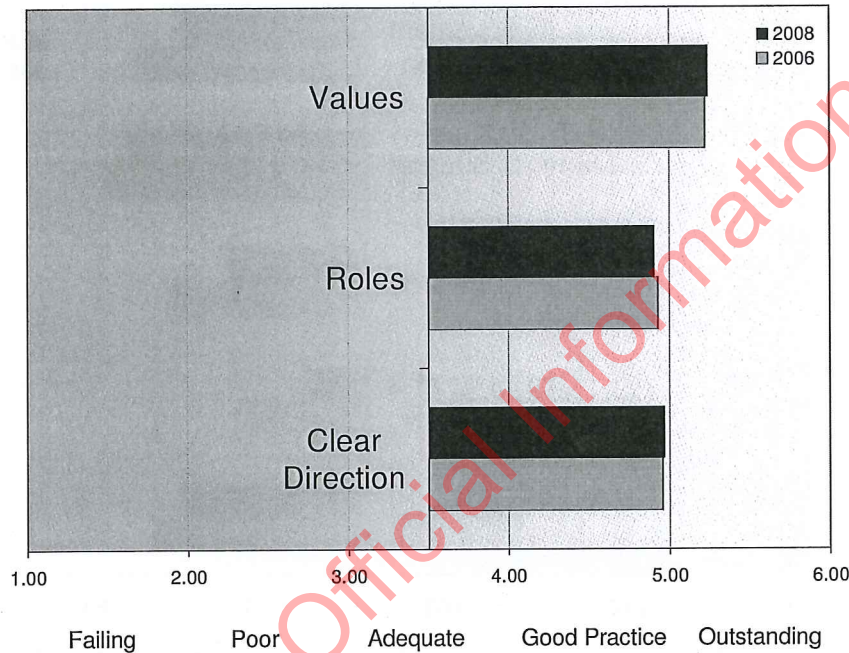


If, as is often the case, managers and certain staff disagree on their perceptions, managers may need to more clearly articulate organisational goals and direction. Alternatively, they may need to uncover and identify barriers to staff understanding.

THE ELEMENTS OF CLIMATE

Clarity

Clarity describes the extent to which the organisation collectively understands and articulates its purpose, goals and core operating principles. Good organisations have widely shared understanding of all three factors that make up this element.



The graph above illustrates that Values has scored 'outstanding', as it did in 2006. Roles and Clear Direction are sitting just below the 'outstanding' threshold.

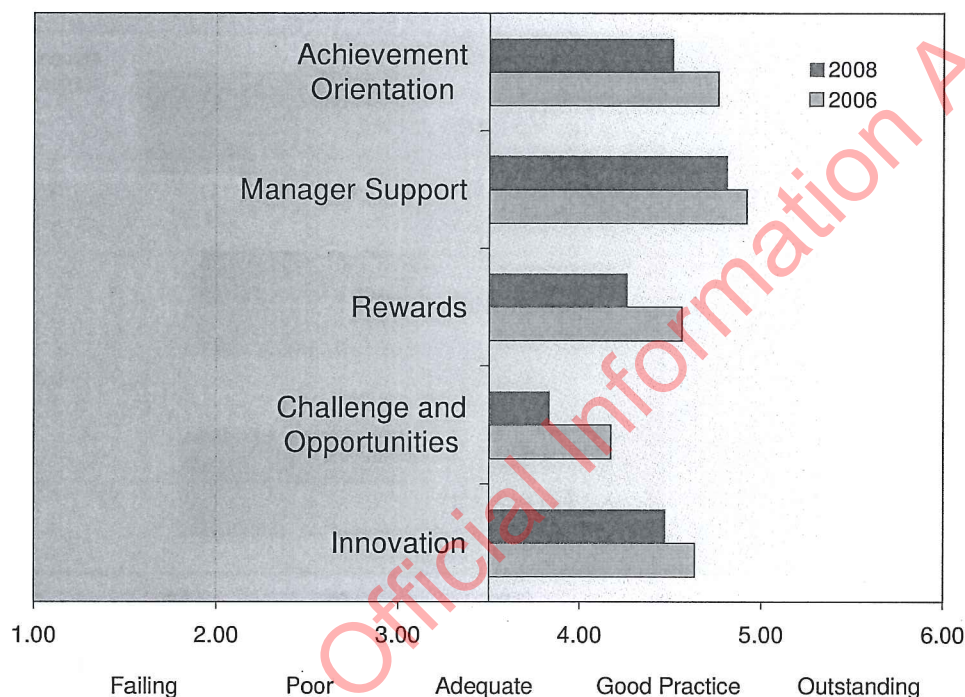
The two statements holding these factors back are:

- The organisation is careful to ensure there is no unnecessary duplication of tasks (Roles); and
- People in this organisation have a good understanding of its long term direction (Clear Direction).

Increased communication regarding tasks and projects and increased attention by the senior management team to the long term and strategic goals of the organisation will bring these factors up to 'outstanding'.

Drive

Drive describes the energy an organisation develops and harnesses to realise its vision. High performing organisations value managers who display energy, set clear performance expectations and are oriented towards results. Achievement is rewarded fairly and individuals embrace opportunities for innovation and growth.



Employees generally perceive that Management Support, Achievement Orientation and Innovation are at 'good practice' level; however, they have decreased in comparison with two years ago. Challenge and Opportunities has fallen from 'good practice' to 'adequate'.

The statements that rated the lowest were:

- I can see opportunities to progress within the organisation (Challenge and Opportunities); and
- High performers are rewarded (Rewards).

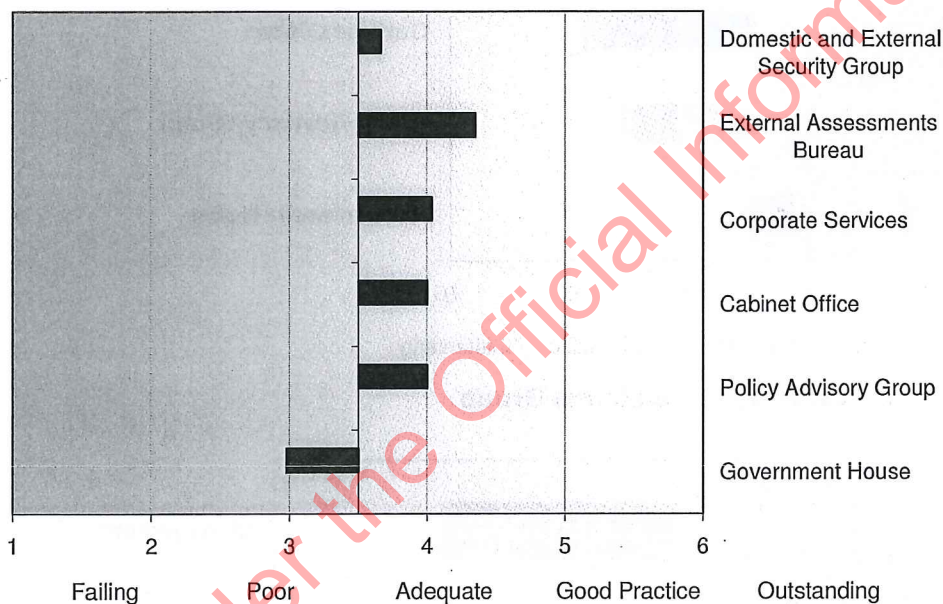
The first statement scored the lowest rated overall in the 2008 survey. It also rated lowest in 2006. It appears that the DPMC has not been able to adequately address opportunities for advancement in the organisation. It is highly likely this will be impacting on staff engagement and will also be a significant cause of turnover.

Of the five climate factors above, the areas with the most room for improvement are Challenge and Opportunities, and Rewards. These areas have been analysed further to see if perceptions are significantly different depending on occupational group, business unit, age or gender.

While it would have been unsurprising if occupational groups disagreed on their perceptions of Challenge and Opportunities, analysis showed there was no significant difference between their views.

However, Business unit perceptions of Challenge and Opportunities differ significantly. The graph below shows that the perceptions of Government House staff are in the 'poor' range. Perceptions did not vary significantly for occupational group, age or gender.

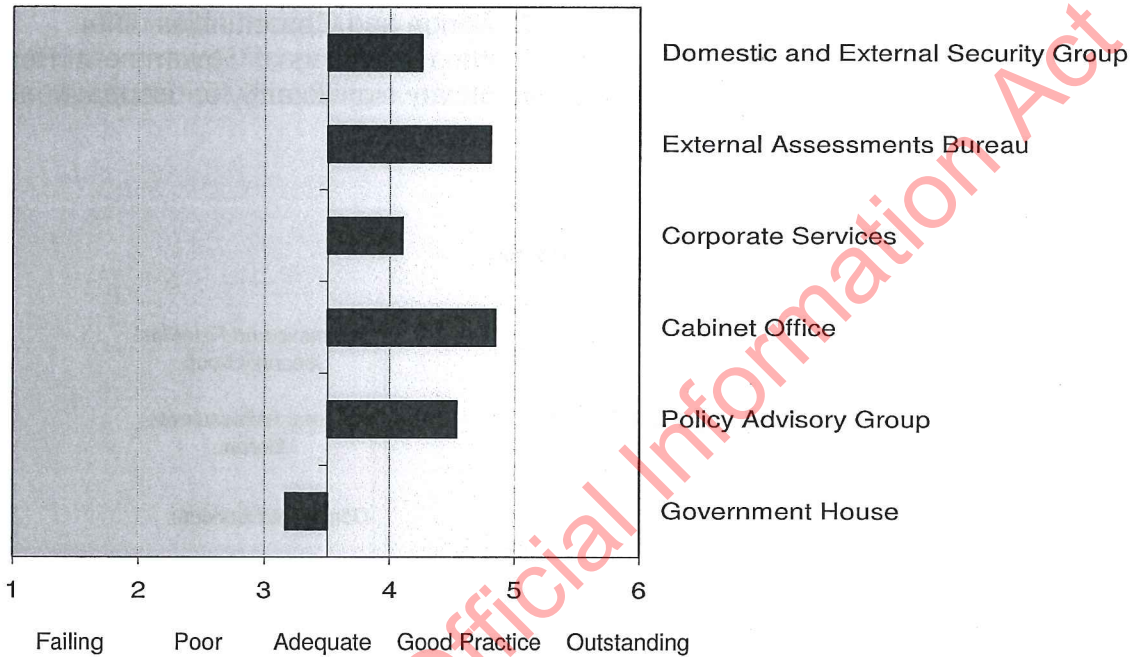
Challenge and Opportunity by Business Unit



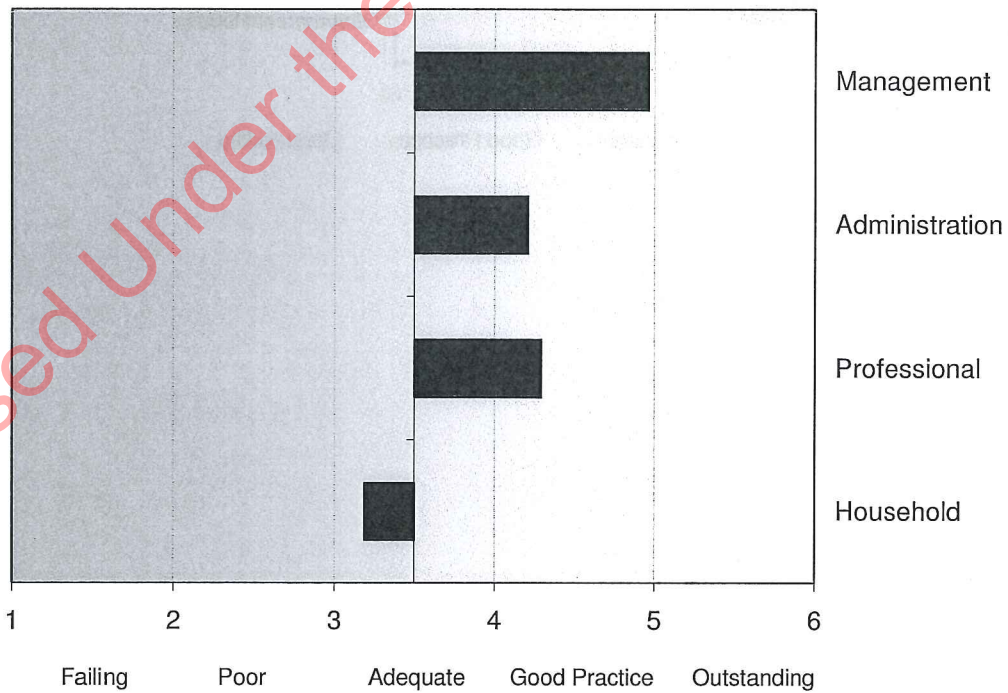
For Rewards, both business unit perceptions and occupational group perceptions were significantly different and are shown below.

Unsurprisingly, Government House staff and Household staff rate Rewards only just 'adequate'. Perceptions of Rewards did not vary significantly with gender or age.

Rewards by Business Unit

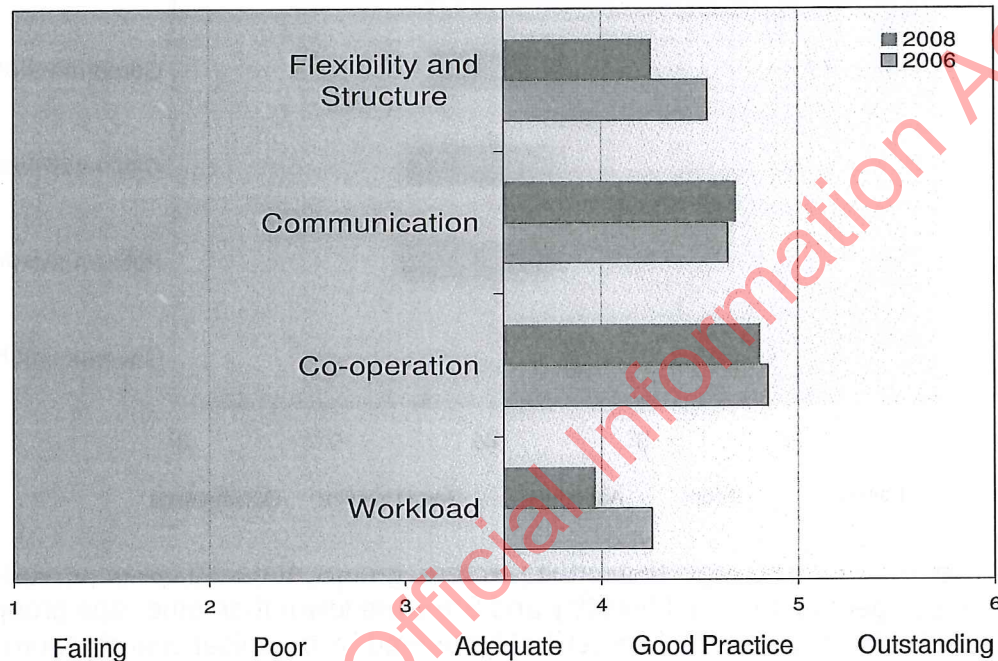


Rewards by Occupational Group



Alignment

'Alignment' measures how well processes, systems and structures support high performance. In good organisations, staff perceive communication to be effective, workloads to be appropriate and see a culture of cooperative effort. Good organisations channel their direction and drive through effective organisational design.



While communication has improved slightly, perceptions on all of the other factors have fallen; significantly, Workload has fallen from Good Practice to Adequate.

Both Workload and Flexibility and Structure require development. The statements that rated the lowest in these factors were:

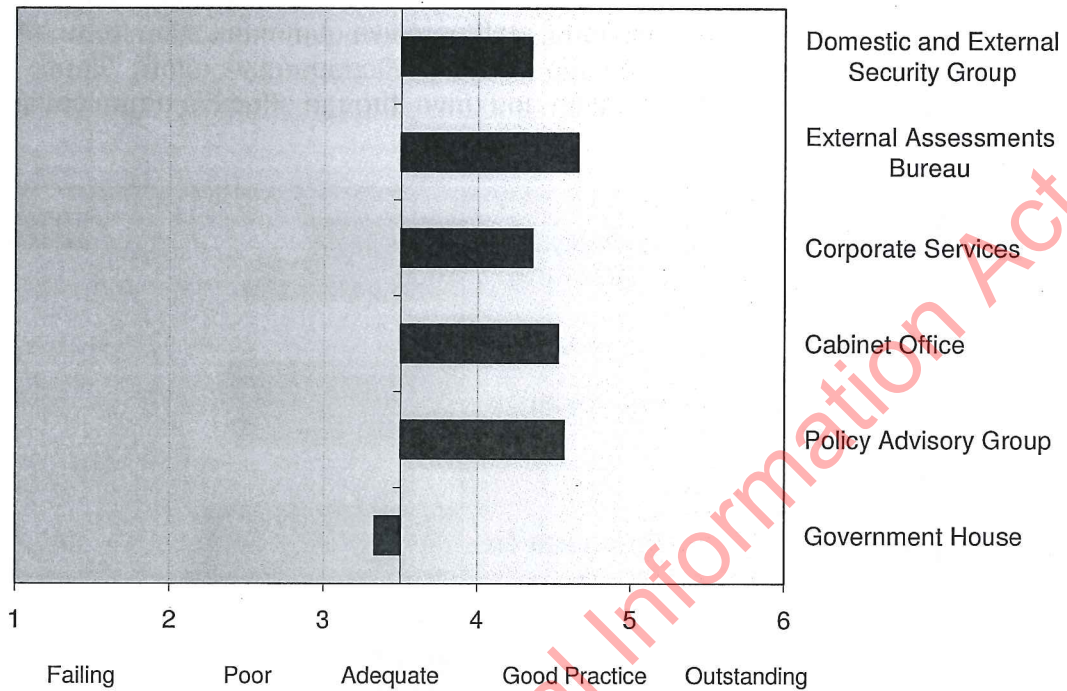
- We have sufficient staff to do the work (Workload)
- Decisions for action are not held up by red tape (Flexibility and Structure).

These results show that some staff may feel overworked, and that red tape and procedure are seen to be slowing down work flow and performance in some areas.

Both Workload, and Flexibility and Structure have been analysed further to see if perceptions are significantly different for occupational group, business unit, age or gender.

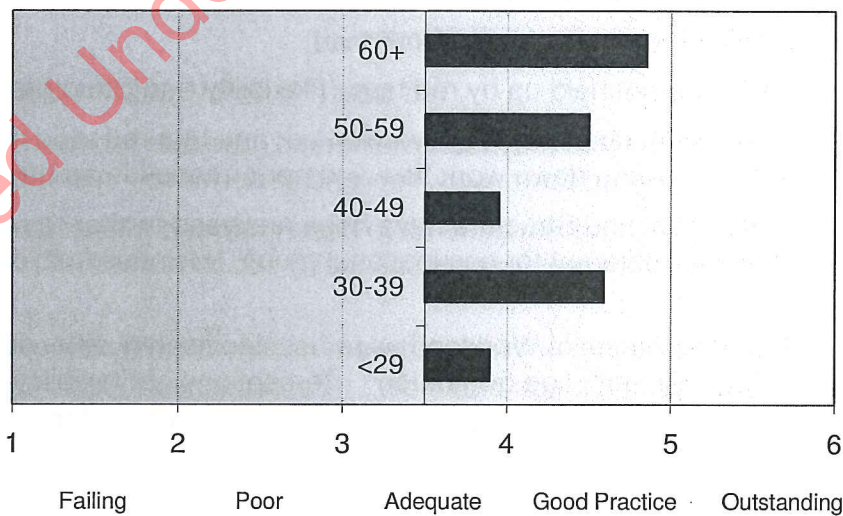
Analyses showed that perceptions of Workload were not significantly different for occupational group, business unit, age or gender. Perceptions of Flexibility and Structure were significantly different for business unit and age but not for occupational group or gender. The graph on the next page shows that once again, Government House staff have the lowest perceptions.

Flexibility and Structure by Business Unit



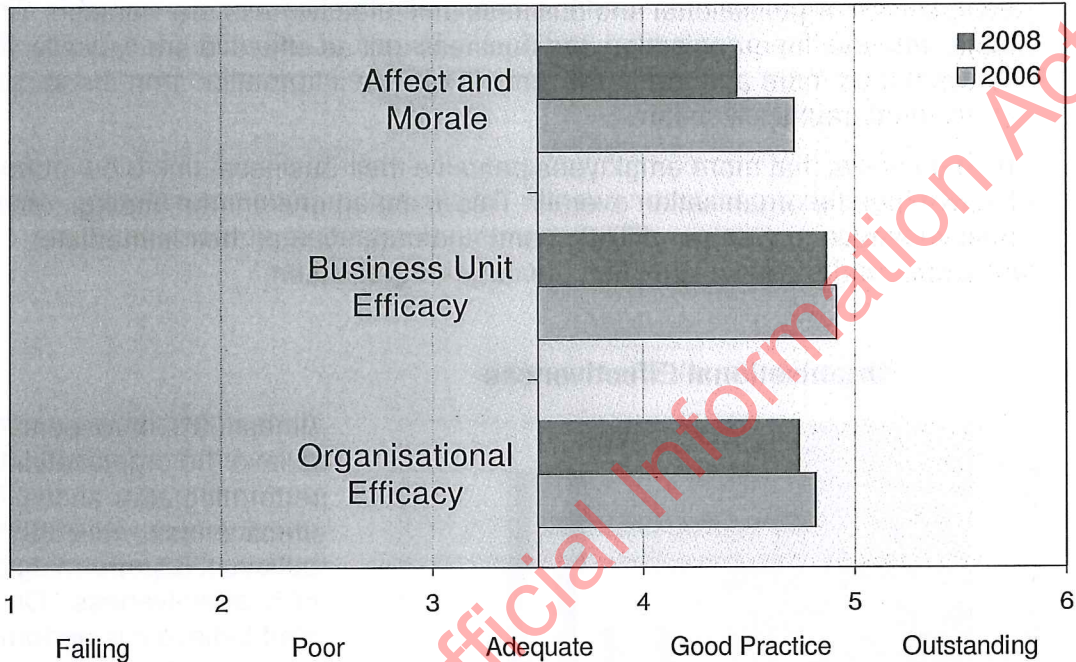
The breakdown by age shows that two age groups, those 29 years or younger, and those aged 49-49, rate Flexibility and Structure lower than other age groups. In other words, these groups feel somewhat hampered by organisational structure and process. Significantly, these two groups make up more than half of the DPMC's workforce.

Flexibility and Structure by Age (Years)



Confidence

Confident organisations display a strong belief in their own efficacy – that is, they can overcome setbacks to deliver results and achieve their vision. In part this is a result of 'Clarity', 'Drive' and 'Alignment' – but confidence speaks of inbuilt optimism, an outward focus and a deeper, shared sense of worth.



Although all three climate factors are still rated as 'good practice', they have fallen since 2006. This result indicates that the DPMC staff believe that they, their business units and the organisation has what it takes to succeed and be effective, however, there is room for improvement.

The two lowest scoring items in the Confidence element were both in Affect and Morale:

- The level of morale amongst staff here is high; and
- There is a high level of enthusiasm amongst employees.

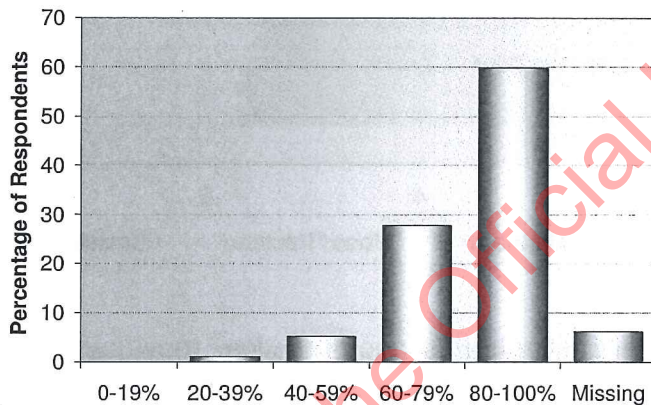
OUTCOME RATINGS

Perceptions of Effectiveness

Two questions assessed the organisation's overall effectiveness through the eyes of its employees. In situations where hard outcome data is not available, staff perceptions of organisational and business unit effectiveness are valuable. The people who see the organisation and business unit as effective are typically those who want to do more and are more committed. The information from these questions is presented graphically below.

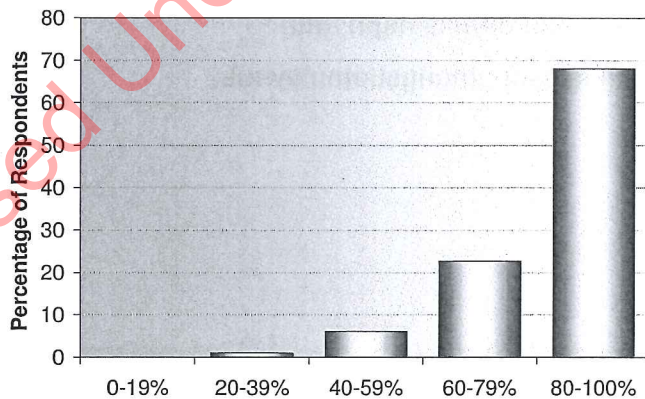
The data shows that more employees perceive their business unit to be more effective than the organisation overall. This is not an uncommon finding. Most employees have a stronger affiliation and understanding of their immediate workgroup and Business Unit than the larger organisation.

Organisational Effectiveness

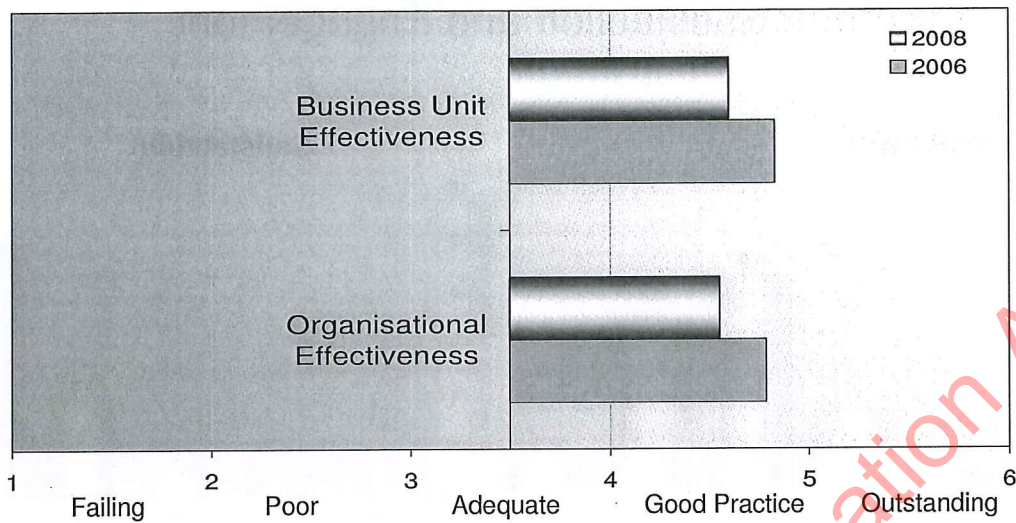


Almost 60% of respondents believe the organisation is performing at or above 80% effectiveness, while 88% believe it is performing above 60% effectiveness. Only 6% of staff believe it is performing below this level. Six people did not respond to this question.

Business Unit Effectiveness



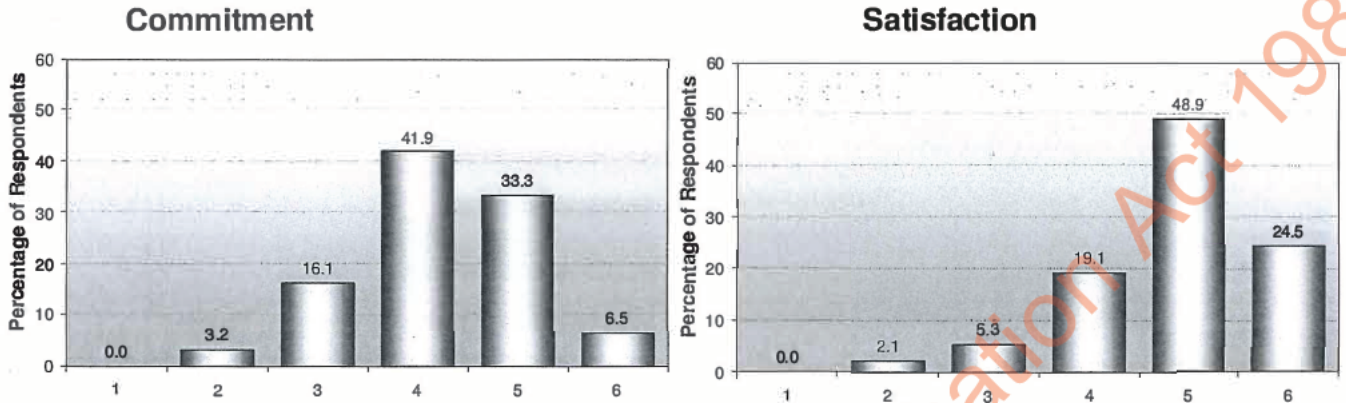
68% of respondents believe their Business Unit is performing at or above 80% effectiveness; 91% believe their Business Unit is more than 60% effective. Only 7% of staff believe their Business Units are less effective than this. Two people did not respond to this question.



Results show that overall, employees consider their business units and the organisation as a whole to be effective at a 'good practice' level. However, a comparison of 2006 and 2008 climate survey outcomes shows that perceptions of both Business Unit effectiveness and Organisational effectiveness have fallen over the past two years. This is consistent with the overall downward trend, and likely to be an outcome of declines in some climate factors.

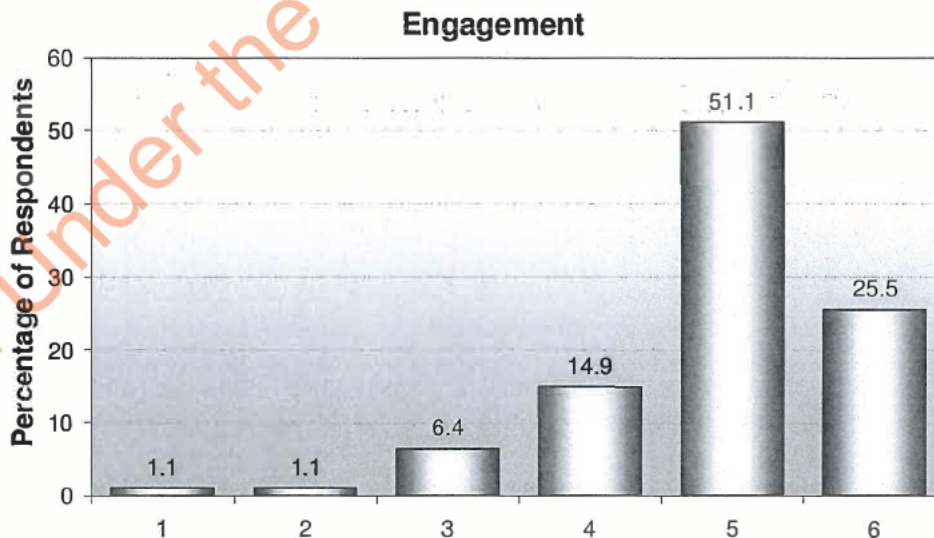
Released Under the Official Information Act 1982

Commitment, Satisfaction and Engagement



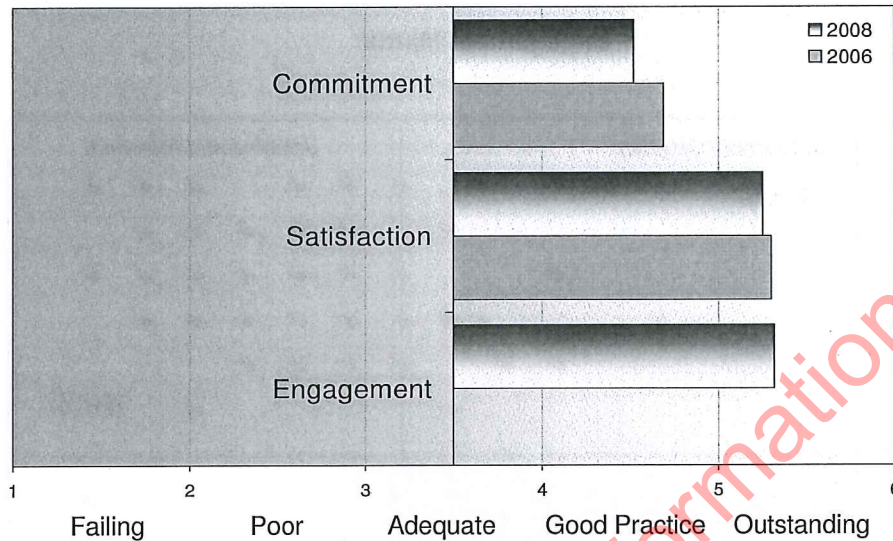
81% of respondents identified that they are committed to the DPMC. Just 6% are strongly committed to working for the organisation while a third of respondents (33%) are moderately committed. About half (42%) are weakly committed. Almost a fifth (19%) are not committed to the DPMC.

Satisfaction levels are stronger, with 93% of respondents identifying that they are satisfied with the work they do and the job they carry out. Almost a quarter of respondents (24%) are strongly satisfied in their work for the DPMC and almost half (49%) are moderately satisfied. A fifth of (19%) are weakly satisfied; just 7% of respondents are not satisfied with working at the DPMC.



Engagement is slightly higher than Satisfaction. 91% of respondents indicate they enjoy their work, know what is expected of them and feel their manager is interested in them. Just over a quarter (26%) are strongly engaged and half of respondents (51%) are moderately engaged. 15% are weakly engaged and 8% are not engaged in their work at the DPMC.

Changes in Commitment, Satisfaction and Engagement (2006-2008)



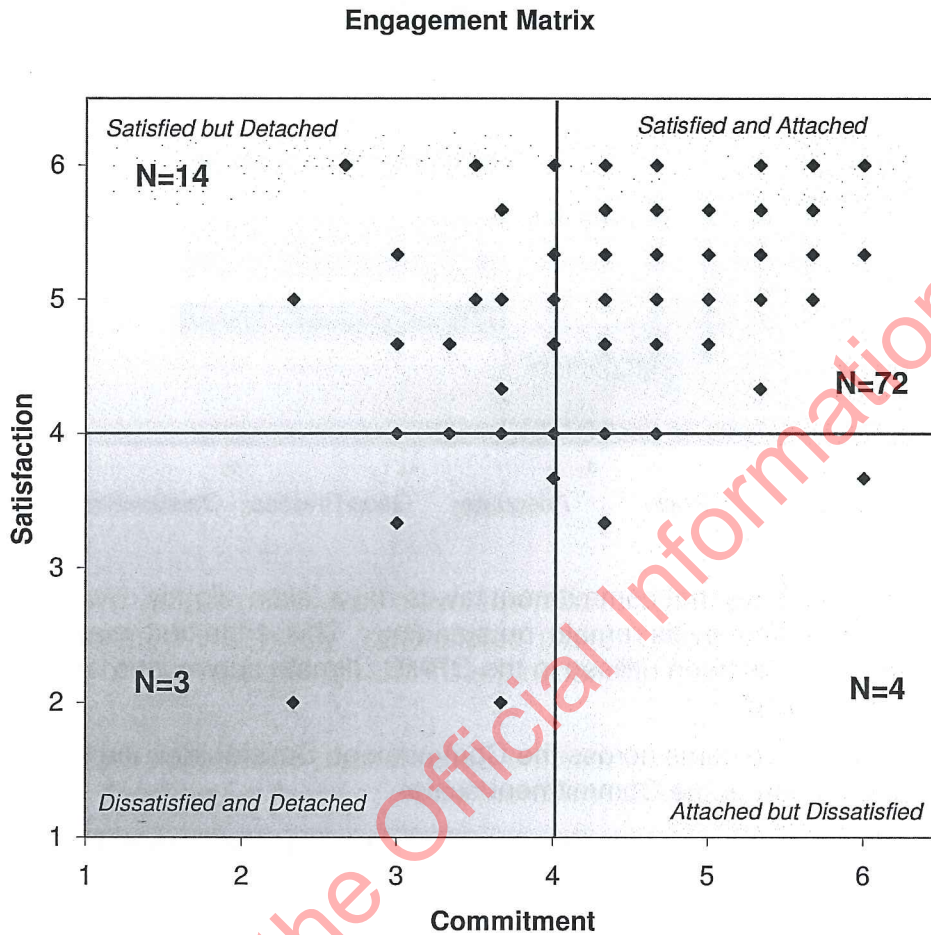
The graph above shows that commitment levels have fallen slightly over the past two years while satisfaction levels remain 'outstanding'. This is the first year a separate engagement scale has been utilised in the DPMC Climate survey and engagement levels are 'outstanding'.

The two lowest scored items across the Commitment, Satisfaction and Engagement Scales were both part of the Commitment scale:

- I feel my prospects inside this organisation are better than outside it; and
- I would feel I was letting others in my team down if I left the organisation right now.

The first item confirms what the low score in Challenge and Opportunities has indicated; that some staff feel the DPMC does not offer adequate career pathing or prospects for promotion.

The graph below combines satisfaction and commitment to describe the pattern of engagement in the DPMC.



The Satisfied and Attached quadrant in the graph above indicates staff that are moderately to highly committed and satisfied in the organisation. These staff members would generally be happy to be working with the DPMC and are planning to stay. 77% of staff² fall into this quadrant. 3% of staff indicate the highest possible level of commitment to and satisfaction with the DPMC (that is, both levels are at 6). Overall engagement has decreased somewhat, relative to 2006. This is in line with other climate survey findings. Most movement appears to have occurred in commitment, with staff who are apparently still satisfied yet expressing more detachment to their work at the DPMC than previously.

In general, this is a positive result, reflecting a workforce that is largely committed and engaged. Research indicates that a highly committed and satisfied workforce leads to higher productivity and more satisfied customers. In addition, fewer industrial relations problems occur in an organisation which has a high engaged workforce.

² These percentages are based on the numbers of staff who completed this section of the questionnaire; 93 in all.

Leaver Analysis

I intend to leave within the next 12 months	I am actively looking at leaving the organisation and will leave as soon as I can	It wouldn't take much for me to leave this organisation right now
32%	23%	23%

Almost a third of the DPMC employees are at risk of leaving the organisation in the next year and almost a quarter are actively looking to leave as soon as they can. Only 2% of respondents indicated that this was due to a project or secondment ending.

The national average for turnover is around 17%³; the DPMC's rate of intention to leave is almost twice as high as this.

Reasons for Leaving

Written comments included: "career progression", "better opportunity", "better pay and salary prospects outside the DPMC", "salaries aren't enough here for the work that is done", "salary level is around \$20-30,000 less than outside and increases each year have been less than the inflation rate", "lack of workplace advancement/promotion", "lack of development opportunity", "no career advances, no new challenges", "under-appreciated", "lack of verbal appreciation", "am horrified at being surrounded by public servants, bureaucratic red tape and a can't-do attitude", "the succession of managers has meant I have no sense of direction", "there has been a series of short-term acting and temporary managers at Government House", "too many changes in management and lack of confidence in the organisation", "better opportunities elsewhere", "return to full-time parenting", "nothing to do with the organisation".

What would it take for you to stay?

Many responses to this question were about "fair" remuneration and better pay. Other responses included: "shorter/more flexible working hours", "opportunity to progress", "the ability to raise concerns about problem areas – and be listened to", "job satisfaction and a sense of being of value to the organisation", "opportunities to attend conferences and seminars in New Zealand abroad", "more recognition and greater personal interest from management in my progress and development", "the chance to learn new skills".

³ * Source: Statistics New Zealand Linked Employer-Employee Data (LEED)

Staff Intentions to Leave - Business Unit Risk

Business Unit	Intend to leave the DPMC in the next 12 months.	Actively looking to leave the organisation and will leave as soon as they can.
PAG	3 (21%)	5 (36%)
Cabinet Office	2 (12%)	3 (18%)
Corporate Services	3 (21%)	5 (36%)
DESG	0	1 (17%)
EAB	0	2 (10%)
Government House	12 (50%)	12 (50%)

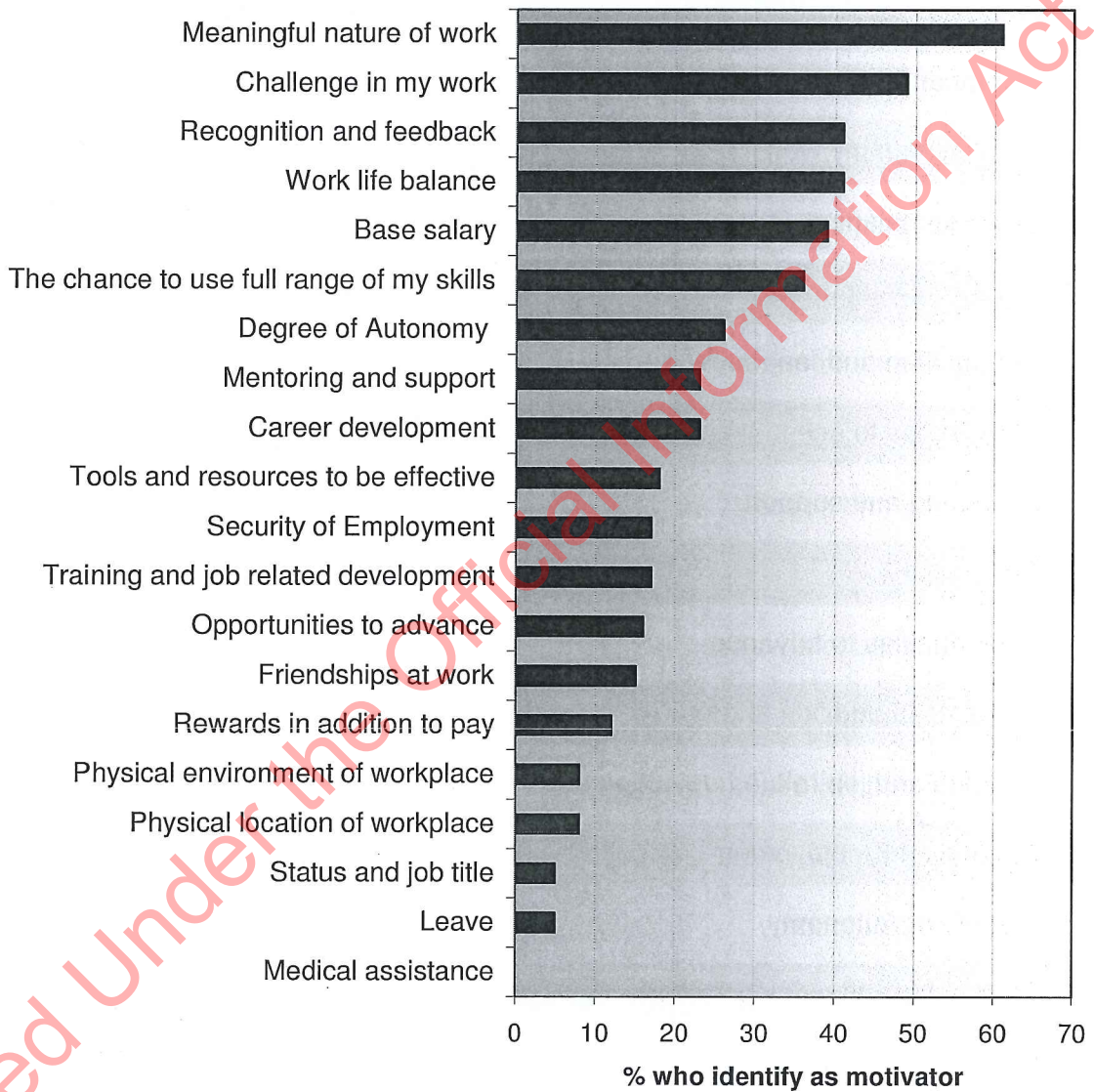
The business unit with the greatest proportion of staff thinking about leaving is Government House. This is followed by the Policy Advisory Group and Corporate Services, the Cabinet Office and the Domestic and External Security Group. The External Assessments Bureau has the lowest risk of staff leaving.

Motivation: Employee Driver Analysis

The table below provides the key motivators of the DPMC employees in order of priority. Your employees believe these elements of their work environment matter most.

Employee Driver	% of respondents who identify as their primary motivator	% of respondents that identify as a motivator
Meaningful nature of work	30%	61%
Challenge in my work	13%	49%
Work life balance	11%	41%
Career development	6%	23%
Recognition and feedback	6%	41%
The chance to use full range of my skills	6%	36%
Mentoring and support	4%	23%
Base salary	4%	39%
Opportunities to advance	2%	16%
Rewards in addition to pay	2%	12%
Training and job related development	2%	17%
Security of Employment	1%	17%
Degree of Autonomy	1%	26%
Physical location of workplace	1%	8%
Friendships at work	0%	15%
Leave	0%	5%
Medical assistance	0%	0%
Physical environment of workplace	0%	8%
Status and job title	0%	5%
Tools and resources to be effective	0%	18%

The graph below displays the frequencies of the primary drivers for employees. It can be clearly seen that having meaningful and challenging work, being recognised for one's work and receiving feedback on it, and achieving good work life balance are of paramount importance to the DPMC employees.



Released Under the Official Information Act 1982

Free text Comments

Values

"What changes would you make to our values to make them more relevant?"
Comments included:

I would prioritise excellence over egalitarianism; critical thinking, originality and initiative.

More emphasis on honesty in dealing with Govt, and greater real alignment to the directions and intent of policies set by Govt. Greater impartiality and objectiveness.

I would place greater emphasis on our duty, as public servants, to offer the government and ministers impartial advice on subjects we judge of importance, not just those in which they have expressed interest, ie telling them what they need to hear about, not just what we think they want to hear about.

No changes, more promotion of values, as I have only been made aware of these values just before this survey was circulated.

I would make them clearly known for a start! Although I can guess them, I am not clear as to whether or not I am right in my guessing.

This section made me laugh. No-one knew what the values here were and as a result of this survey, one of the other managers, who also didn't know what they were, got Corporate Services to provide them. So I'm largely guessing as to whether my values accord with the department's - I would assume so.

Effectiveness

"What steps could be taken to make the structure of this organisation more effective?". *Comments included:*

Senior managers actually spending time on key management issues as opposed to an almost exclusive focus on policy issues.

Institute a more formalised "teams" structure whereby the team replaces the individual as the basic unit of EAB (although each analyst should still have an individual portfolio - shared portfolios etc. are not very workable). This should help with collaboration/co-operation/constructive criticism, etc. Clarify the role of assessment managers, and have them focus on core assessment issues rather than administration.

More connection, interaction between business units, where relevant.

Greater ability to move internally in DPMC. Strengthen DPMC to be an enduring organisation with a distinctive departmental profile. Pay more attention to continuity.

I believe that we do not currently have the staff or resources to achieve the wide-ranging goals we set ourselves. There is a risk that this will detract from the integrity of our work. We need either to increase our resources or to modify our objectives so that standards are not compromised.

More support staff.

Strong management at government house.

Government House has had a succession of acting managers and managers who last for a very short period. In nine months, I am on my fifth line manger. The indications I have made above and below reflect this lack of direction. I am hoping that our latest manager will make a difference. I have had many ideas for improving the way we do things, but they have either been rejected due to lack of funds or I haven't been able to implement them due to being so overloaded.

More opportunities for meeting those in other parts of the organisation; more opportunities for "informal" or social contact to build the basis for good links with others; more sharing of info about what each branch does.

"What steps could be taken to make your business unit more effective?"

Comments included:

A review of administrative support. Improving electronic document transfer and retrieval between PAG and Cabinet Office.

A more rigorous review process for assessments and a greater focus on quality of work rather than quantity. Fostering a more creative, collaborative and intellectually open environment.

Just to have a leader.

Occasional team building and interactive opportunities during work time.

Retaining junior staff for a longer period. More openness to technological change. More trust in staff by management.

1. More professionalism 2. Greater attention to staff stability (to avoid disruptive effects) 3. A more strategic planning approach to the issues we manage 4. Less tactical or operational focus 5. Diversity in staff (wider ercruitment catchment) 6. Value experience over change 7. Sharing of responsibilitiy 8. Improved corporate memory 9. Maintenance of strategic directions previously set 10. "Accentuate the positive".

Reassess workloads, tasks and resources in information management.

Once again, the personalities of individuals is what brings the unit down. Ultimately our goal is to support the Governor General and this gets done.

More emphasis on professional development. Enabling professional networking across partner agencies. Focus more on managing issues than managing reputation.

Better communication among staff, a more collective approach, more training of personnel, better information systems.

Systematic review of previously "published" papers to see how they read in light of events.

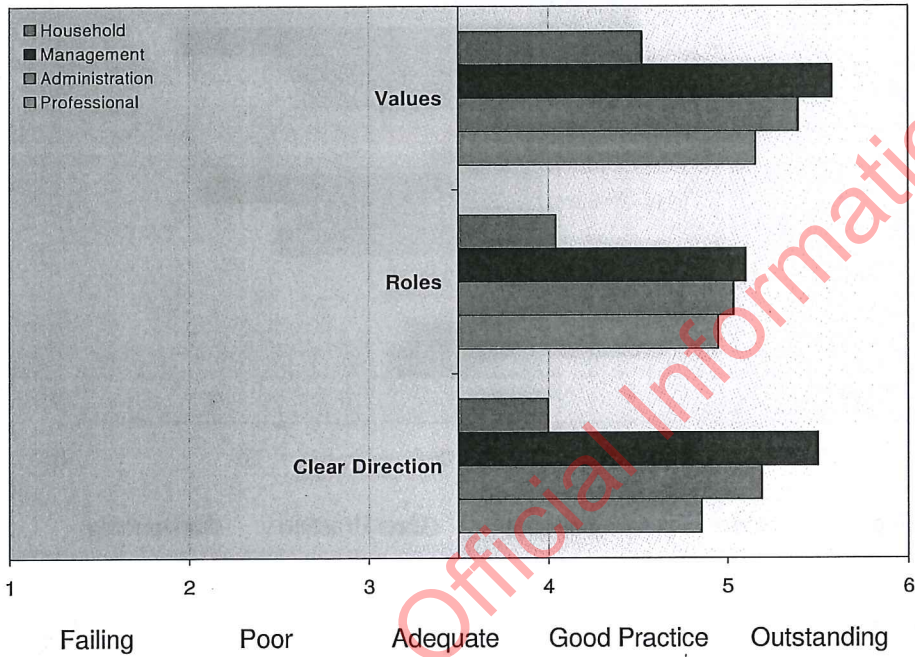
Strong management at Government House.

The morale at GH is at rock bottom and I have to say that I found it utterly depressing filling out this survey because it reminds me how bad it is. The only light on the horizon is the new official secretary but he will have a difficult job. Due to a lack of leadership, some people have expanded their role and do not share information.

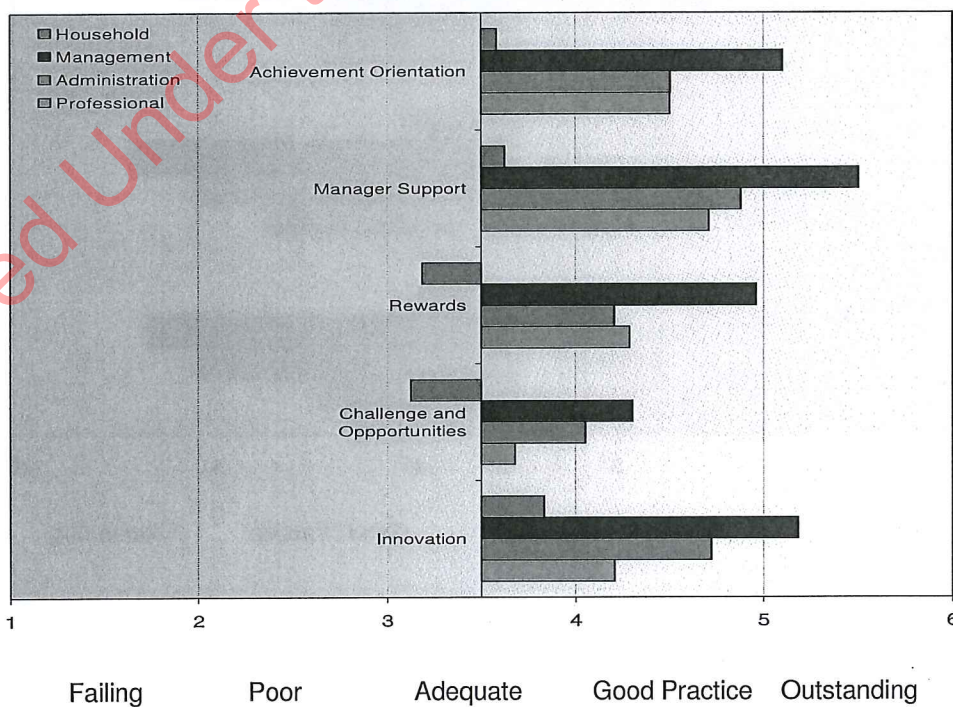
EXTRA BREAKDOWNS: ORGANISATIONAL RESULTS BY OCCUPATIONAL GROUP, GENDER AND AGE

Occupational Group

Clarity

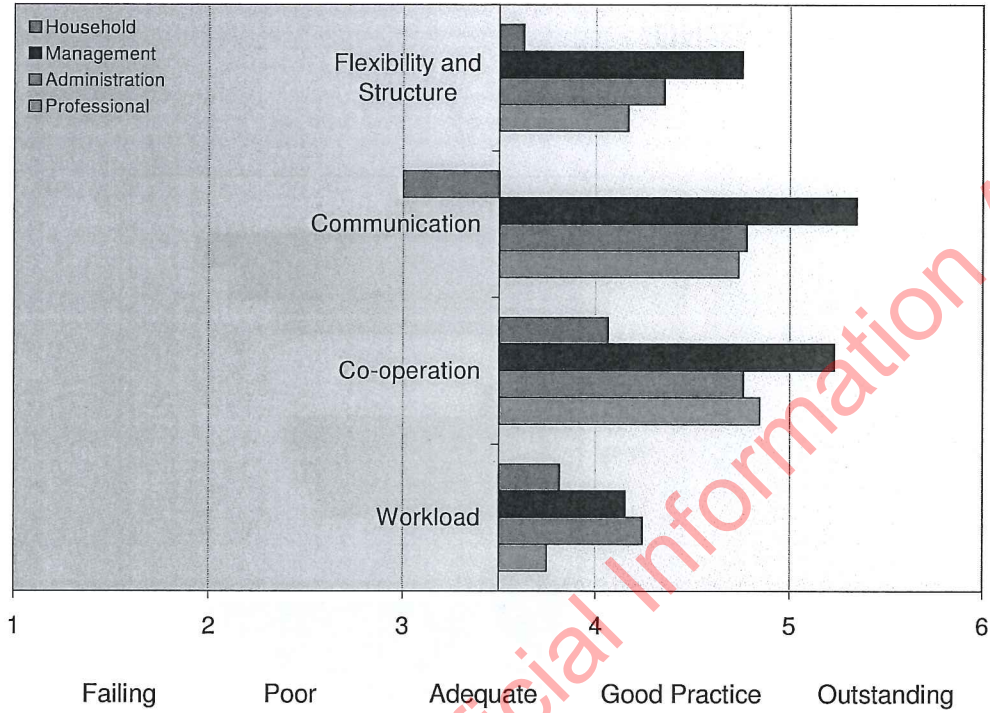


Drive

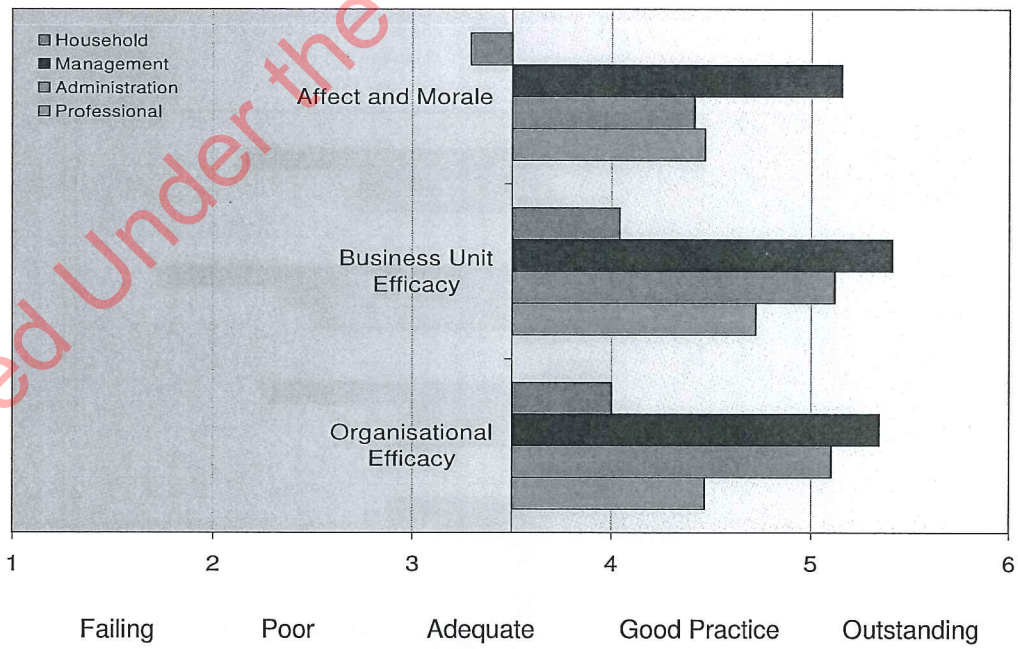


Released Under the Official Information Act 1982

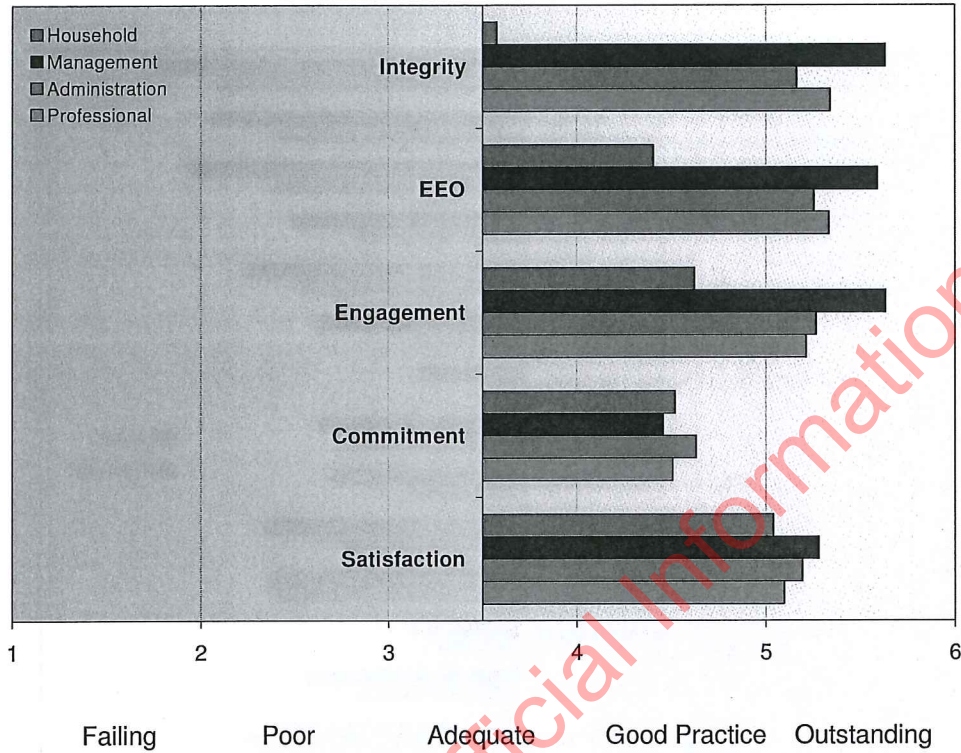
Alignment



Confidence



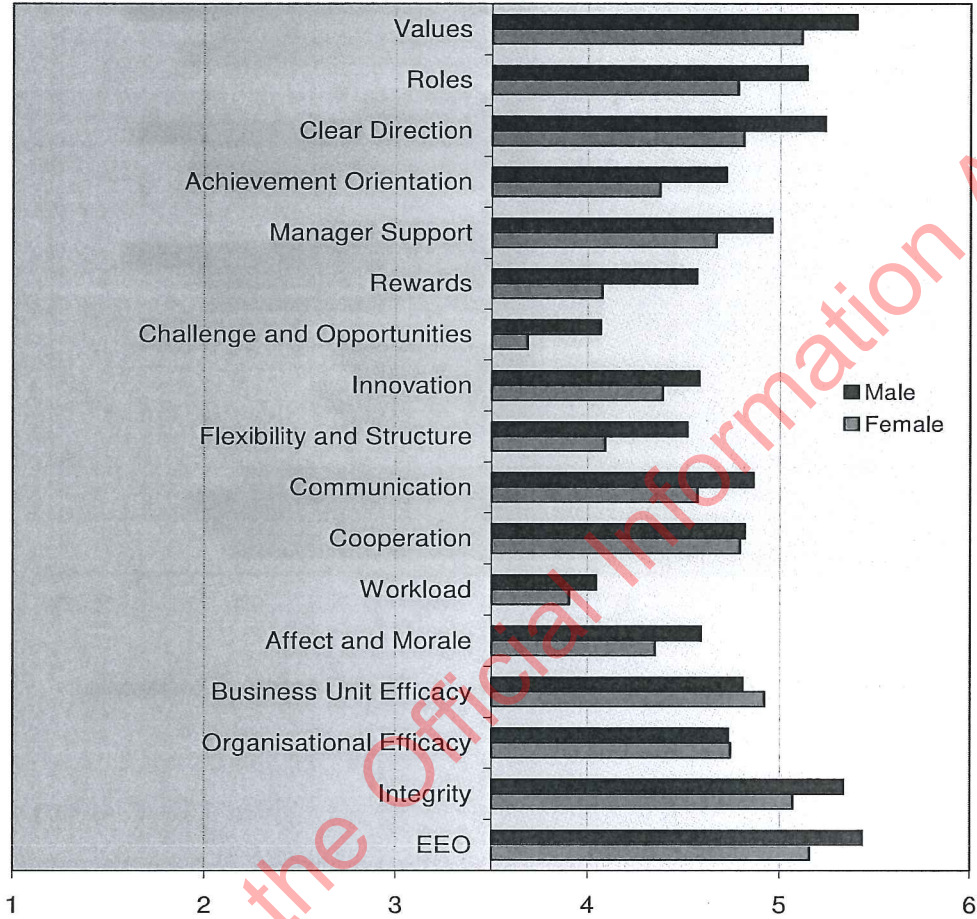
Outcomes and Organisation Specific Scales



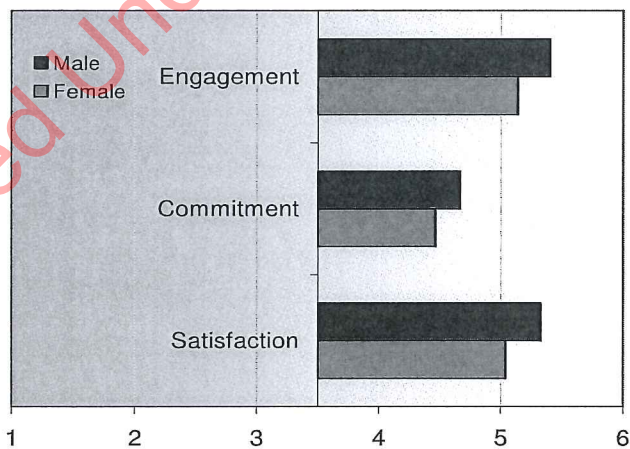
Released Under the Official Information Act 1982

Gender

Organisational Scorecard

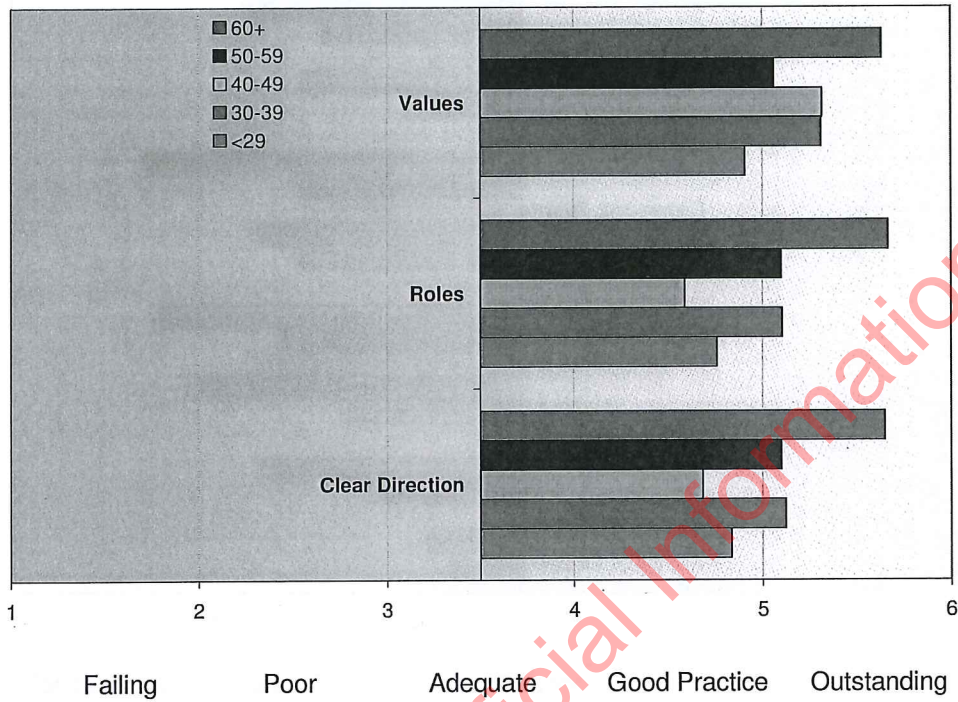


Outcomes

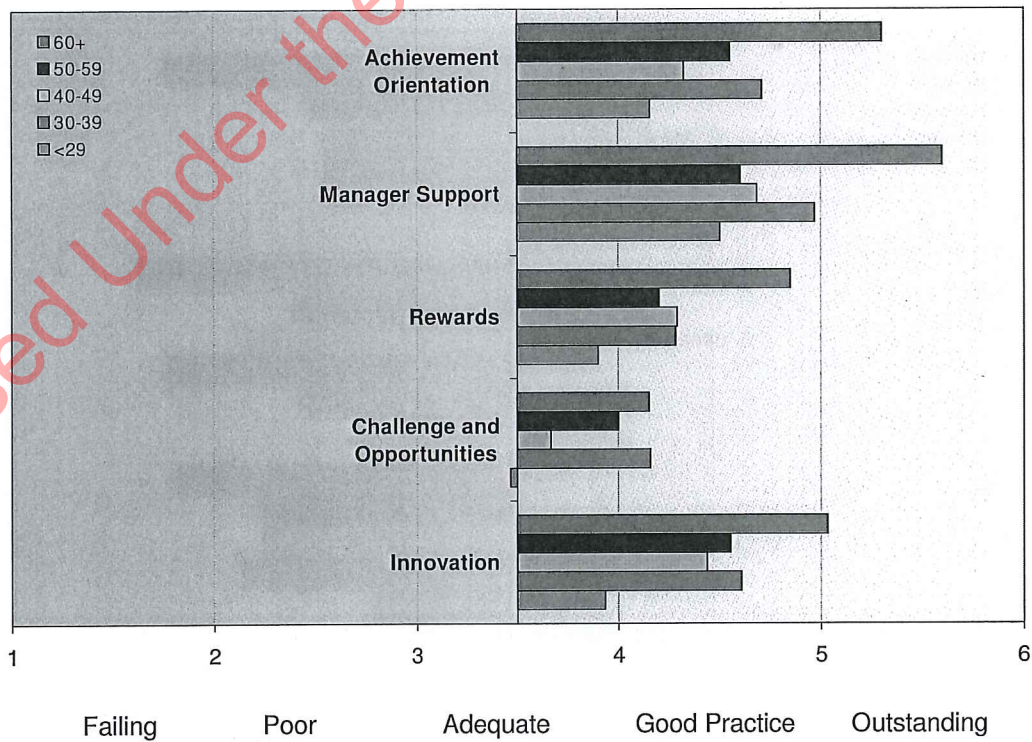


Age

Clarity

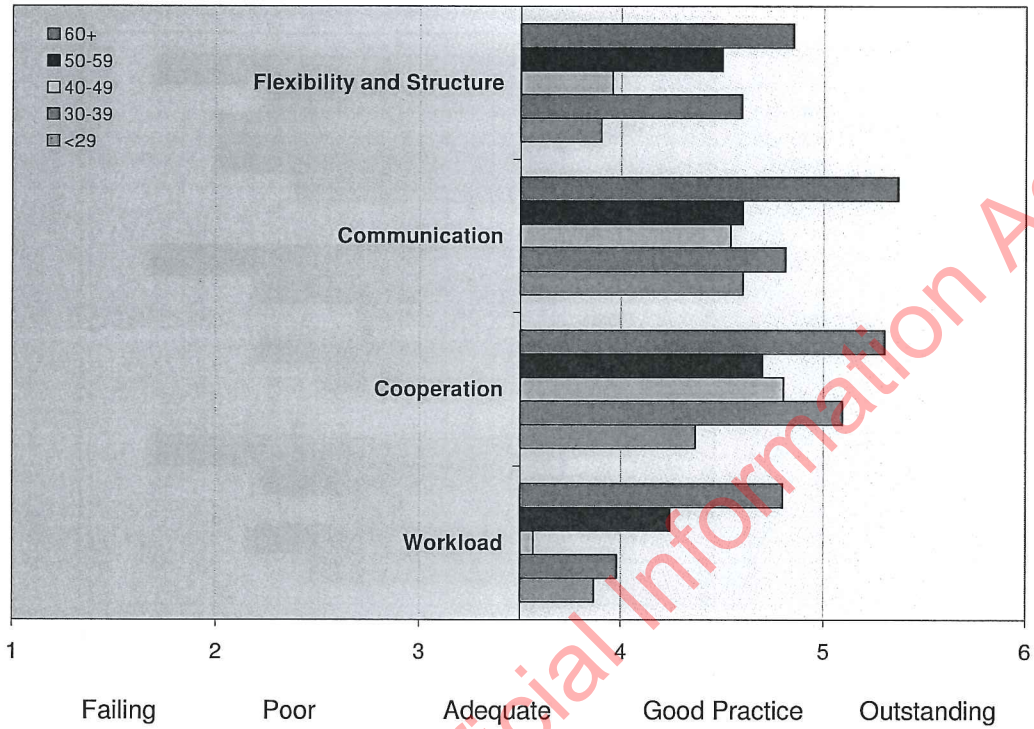


Drive

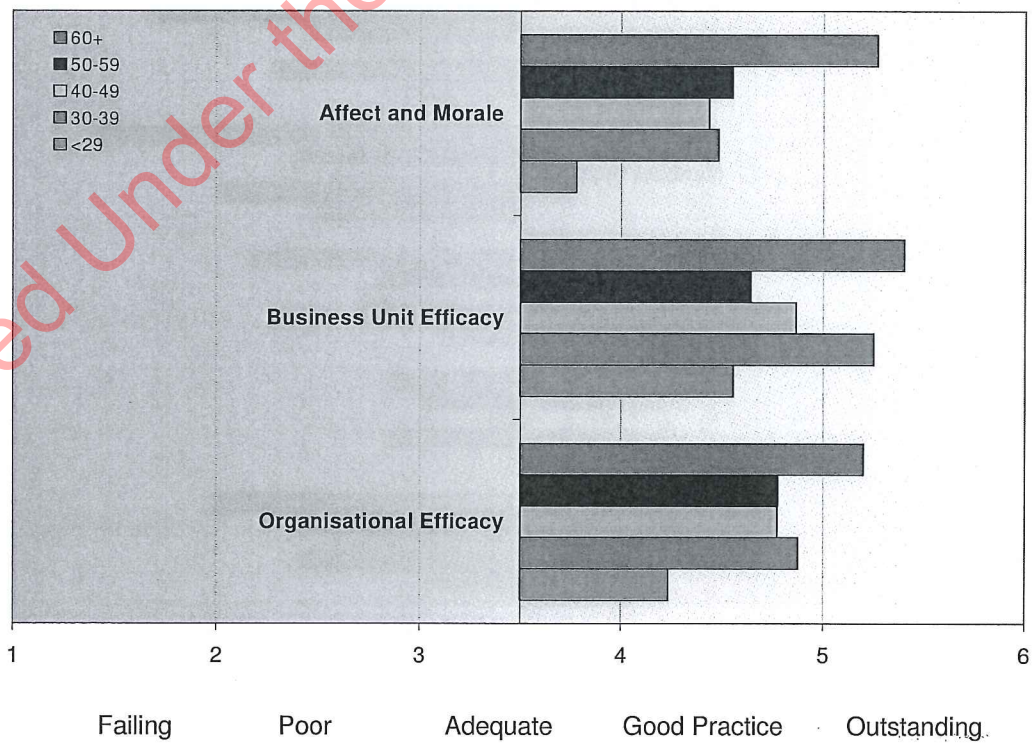


Released Under the Official Information Act 1982

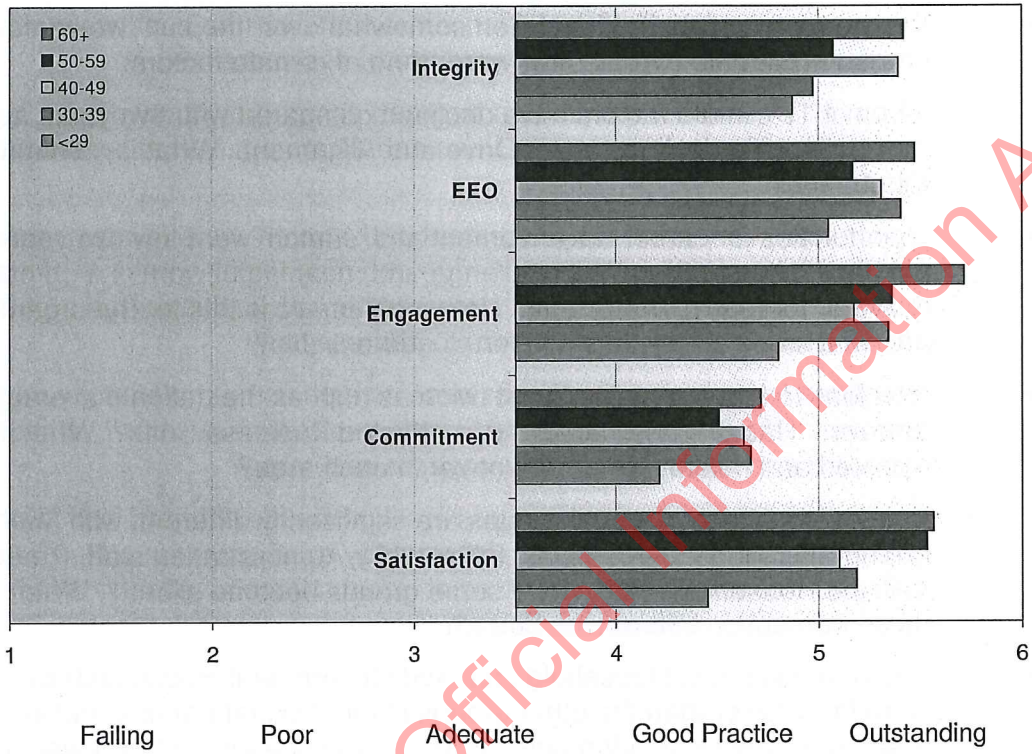
Alignment



Confidence



Outcomes and Organisation Specific Scales



Released Under the Official Information Act 1982

FINDINGS AND PRIORITIES FOR ACTION

- The DPMC is performing at 'good practice' level, with one area at the 'outstanding' level. This confirms the high performance of the organisation.
- Engagement is high, but has fallen somewhat over the past two years, consistent with the overall downward trend of climate factors.
- 14 out of 17 climate factors have declined compared with two years ago. The most noticeable declines are in Drive and Alignment. What is contributing to this change?
- Opportunities for career advancement and 'stretch' were low two years ago, and have fallen further. Yet challenge and meaningful work is a primary motivator for many DPMC staff. How problematic is this for the organisation and what steps, if any, has it taken to address this?
- Intentions to leave remain almost twice as high as the national average for turnover. Has this been explored in affected Business Units? What is the expected and healthy level of turnover in each area?
- Perceptions of occupational groups are significantly different, with Managers holding the highest perceptions, followed by Administration staff, Professional staff and Household staff. Have some groups become siloed? What are these perception differences due to?
- The perceptions of Household staff and Government House staff were worryingly lower than the other groups in most climate areas, and in some areas were only just 'adequate'. Further investigation and/or development work with this group would no doubt lift scores.
- Females (who make up 60% of the organisation) rate the DPMC lower than males on all but two measures: Business Unit Efficacy and Organisational Efficacy. This group may have a stronger internal locus of control than males. That is, despite having lower perceptions overall, this group has a higher belief in the ability of themselves, their Business Unit and the DPMC to achieve their goals.
- Females rated the areas of Challenge and Opportunities and Rewards significantly lower than males. Are stretch opportunities being offered equally to these groups? Is a glass ceiling operating?
- Perceptions of those aged 60 or more years were the highest, while those aged 29 and below were the lowest.