

WINSBOROUGH LIMITED
DPMC CLIMATE QUESTIONNAIRE 2012

Survey Preview
 DPMC Climate Survey
 Participant: Joe Demo

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(not set)
 Employee
 Supervisor / Team Leader
 Manager
 Executive Leadership Team

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.

What is your gender?	Female Male N/A or Do Not Know
What is your age?	<20 20-29 30-39 40-49 50-59 60+ N/A or Do Not Know
How long have you been at (or associated with) this organisation?	<1 year 1 year 2 years 3 years 4 years 5+ years N/A or Do Not Know
What business unit do you work in?	National Assessments Bureau Cabinet Office Government House Office of the Chief Executive Policy Advisory Group Intelligence Coordination Group Security and Risk Group N/A or Do Not Know
What are your hours of work?	Full time Part time N/A or Do Not Know
What is your occupational group?	Administration and Support Management Professional Household N/A or Do Not Know

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Values

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree	N/A or Do Not Know
★ People act in accord with our organisational values	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ Our values are clearly communicated by senior managers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ Our organisation's values are relevant to my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ My personal values are similar to the values of this organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How would you change our values to make them more relevant?

Roles

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree	N/A or Do Not Know
★ I am clear about how my individual role contributes to the organisation's goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ My manager makes clear what tasks I need to perform	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ The organisation is careful to ensure there is no unnecessary duplication of tasks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Clear Direction

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree	N/A or Do Not Know
★ People in this organisation have a good understanding of its long term direction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ The purpose of the organisation has been well articulated by senior management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Achievement Orientation

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree	N/A or Do Not Know
★ In this organisation people are held accountable for achieving results	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ My manager is effective in ensuring we meet our objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ Management acts quickly to remove obstacles to high performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Manager Support

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree	N/A or Do Not Know
★ Managers here are supportive of their staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ Managers take the time to listen and understand the views of staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Rewards

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree	N/A or Do Not Know
★ Employees are given praise and recognition when they do a good job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ High performers are rewarded	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Challenges and opportunities

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree	N/A or Do Not Know
★ The challenges I face at work foster my growth and development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ I can see opportunities to progress within the organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Innovation

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree	N/A or Do Not Know
★ In my workplace we are continually looking at ways to do things better	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ Employees are encouraged to implement new and better approaches	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ When people have good ideas they are acted upon	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Flexibility & Structure

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree	N/A or Do Not Know
★ Decisions for action are not held up by red tape	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ I have input into the decisions that most affect my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ The structure of the organisation contributes to its success	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ 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="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What steps could be taken to make the structure of this organisation more effective?	<input type="text"/>					

Communication

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree	N/A or Do Not Know
★ Senior management are quick to pass on important information to staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ Staff can communicate their concerns openly to senior management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ The right people get the right information at the right time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Cooperation

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree	N/A or Do Not Know
★ Where cooperation is necessary it takes place	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ People put aside their differences to achieve collective goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Workload

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree	N/A or Do Not Know
★ My overall workload is appropriate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ We have sufficient staff to do the work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ Tasks are allocated to balance the load across my team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Affect and Morale

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree	N/A or Do Not Know
★ Employees remain united in the pursuit of objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ There is a high level of enthusiasm amongst employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ The level of morale amongst staff here is high	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Business Unit Efficacy

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree	N/A or Do Not Know
★ My Business Unit can overcome any obstacle that arises	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ People in my area are confident we can be a successful Business Unit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ I am confident in my manager's ability to move our Business Unit forward	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Organisational Efficacy

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree	N/A or Do Not Know
★ I am confident we can make the changes necessary to improve our performance as an organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ This organisation has what it takes to succeed into the future	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Business Unit Effectiveness

	0-19%	20-39%	40-59%	60-79%	80-99%	100%	N/A or Do Not Know
★ Please rate how effective your Business Unit is in terms of achieving its main role	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What steps could be taken to make your Business Unit more effective?

Organisational Effectiveness

	0-19%	20-39%	40-59%	60-79%	80-99%	100%	N/A or Do Not Know
★ Please rate how effective the organisation is in terms of achieving its main role	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What steps could be taken to make the organisation more effective?

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Pride in your workplace

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree	N/A or Do Not Know
★ My organisation is successful in achieving its main role	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ My work at this organisation is meaningful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Satisfaction with leadership

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree	N/A or Do Not Know
★ Overall, I am satisfied with my manager	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ Overall, I am satisfied with managers above my immediate manager	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Opportunity to excel at work

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree	N/A or Do Not Know
★ My job expectations are clear to me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ I have the resources I need to do my job well	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ My job offers me opportunities to do what I excel at	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Recognition and reward

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree	N/A or Do Not Know
★ I am given praise and recognition when I do a good job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ Recognition and reward is based on performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Positive team work environment

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree	N/A or Do Not Know
★ Employees in my unit work together as a team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Which aspects of your work do you find most engaging and rewarding?

★ Required



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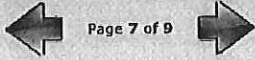
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Satisfaction

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree	N/A or Do Not Know
★ I like the work in my present position	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ I am generally satisfied with my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ I get a great sense of accomplishment from my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What keeps you doing this job?

Commitment

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree	N/A or Do Not Know
★ I am proud to say I work for this organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ I would feel I was letting others in my team down if I left the organisation right now	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ I feel my prospects inside this organisation are better than outside it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

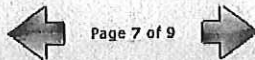
Intentions to leave

	Strongly Disagree	Disagree	Neither Agree or 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="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ It wouldn't take much for me to leave this organisation right now	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ I intend to leave within the next 12 months	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If you do intend to leave this job, what would be the main reason for your departure?

What would it take for you to remain?

★ Required



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Integrity

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree	N/A or Do Not Know
★ Managers here display the highest levels of integrity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ Personal honesty is a requirement to be a leader here	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ People here tell the truth even when it is unpleasant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ Managers here can be trusted	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ The department has high standards for personal conduct	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

EEO

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree	N/A or Do Not Know
★ Management does not discriminate on the basis of gender	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ Management does not tolerate harassment or bullying	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ Management deals swiftly with harassment or bullying complaints	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ Management does not discriminate on the basis of ethnicity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ Management does not discriminate on the basis of age	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
★ Management does not discriminate on the basis of disability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ Staff here respect each other's individual differences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ My cultural values are respected by this organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ I have not observed harassment in the workplace over the past year	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ I have not experienced harassment in the workplace over the last year	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ I have not observed discrimination occurring in this workplace over the past year	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
★ I have not experienced discrimination in this workplace over the past year	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Employee Driver Analysis

Below is a list of aspects that motivate employees. Please use the drop down boxes below to identify in order your top five motivators, the aspects you feel are most important to you.

- Base salary
- Career development
- Challenge and stretch
- Degree of autonomy
- Friendships at work
- Leave
- Meaningful nature of work
- Medical Assistance
- Mentoring and support
- Opportunities to advance
- Physical environment of workplace
- Physical location of workplace
- Recognition and feedback
- Rewards in addition to pay
- Security of Employment
- Status and job title
- The chance to use full range of my skills
- Tools and resources to be effective
- Training and job related development
- Work life balance

- ★ Please identify your primary motivator
- ★ Please identify your second motivator
- ★ Please identify your third motivator
- ★ Please identify your fourth motivator
- ★ Please identify your fifth motivator

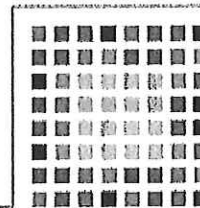
★ Required

- Base salary
- Career development
- Challenge and stretch
- Degree of autonomy
- Friendships at work
- Leave
- Meaningful nature of work
- Medical Assistance
- Mentoring and support
- Opportunities to advance
- Physical environment of workplace
- Physical location of workplace
- Recognition and feedback
- Rewards in addition to pay
- Security of Employment
- Status and job title
- The chance to use full range of my skills
- Tools and resources to be effective
- Training and job related development
- Work life balance
- N/A or Do Not Know

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select develop lead engage

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**DEPARTMENT OF THE
PRIME MINISTER AND CABINET**

**ENGAGEMENT AND CLIMATE SURVEY
OVERVIEW OF RESULTS 2012**

June 2012

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Message to Staff

Since the first climate survey in 2005 DPMC have run our surveys on a regular basis every two years so we can provide staff with opportunities to let management know their views about working at DPMC. The Climate Survey is an important tool for management so we can gain an understanding of how our people are feeling and what are some of the areas you would like us to focus on. As I have so recently returned to DPMC the timing of the survey's feedback is excellent as it gives me the opportunity to understand why you enjoy working at DPMC and what key concerns and issues you have.

I want to thank all those who took the time to participate in this year's survey; we had a positive response rate of 77%, slightly down on last time, but is still a good outcome. With this level of response we can feel confident we are seeing a clear picture regarding how the majority of you are feeling about working at DPMC.

This year as part of the survey we also looked at key engagement facts, Pride in Workplace, Satisfaction with Leadership, Opportunity to Excel, Recognition and Reward, Potential for Personal Growth and Positive Environment. In all these areas DPMC results were either above or aligned with external organisations, which is a good outcome. The survey has shown that we take pride in our workplace and operate within a positive environment and continue in general to be satisfied with leadership.

Our overall results are positive but overall we have slipped back from our 2010 results so that there are plenty of opportunities to look at how we are doing things and find ways to improve. One area which has been highlighted is around communication and I will be making this a priority area for our senior leadership group, including myself.

The senior leadership group have been provided with the overall results and had one on one briefings with our survey provider to review their business area results. Over the coming weeks managers will be seeking opportunities to address some of the highlights of the survey and any areas of concern with you. Given the current fiscal environment and challenges the public sector is experiencing we will be doing our best to address areas of concern as we can, to continue to improve working at DPMC.

I strongly encourage you to actively participate in these sessions. If we all work together we can continue to make DPMC an even greater place to work.

I look forward to hearing all your ideas and working with you all over the coming months.

Thank you once again for taking time to respond to the climate survey this year.

Andrew

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EXECUTIVE SUMMARY

The response rate was 77%; while very positive compared to industry standards this is a little lower than the 2010 response rate of 86%.

The key findings are:

- Scores on climate and staff engagement have decreased across DPMC this year, compared to previous years where the trend was for these scores to increase.
- In respect of engagement, DPMC employees rate Pride in Workplace as relatively positive, and in parallel the most prevalent employee motivator is the Meaningful Nature of the Work. The overall decrease in engagement levels is driven by drops in Satisfaction with Leadership, and Opportunity to Excel at Work.
- Within climate, Clarity and Confidence continue to be relative strengths while Drive and Alignment are again areas for improvement. Confidence, however, has dropped below the organisational benchmark for the first time. The four climate factors that have the greatest impact on engagement and are therefore priorities for action are Rewards, Challenges and Opportunities, Affect and Morale, and Roles. Additionally, Communication was a recurring theme in the written comments provided.
- Higher scores on engagement and climate were obtained from managerial and professional staff, those within their first year at DPMC, older staff, and men. Household staff, younger employees, and women tended to score lower.
- Perceptions of effectiveness, satisfaction, and, to a lesser degree, commitment were strong. While engagement and climate are related to these outcome variables, they are moderated by external factors such as the economic climate. The decline of intentions to leave is in line with declining worker turnover in New Zealand during the recent recession. Though employees are generally not as happy with "how things are" at DPMC, they remain satisfied with their jobs and committed to the organisation. This should be taken as an opportunity to regain and reinforce employee engagement.

INTRODUCTION

Employee Engagement

Employee engagement is a heightened connection between employees and their work, their organisation, or the people they work for or with. 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.

Common themes that emerge when researchers discuss engaged employees go beyond basic job satisfaction to employees finding personal meaning in their work, taking pride in what they do and where they do it, and feeling that their organisation values them.

The greater an employee's engagement, the more likely it is that the employee will go above and beyond the minimum that is required to perform their job, expending discretionary effort to provide excellent performance.

Climate

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.

This engagement and climate survey helps DPMC 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.

DPMC surveyed staff in 2012 to:

- gauge the degree of change that has occurred since the last climate survey in 2010;
- evaluate the efficacy of action plans that arose from the senior management team workshop conducted following the 2008 climate survey;
- to assist in deciding on priorities for action and devise a plan for moving forward.

Engagement and climate items are measured on a five point scale¹.

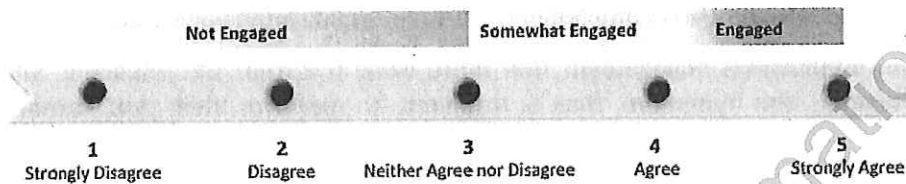
¹ Items have previously been measured on a 6 point scale; previous years' results measured on a 6 point scale, where included for comparison, were converted for equivalence.

ORGANISATIONAL RESULTS – ENGAGEMENT

Engagement Results

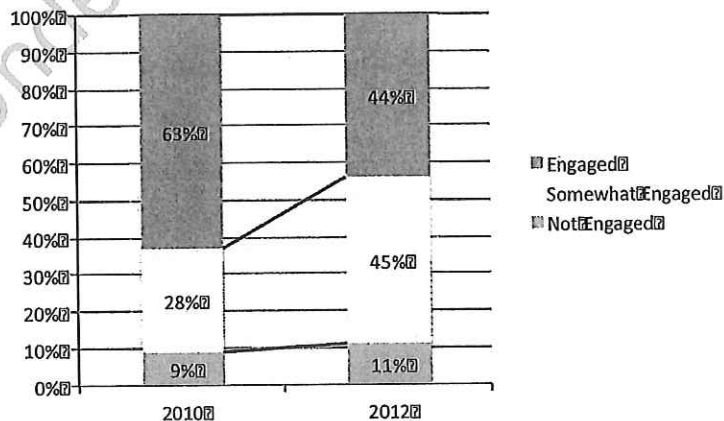
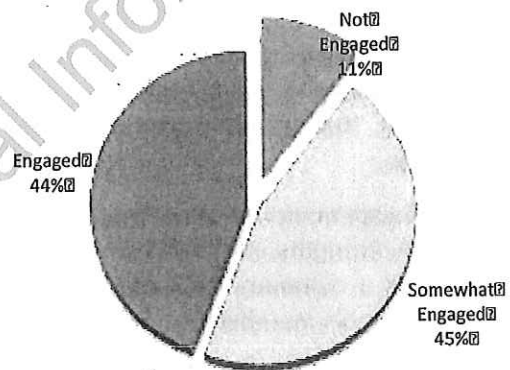
We classify employees as “engaged” if their average score for this scale is 4 or higher on a 5 point scale. Employees whose average score is 3 or higher but lower than 4 are classified as “somewhat engaged”, and those with an average score of less than 3 are classified as “not engaged”.

These categories are shown in the figure below:



The chart to the right shows that the majority (89%) of DPMC employees are positively engaged. However, about half of that group are “somewhat engaged” rather than “engaged”. 11% of DPMC staff are not engaged.

These results are lower than the engagement levels captured in the 2010 survey. While overall the levels of positive engagement are about the same, the average engagement score has decreased significantly², and there has been a substantial shift in the numbers of employees from “engaged” to “somewhat engaged”.



² The average engagement score was 4.07 in 2010 and 3.86 in 2012. This is a statistically significant decrease at the 95% confidence interval.

Engagement Factors

Each factor has a maximum average score of 5.

Sub-scale and description	2012	2010	Change
Pride in one's work or workplace. The first theme in Winsborough's employee engagement scale is the pride that employees have in their work and/ or in their organisation. In order to develop a higher emotional connection to the organisation, an employee must have some degree of pride in his or her work or the mission of the organisation.	4.4	4.5	↓
Satisfaction with leadership³. The second theme is satisfaction with supervision and leadership. First-line supervisors play a critical role in the daily lives of employees, from assigning work to evaluating performance, so it should not be surprising that they have an important effect on employee engagement. Likewise, managers at higher levels, tasked with developing the vision toward which the agency strives, can also affect employee engagement.	3.8	4.1	↓
Opportunity to excel at work². The opportunity to perform well and have access to resources necessary for success is a key driver of efficacy – the feeling of contributing at one's best.	3.9	4.2	↓
Satisfaction with the recognition received. Recognition is central to any discussion of employee engagement. Recognition may take the form of monetary or non-monetary awards, or a simple acknowledgement of a job well done. Whatever the method, recognition systems encompass a number of variables that are all important for maintaining high levels of employee engagement, including communication and respect.	3.7	3.8	↓
Potential for future personal and professional growth. The prospect for future growth within the organisation also has a role to play in employee engagement. Growth can occur when employees are given the opportunity to learn new skill sets or improve current ones; participate in different types of assignments; exercise leadership roles within teams; or rotate to different parts of the organisation.	3.9	3.9	=
Positive work and team environment. The general work environment has an important influence on employee engagement as it may or may not foster cooperative attitudes and respectful treatment. Employees connected to teams regularly report higher levels of engagement.	3.9	3.9	=

³ The difference between scores on *Satisfaction with Leadership* and *Opportunity to perform well at work* in 2010 and 2012 are statistically significant at a 95% confidence level.

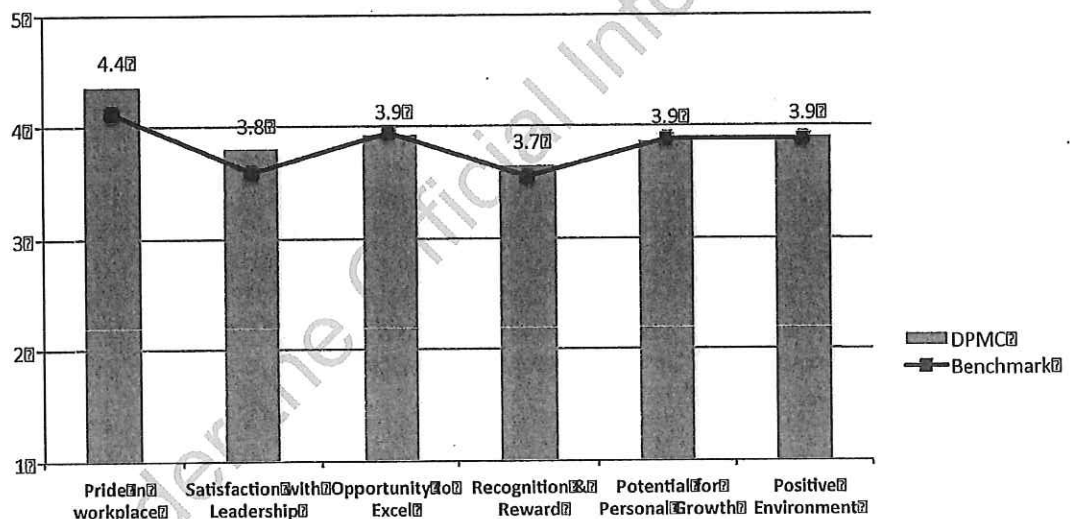
Comparison with Winsborough Benchmark

DPMC scores are equivalent or higher than the Winsborough engagement benchmark⁴ across all factors.

DPMC staff score higher than the benchmark⁵ in:

- ▣ Pride in workplace
- ▣ Satisfaction with leadership

Compared to the average working New Zealander, DPMC employees have a greater sense of pride in their work and are more satisfied with organisational leadership. In 2010, staff rated their organisation as highly as other New Zealanders on Opportunity to Excel, Recognition and Reward, Potential for Personal Growth, and Positive Work Environment. This is on par with other working New Zealanders on having the chance to do work that they excel at, being rewarded for their work, and future opportunities for growth. They also perceive cooperation and enthusiasm in their work environment to be as positive as employees in other organisations.



⁴ The Winsborough engagement benchmark is based on a sample of over 750 professional working New Zealanders.

⁵ Significant at a 95% confidence level.

ORGANISATIONAL RESULTS – CLIMATE

The Winsborough Model of 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. Good organisations have widely shared understanding of all three factors at all levels. Clarity is split into three factors: *Values, Roles, and Clear Direction.*

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. Drive is split into five factors: *Achievement Orientation, Manager Support, Rewards, Challenge and Opportunities, and Innovation.*

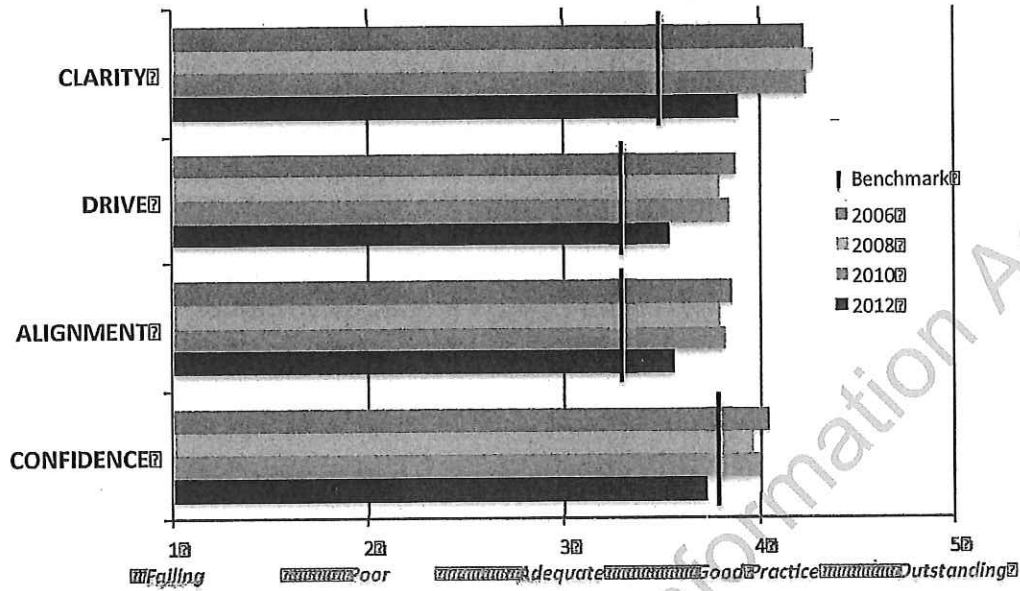
Alignment

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

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. Confidence is split into three factors: *Affect and Morale, Business Unit Efficacy, and Organisational Efficacy.*

Climate Results



Though each of the four elements that make up climate are within the “good practice” range, this year has seen decreases across the board compared to previous years. Clarity continues to be the strongest area, indicating DPMC employees understand what the organisation’s values and standards are, what they are supposed to do and achieve in their role, and how they contribute to DPMC’s purpose. Confidence also remains high relative to the other climate factors.

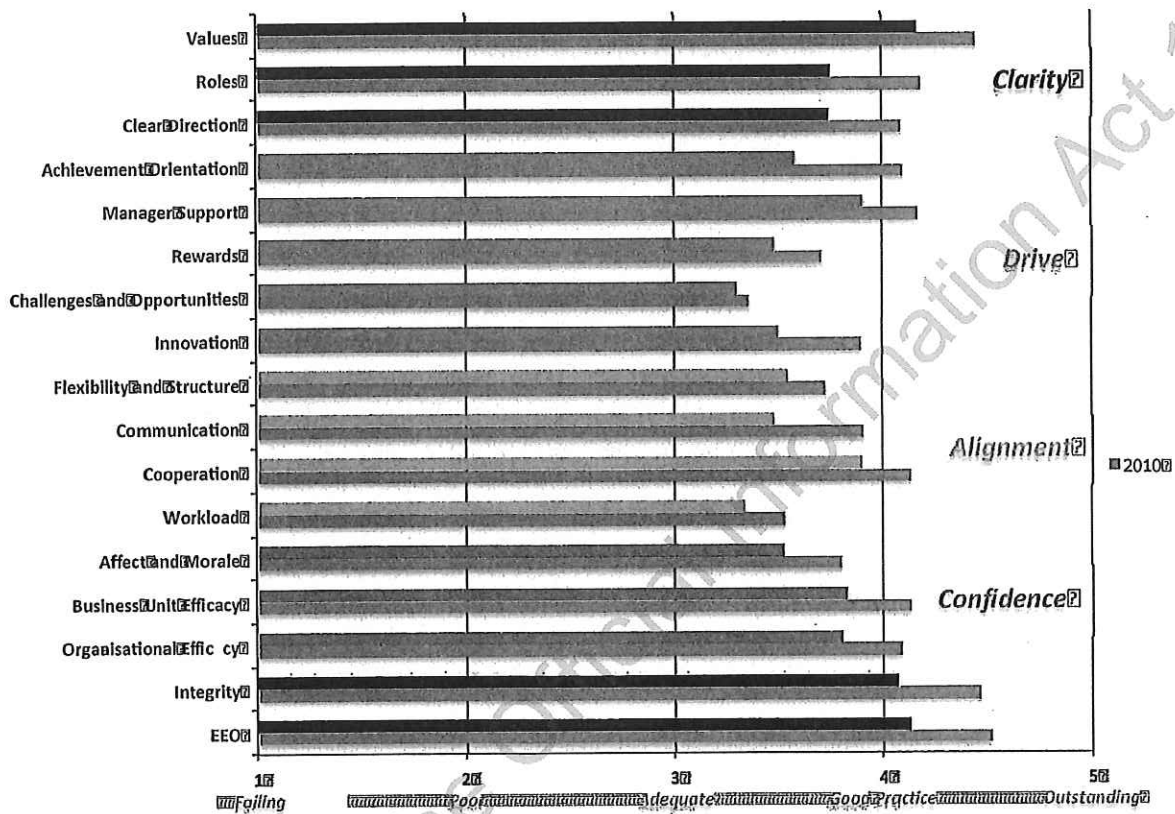
Again, it is Drive and Alignment where results are lower. The Drive result indicates that the organisation and its members are oriented towards achieving results; the Alignment score indicates that staff cooperate with each other and that information flows effectively.

The black lines represent the Winsborough climate benchmark⁶. Note that although climate results have fallen this year, DPMC’s results are still comparable to most other New Zealand organisations. The one exception is Confidence, where for the first time DPMC falls just below the benchmark.

⁶ The Winsborough climate benchmark is based on a sample of over 900 professional working New Zealanders.

Climate Factors

The chart below shows the average score for each of the factors that make up climate across DPMC. The coloured bars represent results for 2012 and the grey bars represent results from 2010.



Notably, all climate factor scores have decreased since the last survey. This stands in stark contrast to the 2010 results which showed *increases* in nearly all scores.

Clarity and Confidence scores, though lower than in previous surveys, still remain the stronger areas for DPMC and all scales are within the "good practice" range. Values is the highest rated element within climate overall. Likewise, Integrity and EEO ratings are within "good practice". These results indicate that employees generally feel positive about the values, honesty, integrity, and fairness of DPMC.

As in 2010, Drive and Alignment are areas to focus on for improvement. Challenges and Opportunities, Workload, Rewards, and Communication fall below "good practice". Employees feel they are not sufficiently developed nor recognised for their work, that workload is not appropriate, and that communication is less effective at DPMC.

The biggest decreases since 2010 are for Achievement Orientation, Communication, and Innovation. These indicate that along with falling perceptions of communication effectiveness, employees feel less positive about their managers driving for results and holding people accountable, and opportunities to improve and innovate.

Relationship Between Engagement and Climate

Organisational climate can be thought of as a driver, or precursor to, employee engagement. That is, employees' perceptions about their workplace can affect how they feel about their work and the organisation.

Advanced analysis indicates that four main climate factors have the greatest effect on engagement in this survey (in descending order of impact):

- ▣ Rewards;
- ▣ Challenges and Opportunities;
- ▣ Affect and Morale; and
- ▣ Roles⁷.

Those employees who feel less rewarded, less challenged, less enthused and optimistic, and less clear about their roles are the ones who are less engaged with DPMC. Conversely, employees who rate these aspects higher feel more engaged with the organisation. Note that the two most important factors – rewards, and challenges and opportunities – are amongst the areas that have fallen below the “good practice” standard as discussed above. Along with morale and role clarity, these are the drivers or levers of climate that should be the focus of improvement or change in order to have the greatest impact on engagement.

We will explore each of these aspects in greater detail in the rest of this report.

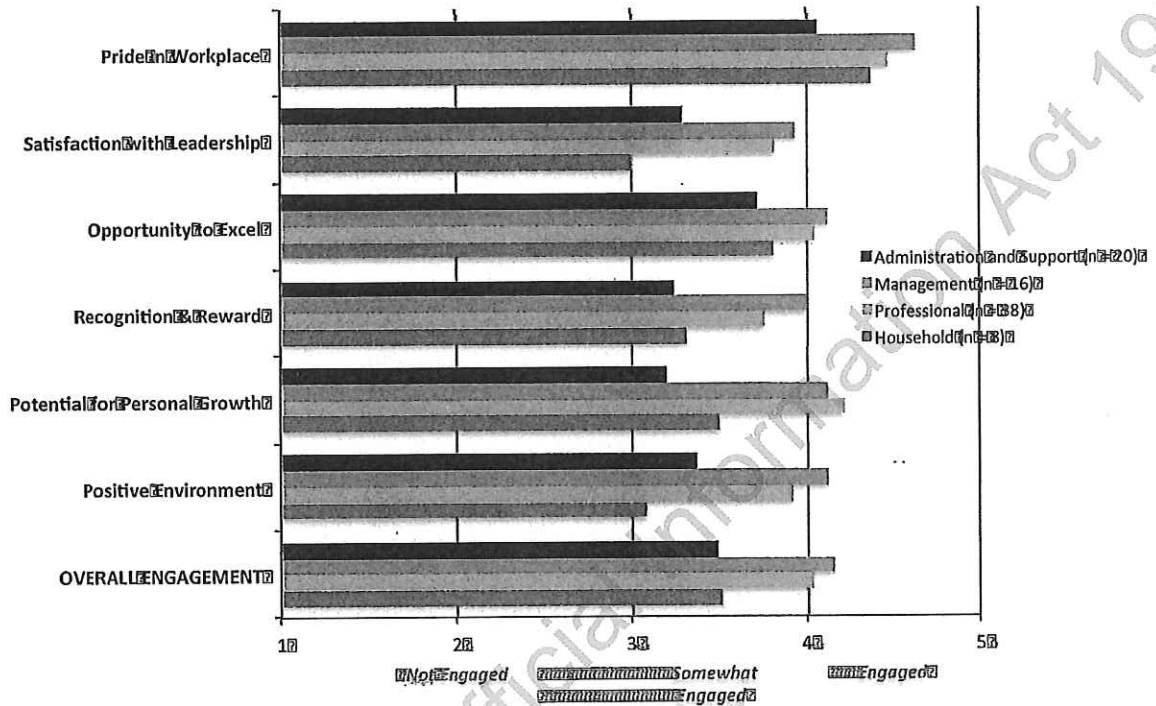
⁷ A linear regression of the climate sub-scales on engagement was statistically significant at $p < .001$ and explains over 89% of the variance in engagement scores. Seven climate factors were statistically significant though the last three had smaller beta weights; the beta weights of the four strongest sub-scales were: Rewards .23, Challenges and Opportunities .23, Affect and Morale .20, and Roles .18. I.e., for every 1 point increase or decrease in, for example, Rewards, results in a .23 increase or decrease in overall engagement score.

The descriptions that reflect the 2012 results are highlighted in red below.

	Clarity	Drive	Alignment	Confidence
Outstanding ≥ 4.5	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 3.5 – 4.49	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. Co-operation 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.
Adequate 2.5 – 3.49	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. Co-operation may occur but does not always result in better performance.	Confidence exists in some teams but not throughout the organisation. Morale is patchy.
Poor/Failing < 2.5	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.

DETAILED RESULTS – ENGAGEMENT

Engagement by Occupational Group

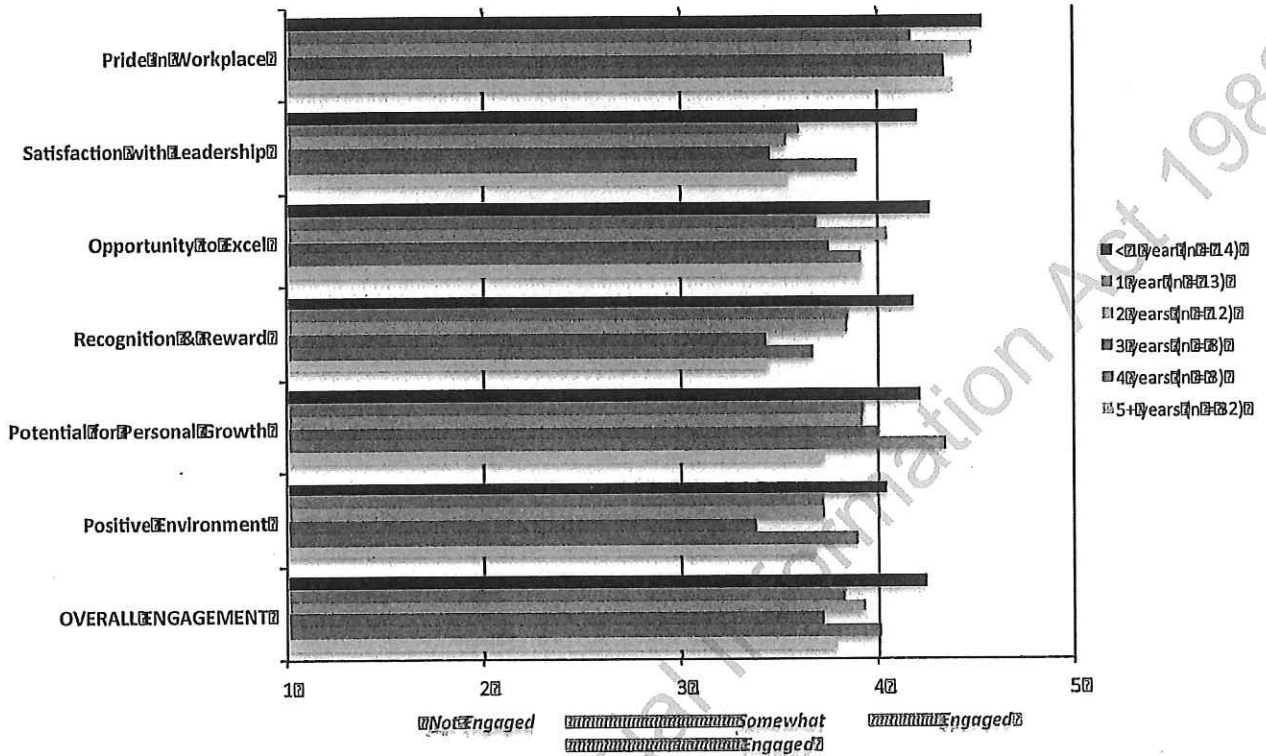


Management and professional employees are the most engaged occupational groups at DPMC, and this is consistent across all of the engagement sub-scales. No management staff and only one professional staff member were classified as “not engaged”.

Whereas Administration and Support staff were the most highly engaged group in 2010, they are now the least engaged alongside Household employees. One quarter of Administration and Support staff and 38% of Household staff were classified as “not engaged”. Particularly low for these two groups are Satisfaction with Leadership, Recognition and Reward, Positive Environment, and Potential for Personal Growth.

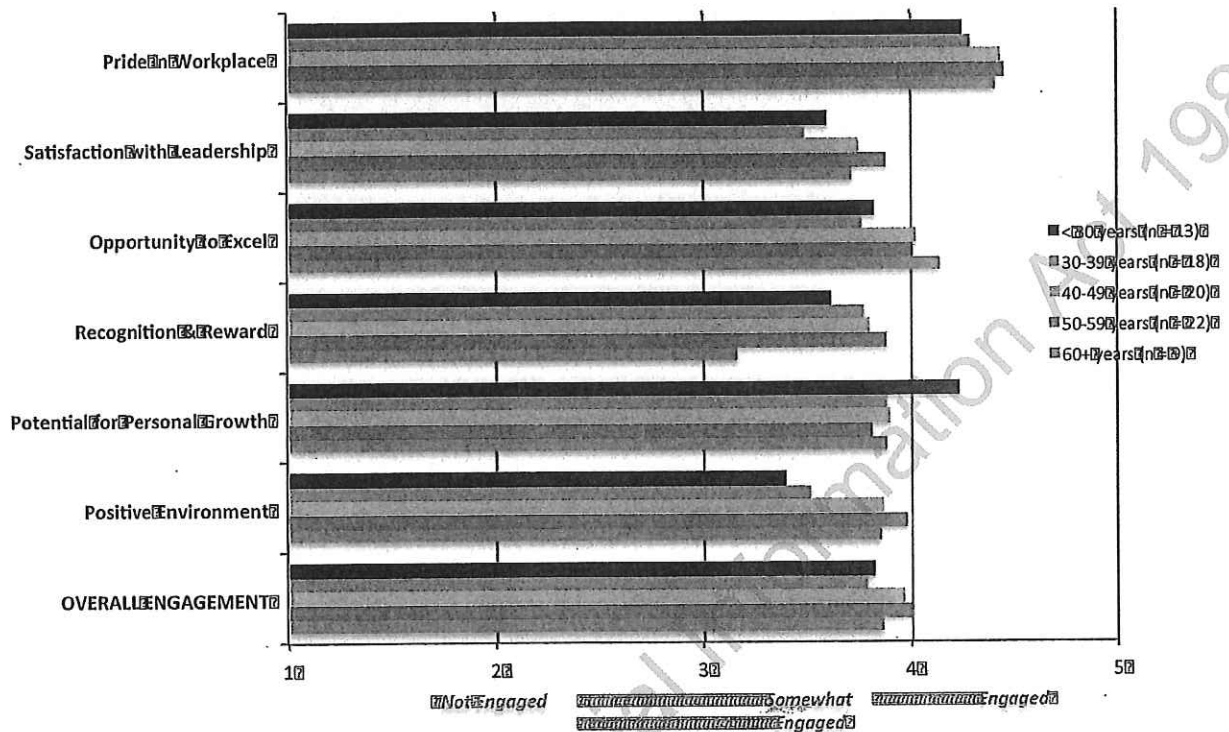
Note that Pride in Workplace remains relatively high for all occupational groups, and markedly so for Household staff.

Engagement by Tenure



Overall, employees who have been working for DPMC for less than one year are the most engaged. Those who have been at DPMC for three years have the lowest average engagement scores, but it is those who have been there for more than five years that are the most unengaged – 16% of this group are classified as “not engaged”. Those with the longest tenure are also the least satisfied with opportunities for potential personal growth, and the amount of recognition and reward they receive for their work.

Engagement by Age

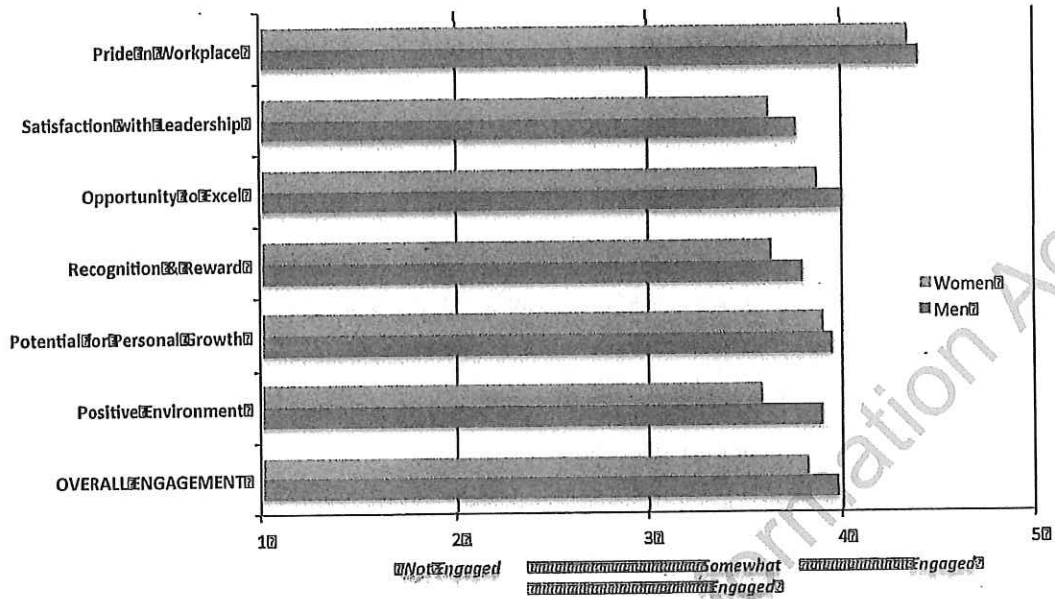


Generally, it appears that engagement increases with age, with the over 60 year age group breaking the pattern somewhat. They are proud of working for DPMC, as are all age groups, enjoy their work environment, and feel they are given adequate opportunity to do a good job. However, they are the most dissatisfied group in terms of feeling recognised and rewarded for their work, which brings their overall engagement score down. This is predominantly made up of people who have been at DPMC for the longest.

This year it is those aged 50-59 who are the most engaged. This age group is the most satisfied with their manager, their manager's manager, the recognition they receive, and their work environment. For the most part, however, this applies to those in this age group who have been working at DPMC for less than five years. Those aged 50-59 with the longest tenure (over five years), show the same decreased engagement scores⁸.

⁸ The average engagement score for 50-59 year olds with four or less years of tenure was 3.99 compared to 2.44 for those with five or more years.

Engagement by Gender

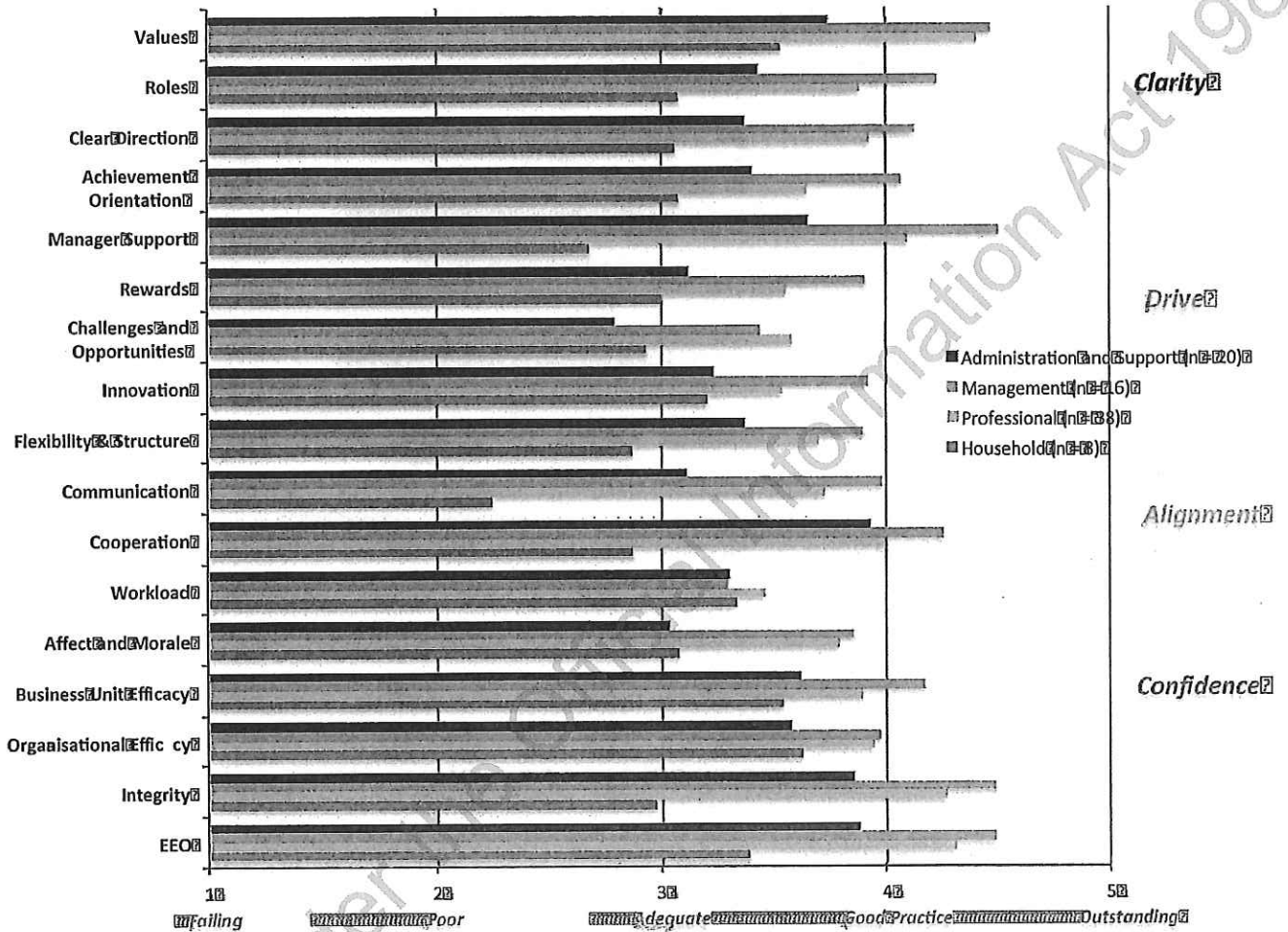


In a reversal of last year's trend, men at DPMC are slightly but consistently more engaged than women. The largest gap is for Positive Work Environment.

Released Under the Official Information Act 1982

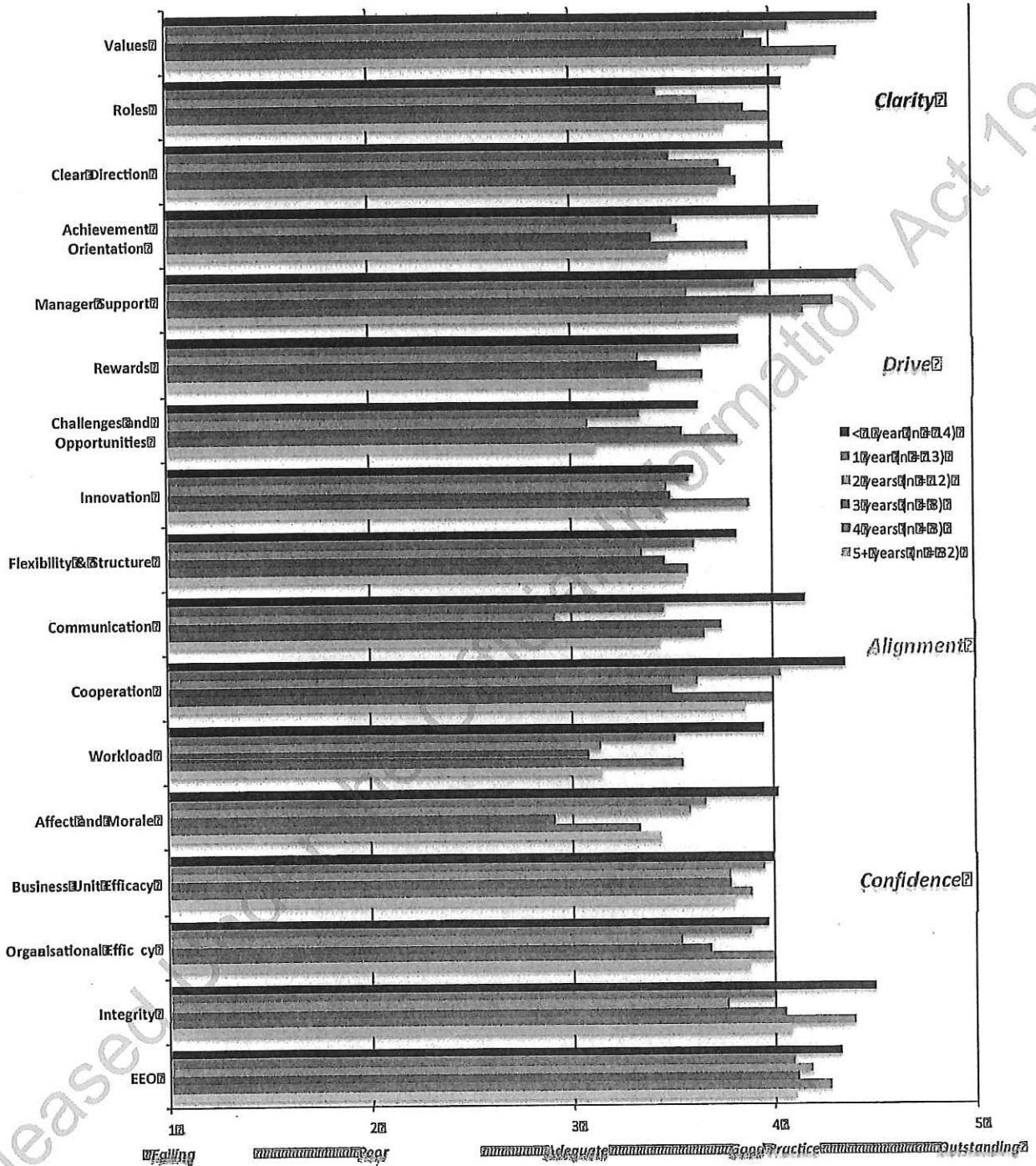
DETAILED RESULTS – CLIMATE

Climate by Occupational Group



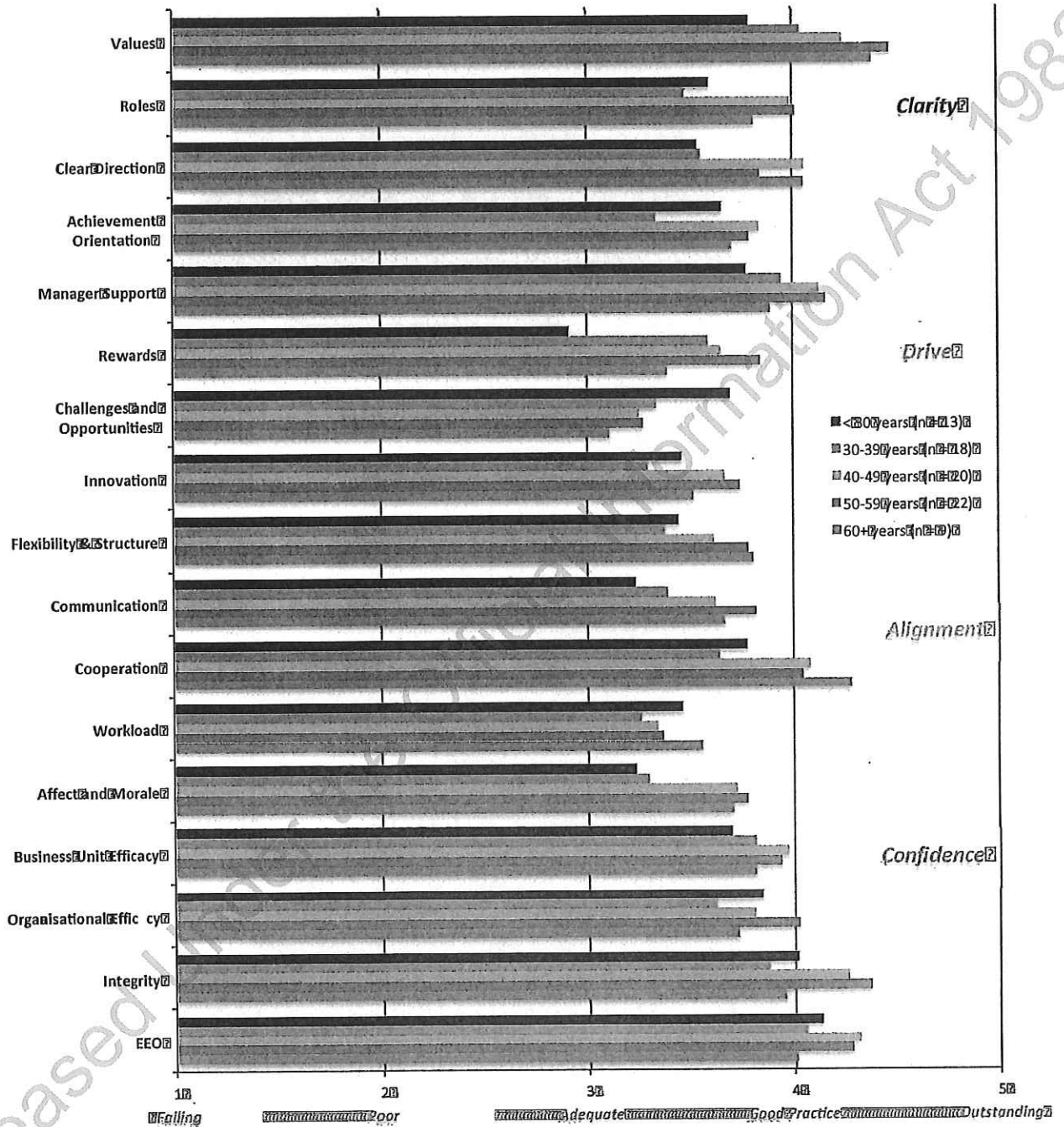
Across the board, climate is rated more strongly by employees in management and professional roles. In some areas managers are markedly higher than even professionals, namely Manager Support, Achievement Orientation, Roles, Business Unit Efficacy, and Co-operation. Given the additional discretion managers have in their roles, these results are not surprising. Professionals had the highest ratings on Workload and Challenges and Opportunities. Household employees had particularly poor ratings on Communication, Manager Support, Flexibility and Structure, and Co-operation, as well as Integrity.

Climate by Tenure



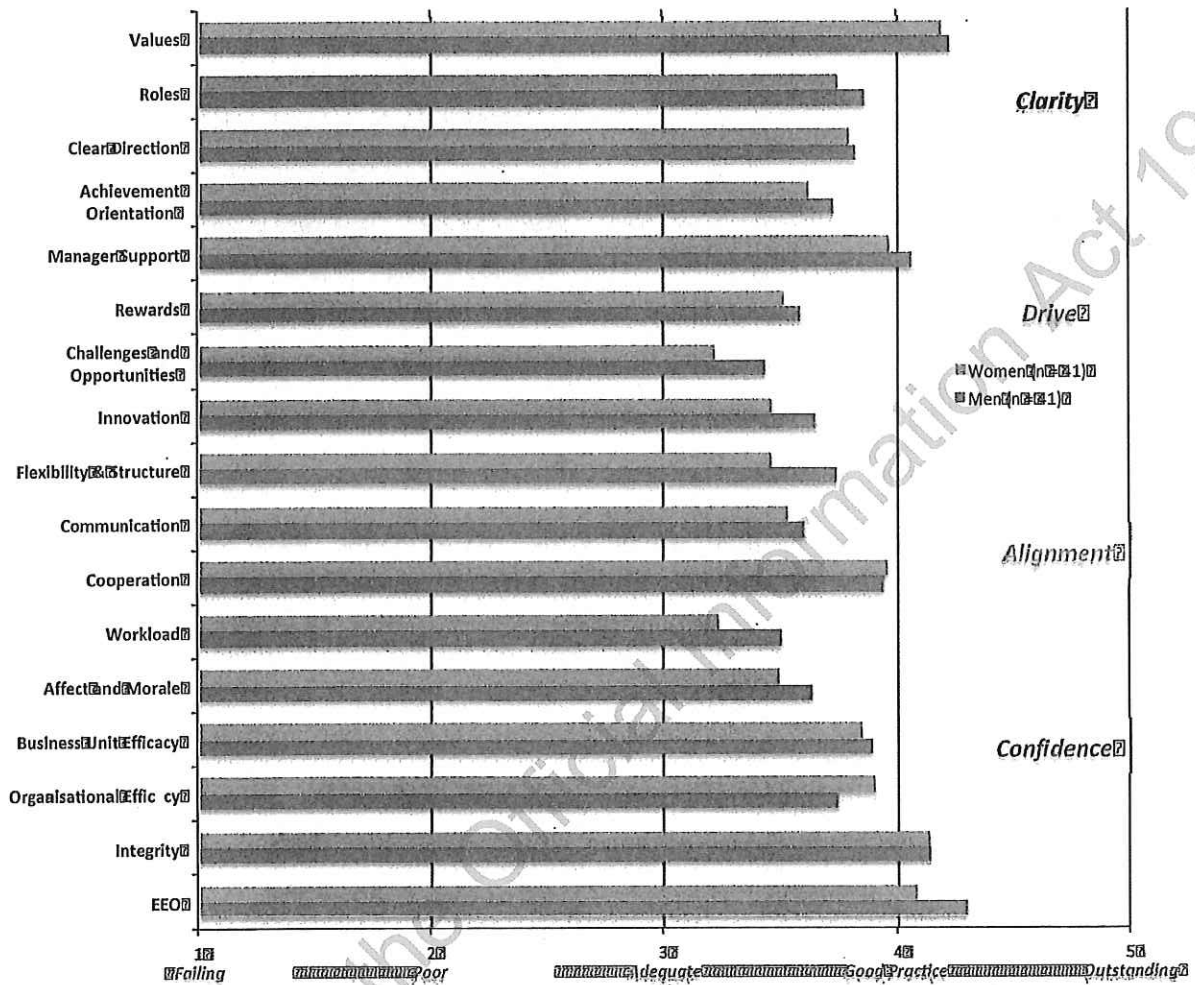
Interestingly, employees who have been at DPMC for the shortest amount of time have, on average, the highest climate scores. (Followed by employees who have been working at DPMC for four years, however this is too small a group to draw strong conclusions from.)

Climate by Age



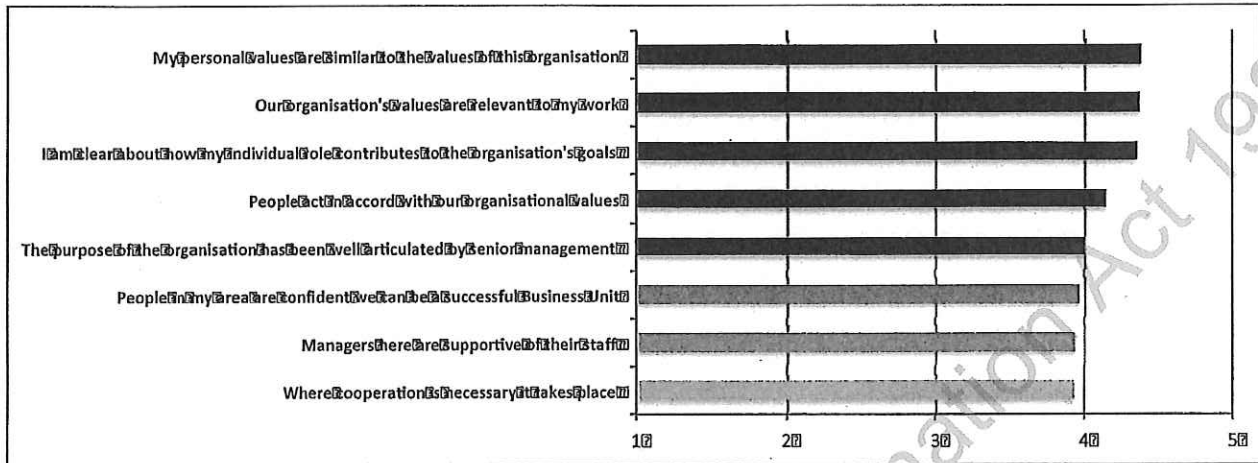
This graph reveals a similar age-related trend as with the engagement results whereby climate scores increase with age. The notable exception is for Challenges and Opportunities where the trend is reversed; younger employees rated this higher. Under 30 year olds are also markedly less satisfied with Rewards.

Climate by Gender

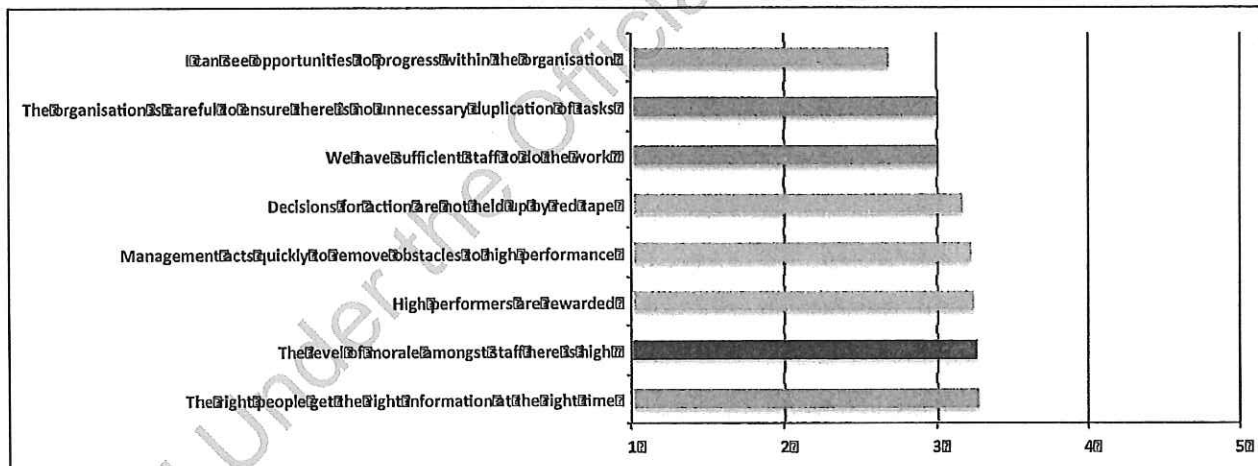


Once again parallel to the engagement results, male employees at DPMC rated all but one climate element slightly higher than female employees. Women are particularly less satisfied with Flexibility and Structure, Workload, Challenges and Opportunities, and EEO. While these results make intuitive sense they are still areas for concern. The one area where women scored slightly higher than men was Cooperation.

Highest and Lowest Rated Items



The top five rated climate items are all in the area of Clarity. DPMC employees feel a connection between organisational and their personal values, they are clear about how their role fits into the larger picture at DPMC, and that values are clearly articulated and adhered to. Higher ratings were also given to business unit confidence, manager supportiveness, and cooperation.



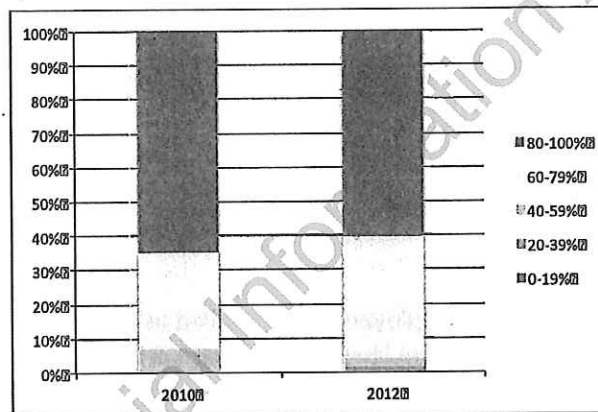
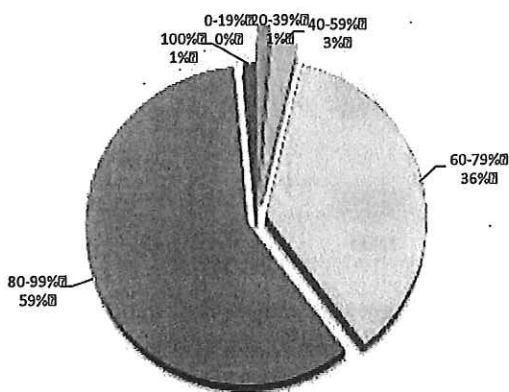
As would be expected from the overall climate results thus far, the lowest rated items are mainly in the area of Drive and Alignment. While employees rated their managers as supportive, they are much less satisfied with structural issues – efficient flow and facilitation of work. The lowest rated item indicates DPMC employees feel there are few opportunities for advancement within the organisation, although this is playing out in an uncertain economic climate and we will see later on that this does not have the expected impact on intentions to leave.

OUTCOMES

Effectiveness

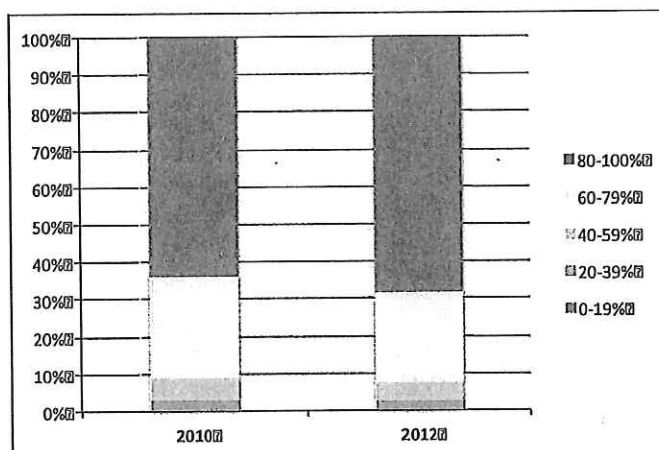
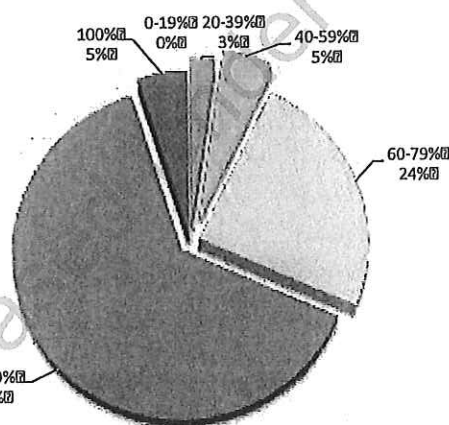
In situations where objective outcome data is not available, staff perceptions of organisational and business unit effectiveness are valuable. People who see the organisation and their business unit as effective are typically those who want to do more and are more committed.

Organisational Effectiveness



Sixty percent of respondents rated DPMC as performing at or above 80% effectiveness. Nearly all respondents (96%) rated the organisation as performing above 60% effectiveness. These results are comparable to 2010, though there has been a slight dip in the proportion of employees rating DPMC as performing at the highest level.

Business Unit Effectiveness

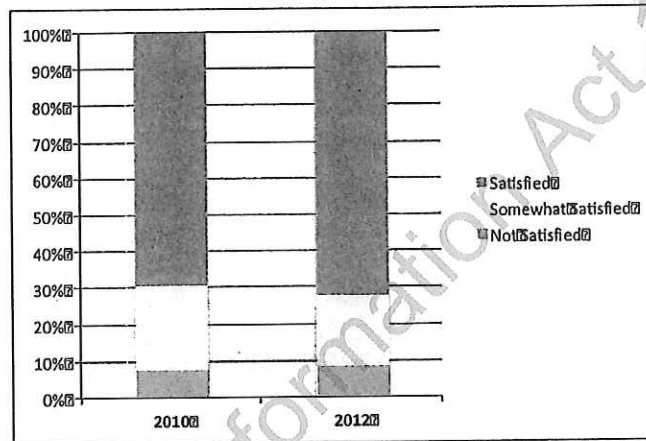
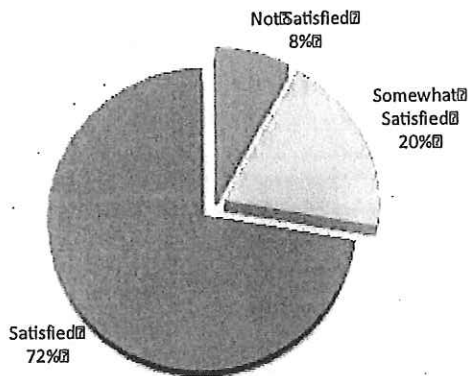


Sixty-eight percent of respondents rated DPMC as performing at or above 80% effectiveness, and 92% above 60% effectiveness. This is a slight increase over 2010 levels.

Satisfaction and Commitment

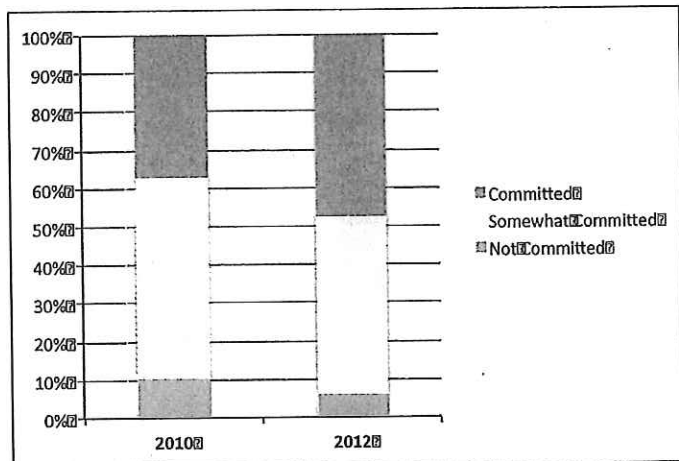
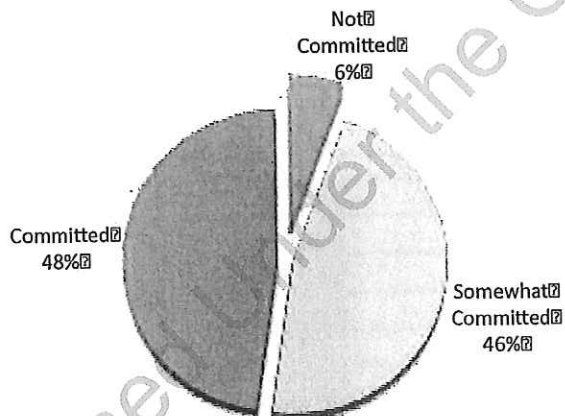
Satisfaction items measure how much employees like their current work and role. Commitment is a measure of employees' affect towards remaining with the organisation.

Satisfaction



The majority of employees are classified as "satisfied" (scoring an average between 4-5 on a five point scale), and levels are on par with 2010. This is in spite of falling engagement and climate ratings, and indicates that while there are aspects of their work DPMC staff would like to see improved, these are not affecting their overall satisfaction with the work they do.

Commitment



Commitment levels, although higher this year than in 2010, are lower than satisfaction levels. Less than half of employees were classified as "committed" (again scoring an average between 4-5 on a five point scale), and nearly the same amount as "somewhat committed". While most employees are satisfied, this does not always translate into feeling bound to stay at DPMC.

Intentions to Leave

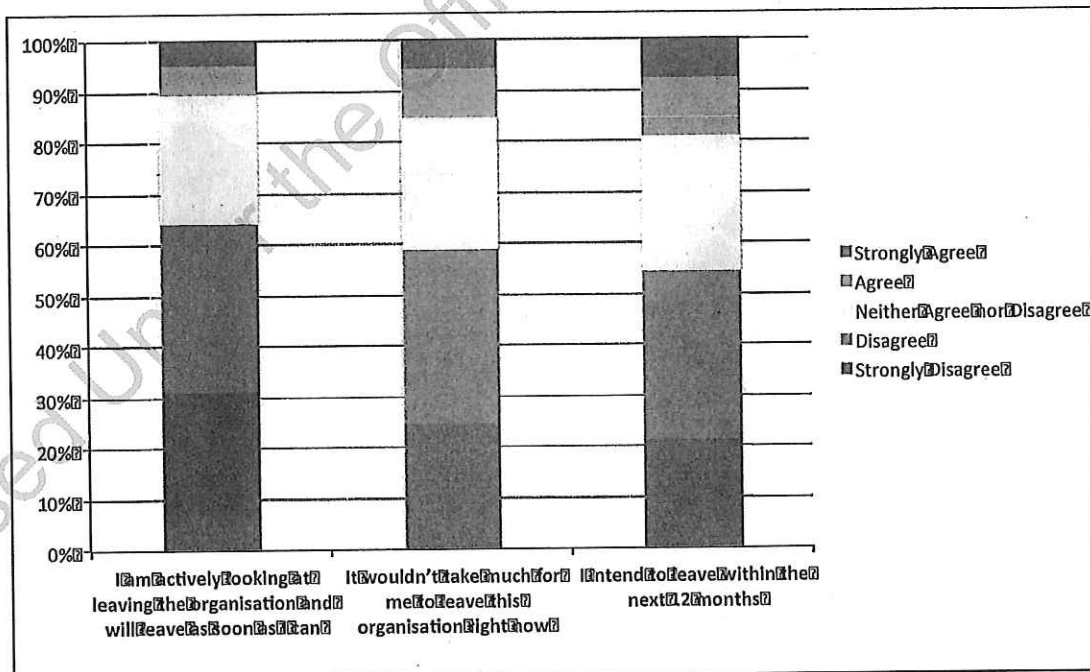
While commitment measures employees' feelings of commitment to DPMC, three items measure their behavioural intentions to leave or stay with the organisation.

	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	I intend to leave within the next 12 months
2012	11%	15%	19%
2010	22%	28%	23%

The proportion of DPMC employees considering leaving the organisation has dropped since 2010. The proportion of those wishing to leave within the next year has declined from 23% to 19% and even more substantially, the number of those actively looking elsewhere has halved to 11%. The numbers of those agreeing with the statement that it would not take much for them to leave has also dropped from 28% to 15%.

These figures reflect the lower rate of turnover for New Zealand workers as a result of the economic climate. Worker turnover in New Zealand was down to 13.8% in the December 2010 quarter⁹.

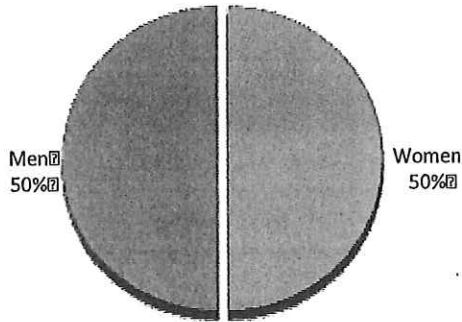
A breakdown of each of these questions is provided below.



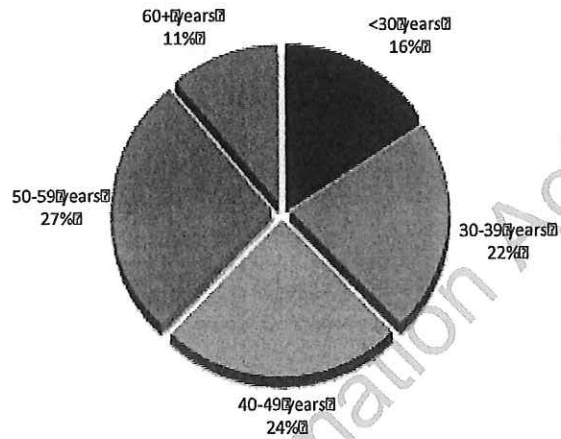
⁹ Source: New Zealand Statistics Linked Employer-Employee Data (LEED).

THE MAKE-UP OF DPMC

Gender



Age

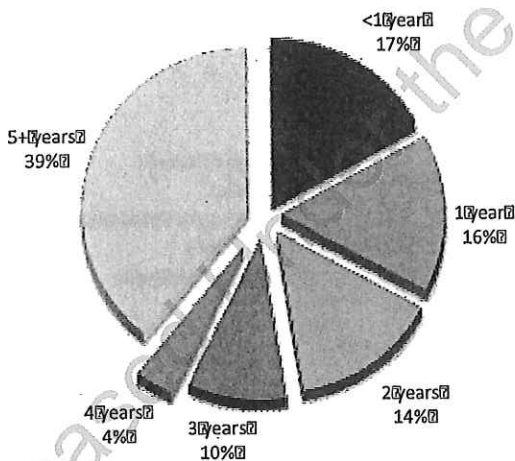


DPMC currently has an equal gender split, as it did in 2010. The largest age group this year is the 50-59 year olds who made up 27% of the survey, followed by 40-49 year olds (24%) and 30-39 year olds (22%).

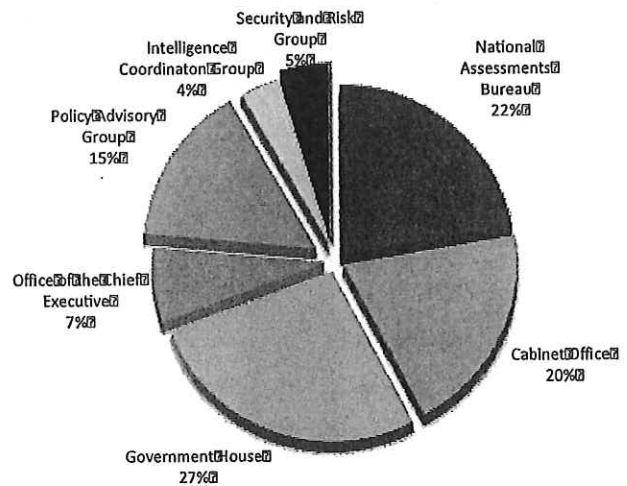
Employee type

All but one employee (1%) who responded to this survey work at DPMC full-time.

Years with DPMC



Business Unit



The largest group of respondents (39%) have been with DPMC for five or more years, up from 32% in 2010. Numbers of employees from each business unit are approximately the same as previous years with the exception of Government House, whose numbers were down in 2010 due to renovations (19%).