

STRICTLY CONFIDENTIAL

DPMC Climate & Engagement Survey (2014)

 **WINSBOROUGH**

Auckland

Level 10, AMI Building, 63 Albert Street
PO Box 106-112, Auckland

Tel 09 909 7154

Wellington

Level 9, Fujitsu Tower, 141 The Terrace
PO Box 5055, Wellington

Tel 04 499 8777

WINSBOROUGH.CO.NZ

Introduction

Thank you for providing feedback on how you feel about our organisation. The results of this survey will help identify ways to help make DPMC a better place to work.

We encourage you to be honest and candid as possible. Results will only be reported in aggregate - your individual results will never be revealed.

Instructions

For each question, make a clear "x" symbol in the appropriate box with black or blue pen.

If you change your mind, please erase / cross out your previous answer completely, and indicate your preferred answer by putting a new 'x' symbol in the one box you want to be counted.

When you have finished, place the completed survey in an envelope and return it to:

s9(2)(a)



Please complete the survey by Monday 20th October 2014.

If you have any questions or concerns, please reach out to:

s9(2)(a)



**Thank you for your participation.
We greatly appreciate your feedback!**

DEMOGRAPHICS

Your answers to the following demographic questions will never be used to identify you, or any of your survey responses in the rest of this survey. Demographic information is simply collected to allow a better understanding of overall organisation trends around these categories.

Which business unit do you work in?

- Cabinet Office
- Government House
- Office of the Chief Executive
- Policy Advisory Group
- Ministry of Civil Defence & Emergency Management
- N/A or Do Not Know

What is your role?

- Executive Leadership Team
- Business Unit Manager
- Manager or Team Leader
- Staff Member (no direct reports)

What is your relationship with the organisation?

- Permanent
- Fixed Term
- N/A or Do Not Know

What are your hours of work?

- Full time
- Part time
- N/A or Do Not Know

How long have you been at (or associated with) this organisation?

- <1 year
- 1-2 years
- 2-3 years
- 3-4 years
- 4-5 years
- 5-10 years
- 10+ years
- N/A or Do Not Know

What is your age?

- <20 years
- 20-29 years
- 30-39 years
- 40-49 years
- 50-59 years
- 60+ years

What is your gender?

- Female
- Male

VALUES	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	N/A or Do Not Know
People act in accord with our organisational values	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our values are clearly communicated by senior managers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My manager appropriately role models the organisation's values	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our organisation's values are relevant to my work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My personal values are similar to the values of this organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ROLES						
I am clear about how my individual role contributes to the organisation's goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My manager makes clear what tasks I need to perform	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The organisation is careful to ensure there is no unnecessary duplication of tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CLEAR DIRECTION						
People in this organisation have a good understanding of its long term direction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The purpose of the organisation has been well articulated by senior management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACHIEVEMENT ORIENTATION						
In this organisation people are held accountable for achieving results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My manager is effective in driving us to meet our objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My manager acts quickly to remove obstacles to high performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MANAGER SUPPORT						
Managers here are supportive of their people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Managers take the time to listen and understand the views of staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My manager provides me with regular feedback on my performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My manager takes an active interest in my professional development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	N/A or Do Not Know
REWARDS						
Employees are given praise and recognition when they do a good job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High performers are rewarded	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CHALLENGES & OPPORTUNITIES						
The challenges I face here at work foster my growth and development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I can see opportunities to progress within the organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
INNOVATION						
In my workplace we are continually looking at ways to do things better	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employees are encouraged to implement new and better approaches	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When people have good ideas they are acted upon	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FLEXIBILITY & STRUCTURE						
Decisions for action are not held up by red tape	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have input into the decisions that most affect my work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The structure of the organisation contributes to its success	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
So long as an approach is consistent with our policies, employees have the freedom to work out the best way of completing their tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
COMMUNICATION						
Management are quick to pass on important information to staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff can communicate their concerns openly to senior management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The right people get the right information at the right time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication within my organisation has improved over the last twelve (12) months	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	N/A or Do Not Know
COOPERATION						
Where cooperation is necessary it takes place	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People put aside their differences to achieve collective goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WORKLOAD						
My overall workload is appropriate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We have sufficient staff to do the work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tasks are allocated to balance the load across my team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AFFECT & MORALE						
Employees remain united in the pursuit of objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a high level of enthusiasm amongst employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The level of morale amongst staff here is high	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BUSINESS UNIT EFFICACY						
My unit can overcome any obstacle that arises	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in my area are confident we can be a successful unit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am confident in my manager's ability to move our unit forward	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ORGANISATIONAL EFFICACY						
This organisation has taken positive steps to improve over the last twelve (12) months	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am confident we can make the changes necessary to improve our performance as an organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This organisation has what it takes to succeed into the future	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
EFFECTIVENESS						
<i>DPMC's purpose is advancing a confident, well-governed, and secure New Zealand. With this in mind:</i>	0-19%	20-39%	40-59%	60-79%	80-100%	N/A or Do Not Know
Please rate how effective your unit is at achieving its main role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Please rate how effective the organisation is at achieving its main role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	N/A or Do Not Know
CAREER DEVELOPMENT						
I can see my next career step inside DPMC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I can see a clear pathway for my role inside DPMC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have access to training and support to help develop or enhance my career	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
READINESS FOR CHANGE						
Organisational change initiatives are implemented effectively at DPMC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Future organisational changes will have a positive impact on my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The organisation provides the knowledge and training necessary to make changes work	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My manager provides the necessary support to our team for change initiatives	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel supported in taking measured risks in my work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PHYSICAL WORK ENVIRONMENT						
Overall, my physical work environment meets my needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am satisfied with our current work premises	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
DIVERSITY						
Diversity / EEO policies are clearly defined and understood	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diversity / EEO policies are applied in the day to day functioning of DPMC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management does not tolerate harassment or bullying	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employees respect each others' individual differences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
DPMC is supportive of employees who have family responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Managers ensure that equity and fairness principles are applied within their business unit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
DPMC's polices, practices, and communications foster diversity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employees at DPMC represent a wide degree of diversity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My workplace is free of diversity-based (e.g., gender, age, ethnicity) stereotypes and biases	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	N/A or Do Not Know
PRIDE IN YOUR WORKPLACE						
My organisation is successful in achieving its main role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My work at this organisation is meaningful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SATISFACTION WITH LEADERSHIP						
Overall, I am satisfied with my manager	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall, I am satisfied with managers above my immediate manager	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPPORTUNITY TO EXCEL AT WORK						
My job expectations are clear to me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have the resources I need to do my job well	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My job offers me opportunities to do what I excel at	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
RECOGNITION & REWARD						
I am given praise and recognition when I do a good job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recognition and reward is based on performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
POSITIVE TEAM ENVIRONMENT						
Employees in my unit work together as a team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SATISFACTION						
I like the work in my present position	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am generally satisfied with my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I get a great sense of accomplishment from my work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
COMMITMENT						
I am proud to work for this organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I would feel I was letting others in my team down if I left the organisation right now	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel my prospects inside the organisation are better than outside it	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

INTENTIONS TO LEAVE

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	N/A or Do Not Know
I am actively looking at leaving the organisation and will leave as soon as I can	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It wouldn't take much for me to leave the organisation right now	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I intend to leave within the next twelve (12) months	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

COMMENTS

What are the two (2) best things about working for DPMC?

[Lined area for handwritten comments]

What motivates you to work for DPMC?

[Lined area for handwritten comments]

Thank you!

s9(2)(a)



Released Under the Official Information Act 1982

DPMC

Engagement & Climate Report

December 2014

 **WINSBOROUGH**

Auckland

Level 10, AMI Building, 63 Albert Street
PO Box 106-112, Auckland

Tel 09 909 7154

Wellington

Level 9, Fujitsu Tower, 141 The Terrace
PO Box 5055, Wellington

Tel 04 499 8777

WINSBOROUGH.CO.NZ

Introduction

This report summarises the results of the recent survey of all DPMC staff, asking them how they feel about their work and their organisation. It presents results in terms of outcomes – staff engagement, intentions to leave and perceptions of effectiveness, followed by an exploration of the drivers of these outcomes.

There was an exceptionally high response rate to the survey of more than 90%, which is significantly above typical return rates of between 50% and 60%. This is a powerful indicator in its own right, suggesting DPMC staff are interested in the organisation and keen to make their voices heard.

Employee engagement

Employee engagement is a measure of an individual's emotional connection to their organisation and commitment to its goals: it is to leaders what customer loyalty is to marketing. Engaged employees find personal meaning in their work, take pride in what they do and where they do it, and believe that their organisation values them.

Engagement leads to productivity. It acts as a 'good will' buffer so employees forgive disappointments and go above and beyond to perform their job.

Organisational climate

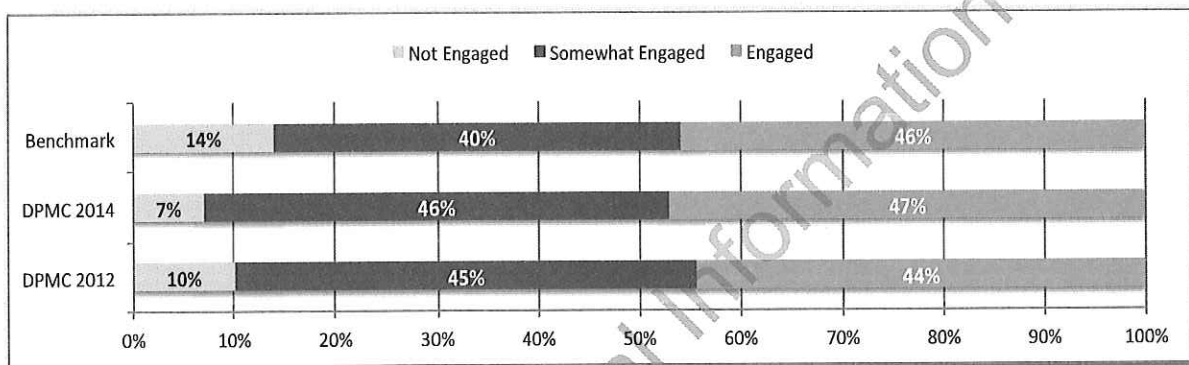
If engagement is a desirable sense of connection and commitment from staff, what does an organisation do to cultivate and nurture it, or conversely, inhibit or block it? Staff evaluations of such factors as management practices, organisational structure, rewards, values and beliefs are summarised as *climate*.

Engagement

DPMC staff answered a 16-item questionnaire that measures staff engagement. The engagement benchmark is based on a sampled dataset of 2000 workers from organisations across a range of industries and sectors including FMCG, Government, Health, and Construction.

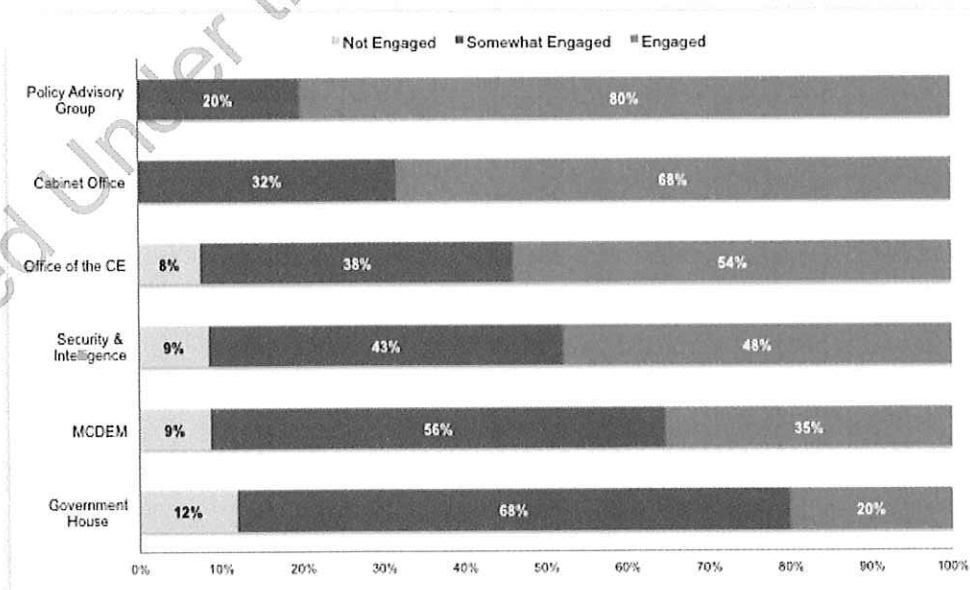
We classify employees as "engaged" if their average score scale is 4 or higher on a 5 point scale. Employees whose average score is 3 or higher but lower than 4 are classified as "somewhat engaged", and those with an average score of less than 3 are classified as "not engaged".

Benchmark comparison



Almost half of your employees are clearly engaged, which is typical of the NZ worker population and an increase from 2012. Compared to the benchmark, DPMC has half as many people who are disengaged, and slightly more employees who are somewhat engaged. These are positive results.

Significant differences in engagement can be seen across the various business units of the Department:



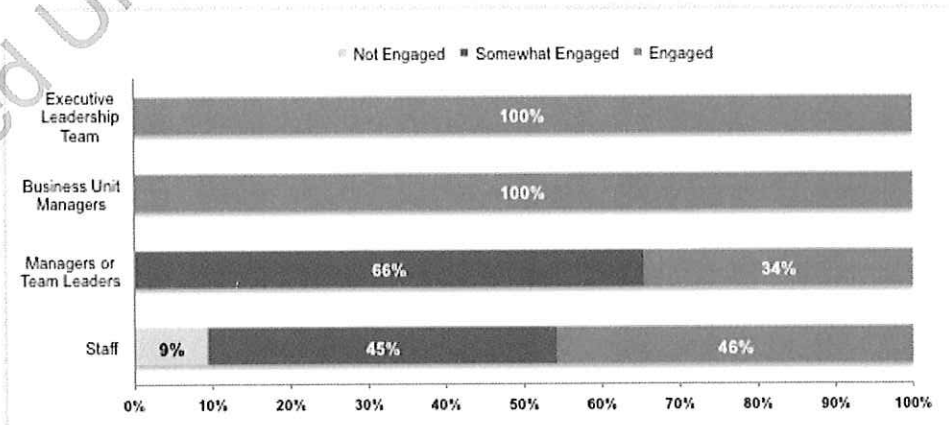
Notably, in the Office of the CE, Cabinet Office and PAG the number of clearly engaged staff is significantly greater than the benchmark. In Cabinet Office and PAG there are no disengaged staff; across all business units and groups the number of disengaged staff remains below the benchmark of 14%.

Looking further at the data, there are no notable trends for gender, full or part-time status, permanent or contractor status and respondent age populations in terms of particularly high (or low) engagement. However Tenure, the number of years employed by DPMC, did show some clear trends.



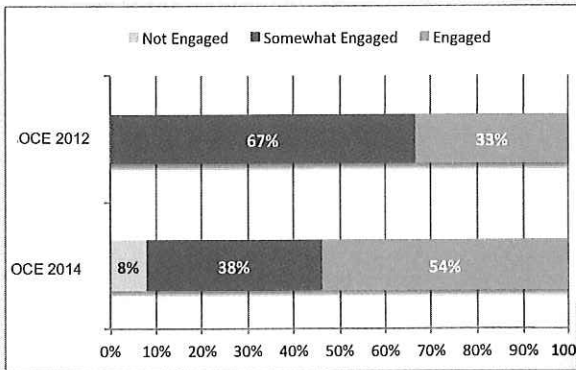
Those staff who have been employed by the agency for between three and four years seem significantly less engaged than the rest of the agency. It is worth speculating as to why this might be, such as career stage or perhaps unrealistic expectations of promotion not realised.

Finally, it was noted that management role seems to impact engagement (a pattern seen elsewhere). Broadly speaking, the higher one's role, the more engaged one is. However, interestingly those at the staff level report slightly clearer engagement than their immediate managers. This would be worth exploring further at each level.



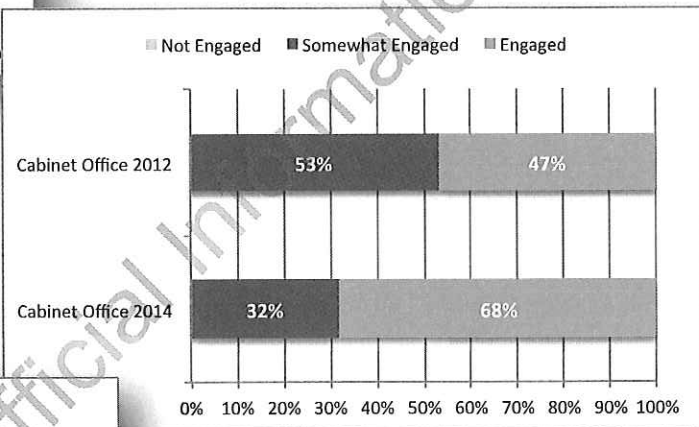
Comparing engagement year on year

Winsborough compared engagement for the groups we held data for from 2012. In general, the pattern of results is seen to be consistent:

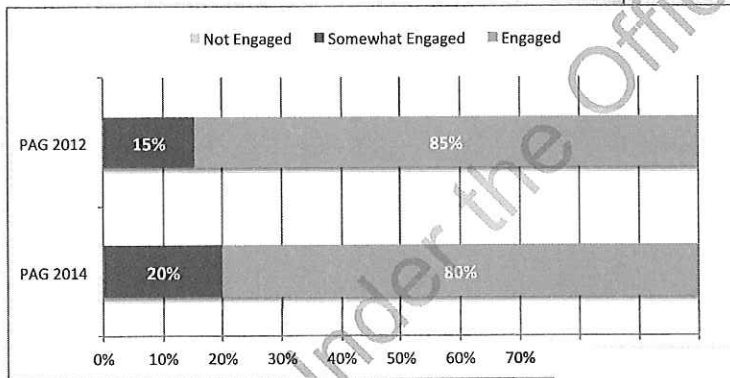


At the OCE engagement increased significantly; although there is small percentage of disengaged staff, the overall result is encouraging.

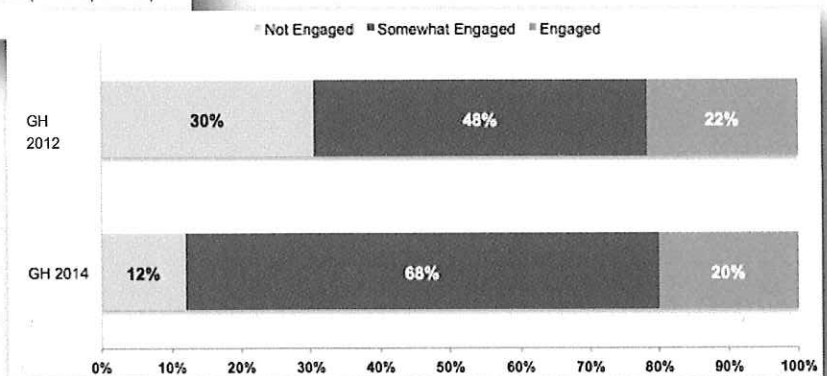
Cabinet Office similarly saw an increase from 2012.



Policy Advisory Group already had extraordinary levels of engagement, and although a drop in the proportion of engaged staff is seen, it remains high.



Government House demonstrates a remarkable drop in the number of disengaged staff. This result is encouraging, although it has some way to travel in order to match the state of other business units.



Organisational Climate

The Winsborough organisational climate model describes four elements of an effective organisational culture. Higher scores are associated with greater success. The four elements are:

Clarity

Clarity describes the extent to which the organisation collectively understands and articulates its purpose, goals, and core operating principles. Clarity is split into three factors: *Values, Roles, and Clear Direction*.

Drive

Drive describes the focus and energy an organisation develops and harnesses to realise its vision. Drive is split into five factors: *Achievement Orientation, Manager Support, Rewards, Challenge and Opportunities, and Innovation*.

Alignment

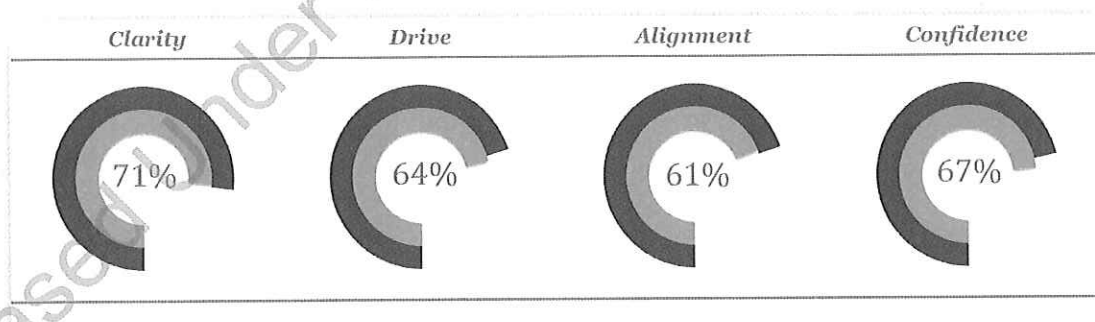
Alignment measures how well processes, systems and structures support high performance. Alignment is split into four factors: *Flexibility and Structure, Communication, Co-operation, and Workload*.

Confidence

Confidence measure the extent staff feel their work team and the organisation is successful, and whether colleagues are positive. Confidence is split into three factors: *Affect and Morale, Business Unit Efficacy, and Organisational Efficacy*.

Results (in gold) are presented against a benchmark (in grey) based on a sampled dataset of more than 2000 employees from NZ organisations across a range of industries and sectors including FMCG, Government, Health, and Construction. The benchmark is set at the 50th percentile: that is, are your scores above or below the average point of organisations participating in the benchmark?

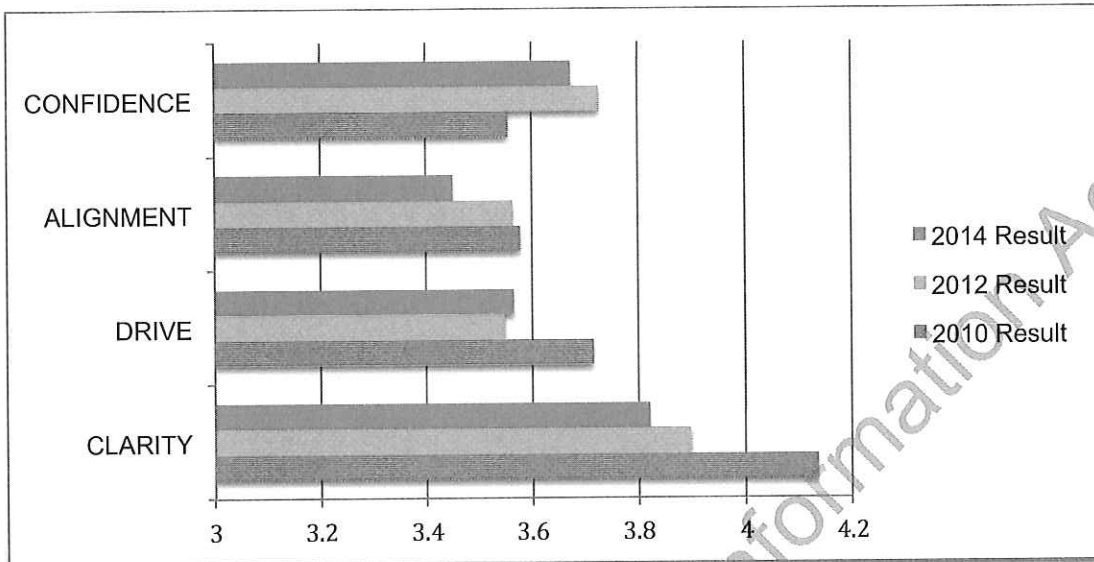
Benchmarks



DPMC is at or above the benchmark on all four dimensions, which is a credible result.

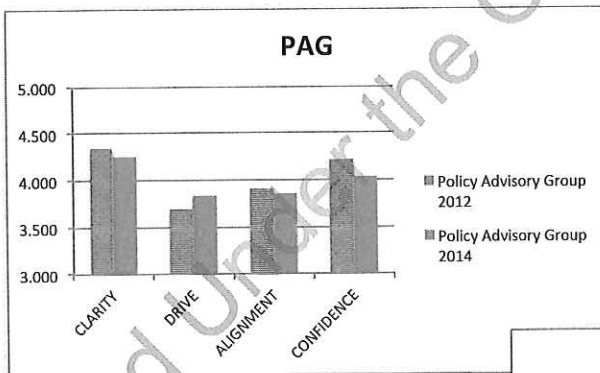
There are two points to note however: firstly, the potential score for all dimensions is 100% and we note that the scores on Alignment (61%) and Drive (64%) offer room for improvement. Secondly, the agency sits at the benchmark, which is set at the *average*. It is worth asking whether people are satisfied with this result.

The focus on the dimensions of Drive and Alignment is heightened by comparing results over the three surveys DPMC have conducted since 2010:



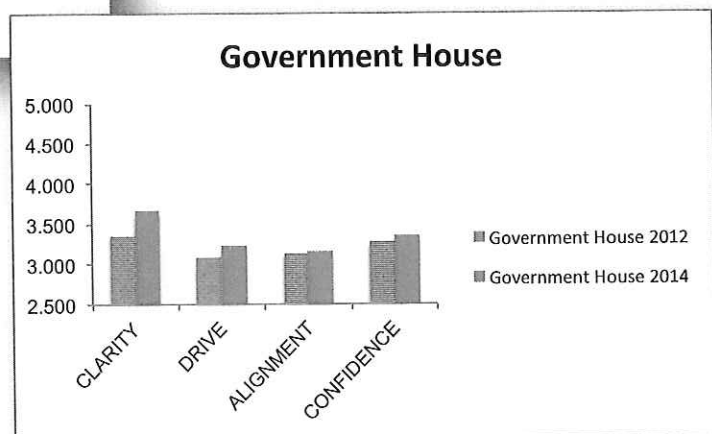
It can be seen that whereas Confidence has grown, Alignment and Drive are not only the lowest scores, but have slipped back.

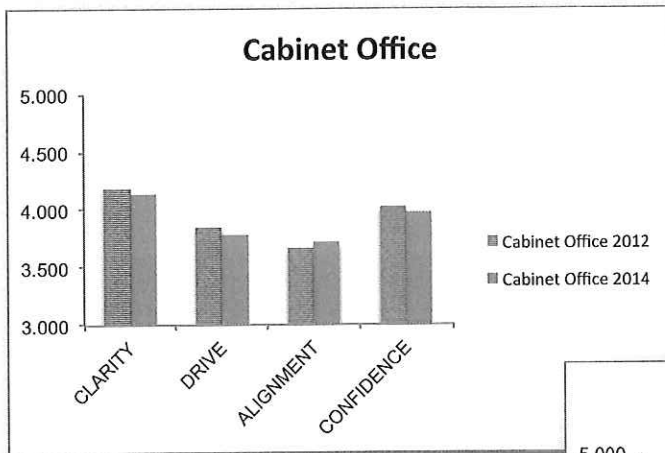
Note that this is not a large problem at the organisation level – the shift in scores is slight – but is liable to be larger for some of the Department’s business units. These are explored below.



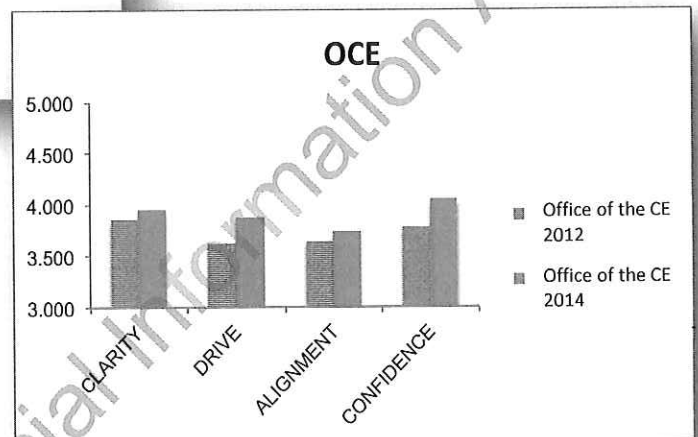
The Policy Advisory Group enjoy high levels of engagement, which is likely a reflection of the high degree of Clarity accompanying the role. Nonetheless, scores have slipped since 2012 and Drive and Alignment offer room for improvement.

Government House has the lowest levels of engagement and lowest scores on the Climate Survey: on the other hand scores have shifted upward, especially in Clarity (roles, goals and values).





Cabinet Office shows the same pattern of lower scores across Drive and Alignment. Although there was a small lift in Alignment, other scores have slipped a very small amount from 2012.



The Office of the CE breaks the trend by showing a distinct upswing in climate scores across all three dimensions. Both Drive and Confidence display a large and positive jump. Alignment remains the lowest scoring scale for OCE.

Note that MCDEM and Security and Intelligence were not entities with comparable scores from 2010.

Looking at the climate information from a different perspective reveals patterns across the Department and within Business Units / Groups. On a five point scale scores greater than 4.5 are scored 'Outstanding' (green); between 3.5 and 4.5 are scored 'Good Practice' (yellow); between 2.5 and 3.5 are scored Adequate (red); and below 2.5 are scored 'Poor' (black).

Outstanding	●
Good Practice	●
Adequate	●
Poor	●

	Security & Intelligence	Cabinet Office	Government House	Office of the CE	Policy Advisory Group	MCDEM
CLARITY	●	●	●	●	●	●
DRIVE	●	●	●	●	●	●
ALIGNMENT	●	●	●	●	●	●
CONFIDENCE	●	●	●	●	●	●

This view shows that no part of the organisation scored green or black. MCDEM and Government House have a number of red scores that need addressing; across the organisation Alignment looks to be the lowest scoring.

This picture is made starker when explored at a finer level of analysis:

	Policy Advisory Group	Cabinet Office	Office of the Chief Executive	Security & Intelligence	Ministry of Civil Defence & Emergency Management	Government House
Values	●	●	●	●	●	●
Roles	●	●	●	●	●	●
Clear Direction	●	●	●	●	●	●
Achievement Orientation	●	●	●	●	●	●
Manager Support	●	●	●	●	●	●
Rewards	●	●	●	●	●	●
Challenges and Opportunities	●	●	●	●	●	●
Innovation	●	●	●	●	●	●
Flexibility and Structure	●	●	●	●	●	●
Communication	●	●	●	●	●	●
Cooperation	●	●	●	●	●	●
Workload	●	●	●	●	●	●
Affect and Morale	●	●	●	●	●	●
Business Unit Efficacy	●	●	●	●	●	●
Organisational Efficacy	●	●	●	●	●	●
Satisfaction	●	●	●	●	●	●
Commitment	●	●	●	●	●	●

Across the organisation Challenge and Opportunity stands out, obtaining the lowest scores. This scale has 2 items:

- The challenges I face here at work foster my growth and development
- I can see opportunities to progress within the organisation

These questions touch the psychological contract with employees – leaders should make every effort to provide meaningful and stretching roles for staff – and if they cannot, then to be clear with them about the limits of what is possible by working with DPMC. Some organisations will provide support for people to move onwards when they have mastered the challenge of their role; others will move staff around to maintain interest and stretch.

The other scale which was an issue for four of the six business units was Flexibility and Structure. The items covered were:

- Decisions for action are not held up by red tape
- I am involved in important decisions that affect my work
- The structure of the organisation contributes to its success
- So long as an approach is consistent with our policies, employees have the freedom to work out the best way of completing their tasks

Given the nature of the work undertaken by some units red tape may be required, but the tenor of the scale touches on needless bureaucracy or a lack of autonomy for staff members. This *should* be of concern in an organisation with a fairly flat management structure, which depends on smart and competent people exercising discretion. Engagement will improve if managers delegate better and act to remove obstacles for staff.

Government House and MCDEM should be especially concerned to consider their style and because of their lower engagement scores: staff seem to be sending a clear message that change is needed.

Some understanding of what might contribute to these trends is seen in average scores (out of 5) to two additional items:

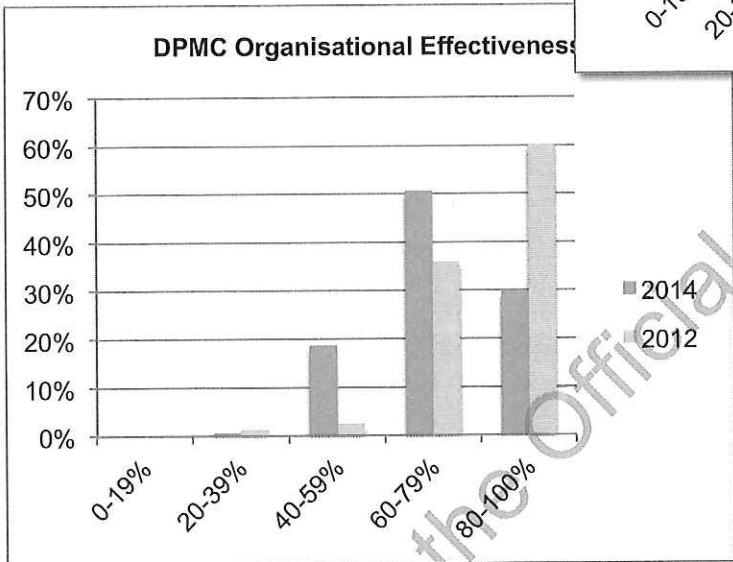
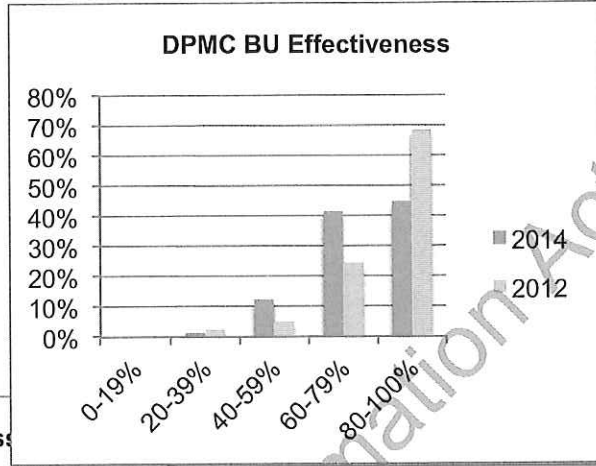
Item Questions	Security & Intelligence	Cabinet Office	Government House	OCE	PAG	MCDEM
My manager provides me with regular feedback on my performance	3.7	4	3.3	4.2	4	3.2
My manager takes an active interest in my professional development	3.9	3.8	3.1	4	3.7	3.2

The data seem clear: managers who take an interest in their staff and provide good feedback produce (generally) higher engagement levels. Government House should take particular note.

Released Under the Official Information Act 1982

The net result is that while engagement remains relatively high, staff feel less sure that the agency is achieving as much as it could:

The percentage of staff who believe that their business unit is being successful has dropped back by nearly 20%, and while still positive, should merit further investigation. MCDEM and the Security & Intelligence Group account for the bulk of this effect.



At the level of the organisation, the same effect can be seen more dramatically. The percentage of those who think the agency is at peak performance dropped 30 percentage points, and the percentage who think it is operating in the mid range (40%-59%) increased by nearly 20%.

On the other hand, the percentage of those intending to leave the organisation within 12 months, or those actively looking, are at levels seen in other organisations and not especially noteworthy.

Comment Analysis

At the end of the survey, DPMC participants were invited to answer two open-ended questions. When asked the first question "What are the two best things about working for DPMC?" employees revealed their work environment and the people they work with as the two best aspects. When asked, "What motivates you to work for the DPMC?" the majority of employees revealed making a difference to New Zealand as the key factor. The comment topics and number of responses are listed below for each question.

What are the two best things about working for DPMC?

Work environment	32
People	27
Making a difference to NZ	24
Interesting and/or challenging subject matter	15
Collaboration or influence in Government	18
Management / Leadership	6
Benefits	5
Other	10
Total	137

What motivates you to work for DPMC?

Making a difference to NZ	30
Influencing Government	20
Work environment	16
Interesting and/or challenging subject matter	11
Management / Leadership	4
Other	15
Total	96

Engagement and Climate

On the surface it may seem that there is a disparity between the lift in engagement scores and fall in climate ratings between 2010 and 2014. Three factors appear to account for this pattern:

Firstly, engagement remains extraordinarily high in the PAG and Cabinet office, providing a boost to the agency as a whole.

Secondly, comments indicate that proximity to the PM and the Centre of Government provides many staff with purpose, meaning and pride.

Thirdly, engagement may be seen as a goodwill buffer, or bank account. Staff sustain engagement even though elements of their working lives are frustrating. Research on engagement is clear; unless changes are made in factors that drive engagement, this state of affairs will not last.

What then are the priorities for action?

Priorities for improvement

Each DPMC business unit or group has signal areas of focus, but in general the two scales of Challenge & Opportunity, and Structure offer the greatest opportunities:

The challenges I face here at work foster my growth and development

I can see opportunities to progress within the organisation

Decisions for action are not held up by red tape

I am involved in important decisions that affect my work

The structure of the organisation contributes to its success

So long as an approach is consistent with our policies, employees have the freedom to work out the best way of completing their tasks

Further exploration asked '*what drives engagement at DPMC?*'. A statistical calculation revealed two further factors differentiate high and low engagement staff:

Employees are given praise and recognition when they do a good job

High performers are rewarded

I am clear about how my individual role contributes to the organisation's goals

My manager makes clear what tasks I need to perform

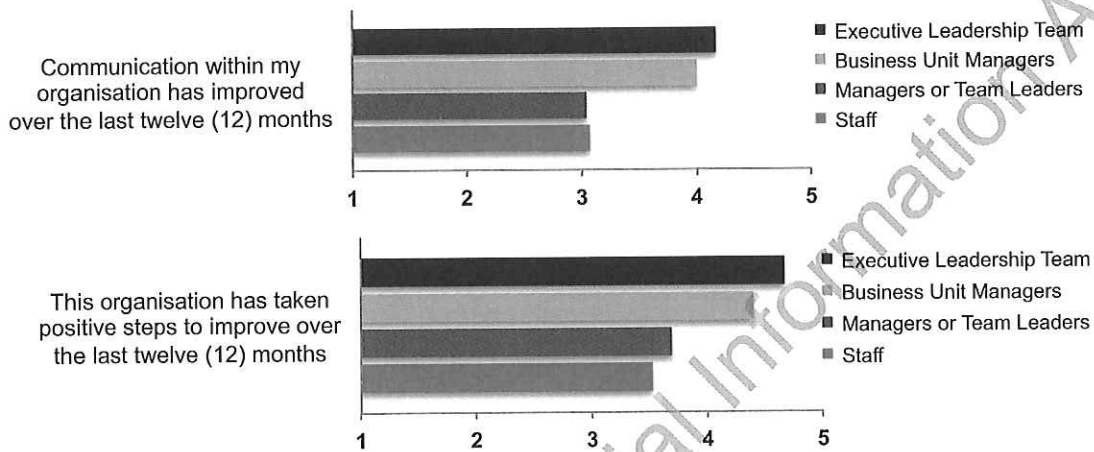
The organisation is careful to ensure there is no unnecessary duplication of tasks

That is, the leaders who are better at recognising staff that do well (not monetarily), and who provide clarity and efficiency at work, have staff that are more engaged. Development and training in these areas are likely to produce rich returns.

Additional Scales

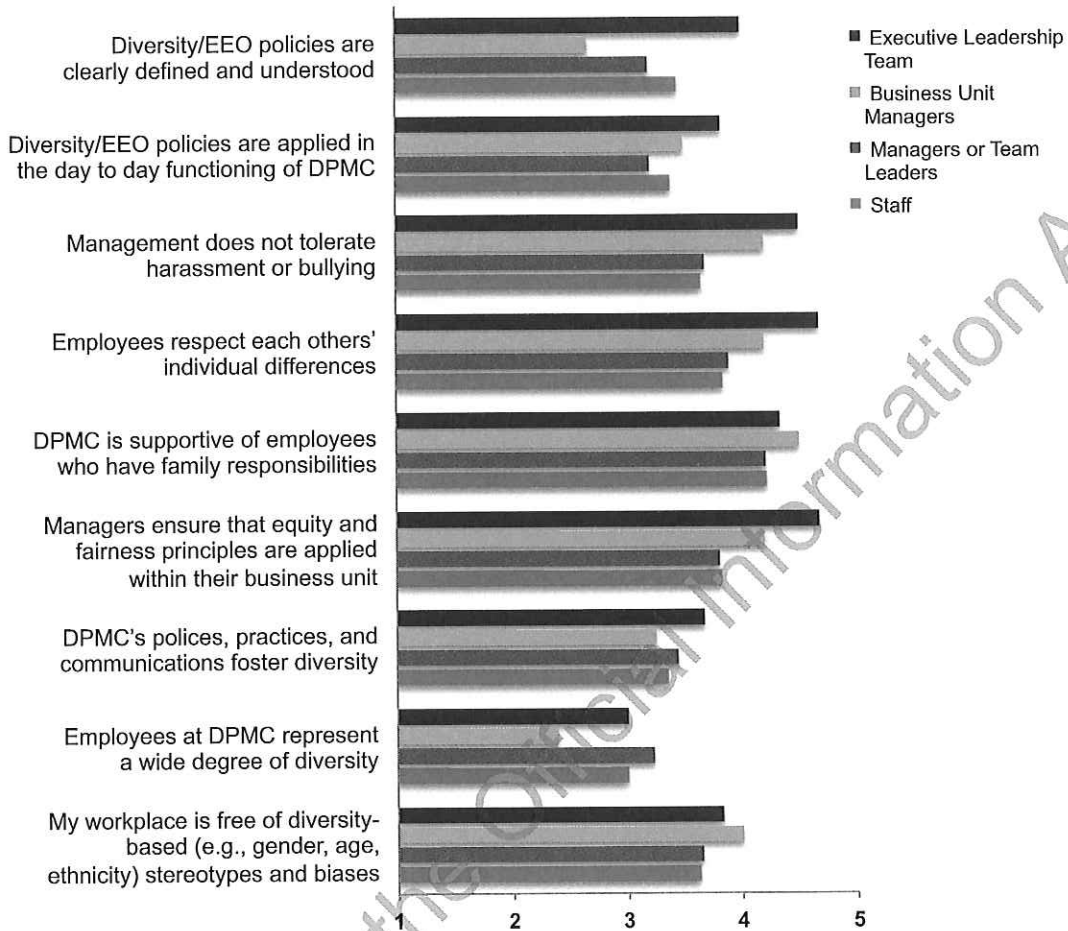
In addition to the standard scales of the climate survey, DPMC measure some factors of particular interest, and these are outlined below.

Although the Executive Team and Business Unit Leaders are strongly of the view that the organisation is taking steps to improve, the message is less clear lower down, and both staff and business unit managers are ambivalent about the degree of communication they receive. This appears to be a classic example of leaders believing they are *sending* a message, but it appears not to be being *received*.



Released Under the Official Information Act 1982

A broad examination of EEO requirements reveals that from within DPMC is not seen as especially diverse, and staff do not perceive any obvious issues or barriers to diversity. Employees generally feel supported and fairly treated. Business Unit Managers stand out as less positive in terms of understanding EEO policies than those at other levels.

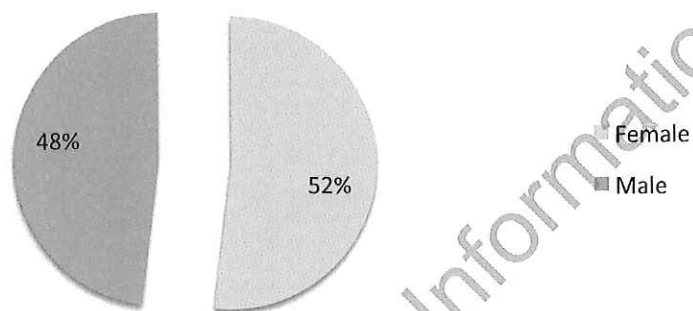


Released Under the Official Information Act 1982

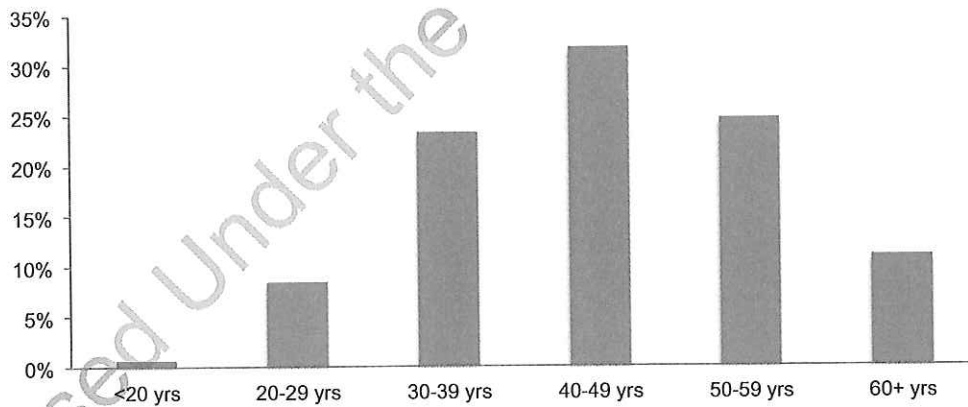
Appendix: Demographics

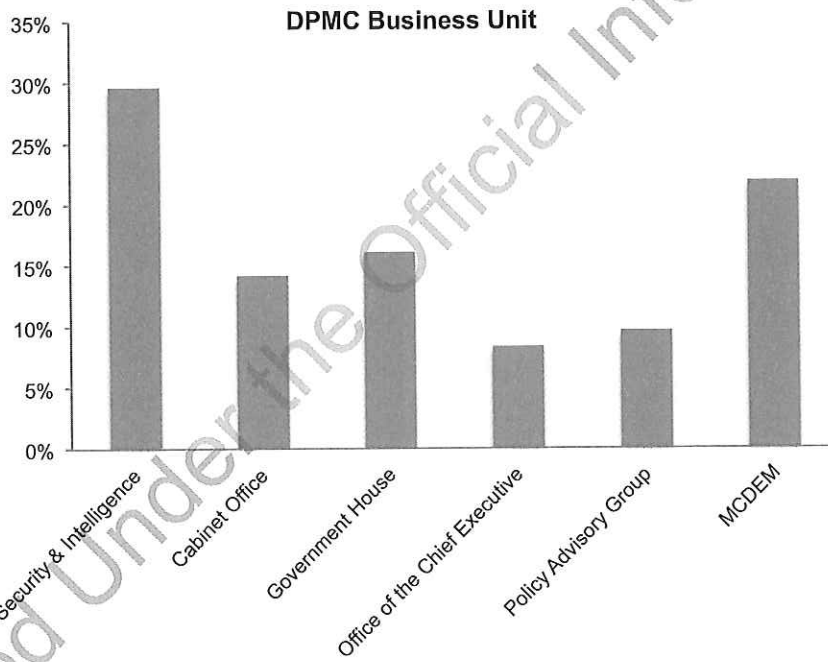
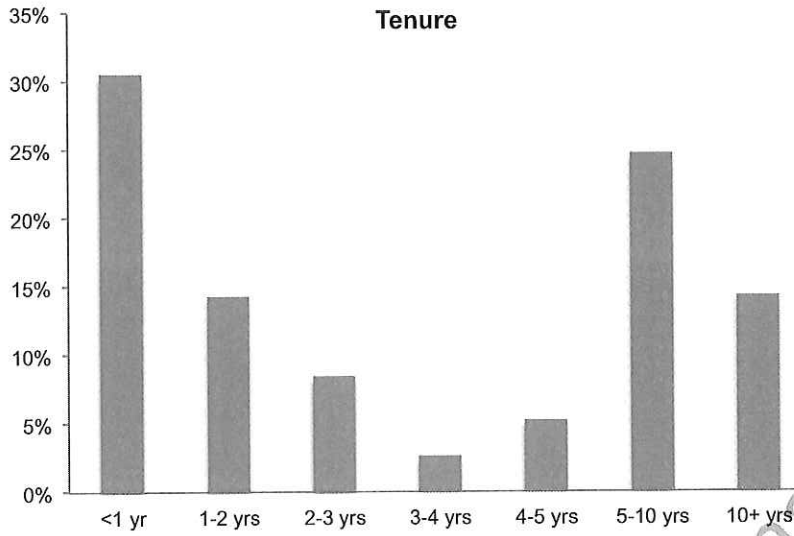
A breakdown of respondents is shown below.

Gender

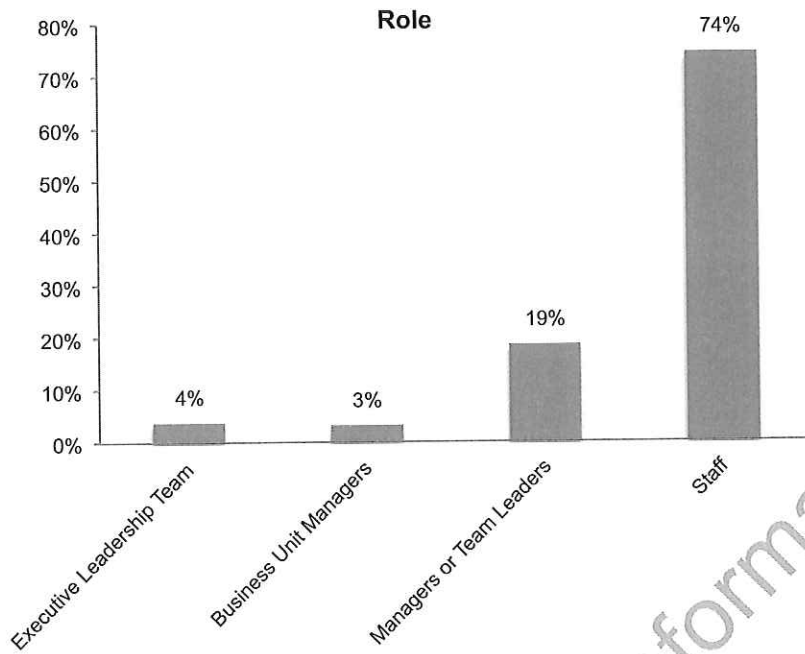


Age





Released Under the Official Information Act 1982



Released Under the Official Information Act 1982