

Our 2015 Engagement Survey Results

State Services Commission

STATE SERVICES COMMISSION
Te Komihana O Nga Tari Kawanatanga



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What is Engagement?



Employee engagement is the emotional commitment employees have to the organisation.

When employees are engaged, they are passionate, creative, and their enthusiasm fuels success. These employees are emotionally connected to the mission and purpose of their work.

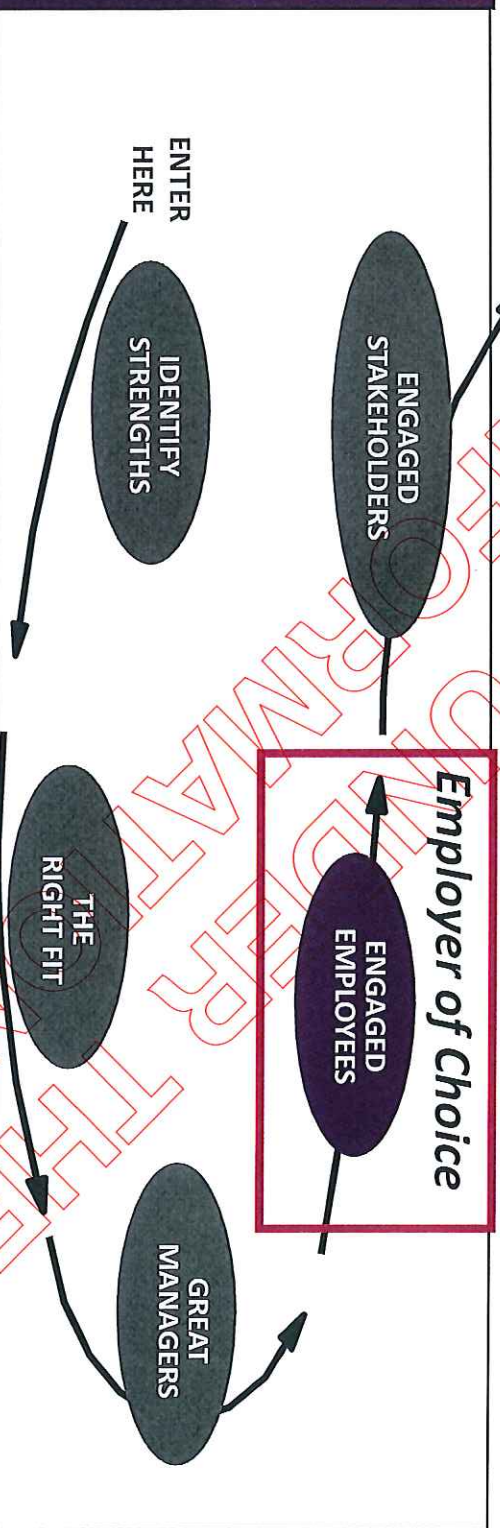
When employees are not engaged, they are likely to be indifferent toward their jobs. Actively disengaged staff are likely to have disdain for their work, supervisor, and organisation -- and they can harm a work unit and an organisation.

To reliably influence these . . .



THE GALLUP PATH TO STATE SECTOR SUCCESS

. . . these must be managed

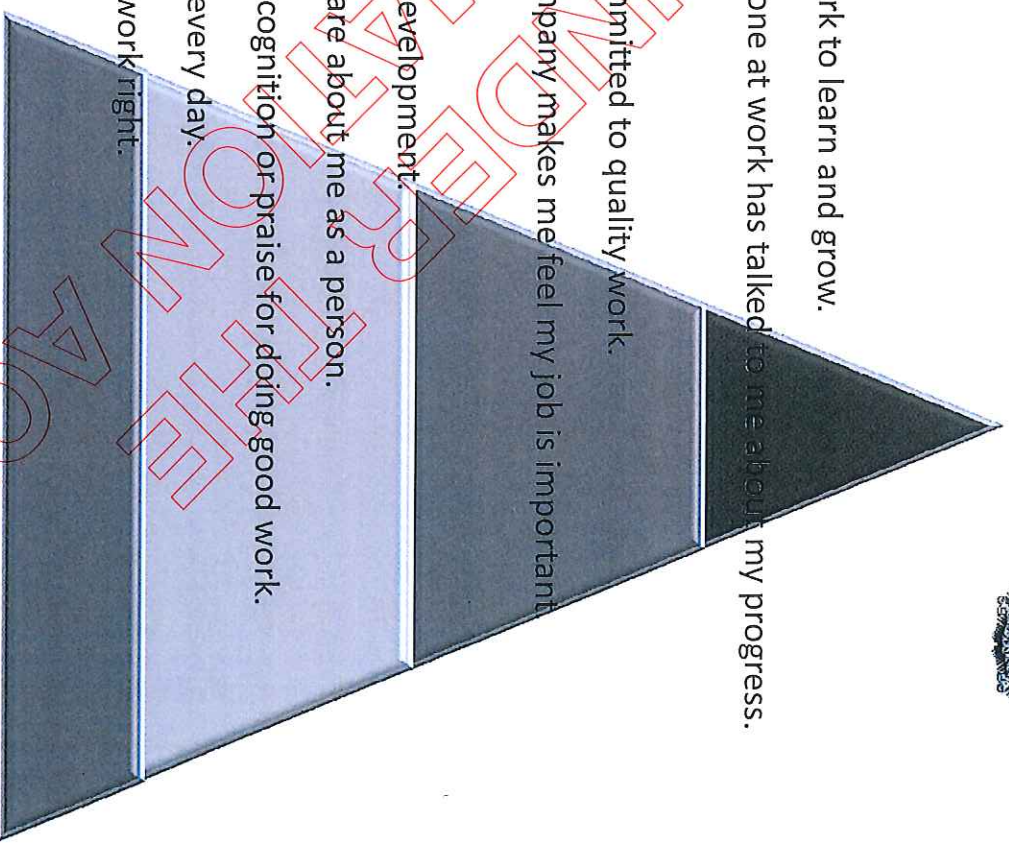


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Engagement: Making Emotions Actionable



- Q12. Challenge me - This last year, I have had the opportunities at work to learn and grow.
- Q11. Help me review my contributions - In the last six months, someone at work has talked to me about my progress.
- Q10. Help me build mutual trust - I have a best friend at work.
- Q09. Help me feel proud - My associates or fellow employees are committed to quality work.
- Q08. Help me see my importance - The mission or purpose of my company makes me feel my job is important.
- Q07. Hear me - At work, my opinions seem to count.
- Q06. Help me grow - There is someone at work who encourages my development.
- Q05. Care about me - My supervisor, or someone at work, seems to care about me as a person.
- Q04. Help me see my value - In the last seven days, I have received recognition or praise for doing good work.
- Q03. Know me - At work, I have the opportunity to do what I do best every day.
- Q02. Equip me - I have the materials and equipment I need to do my work right.
- Q01. Focus me - I know what is expected of me at work.



Who Is Responsible for Employee Engagement?



Everyone in an organisation, and in fact, the organisation itself is responsible for Employee Engagement.



Key Findings

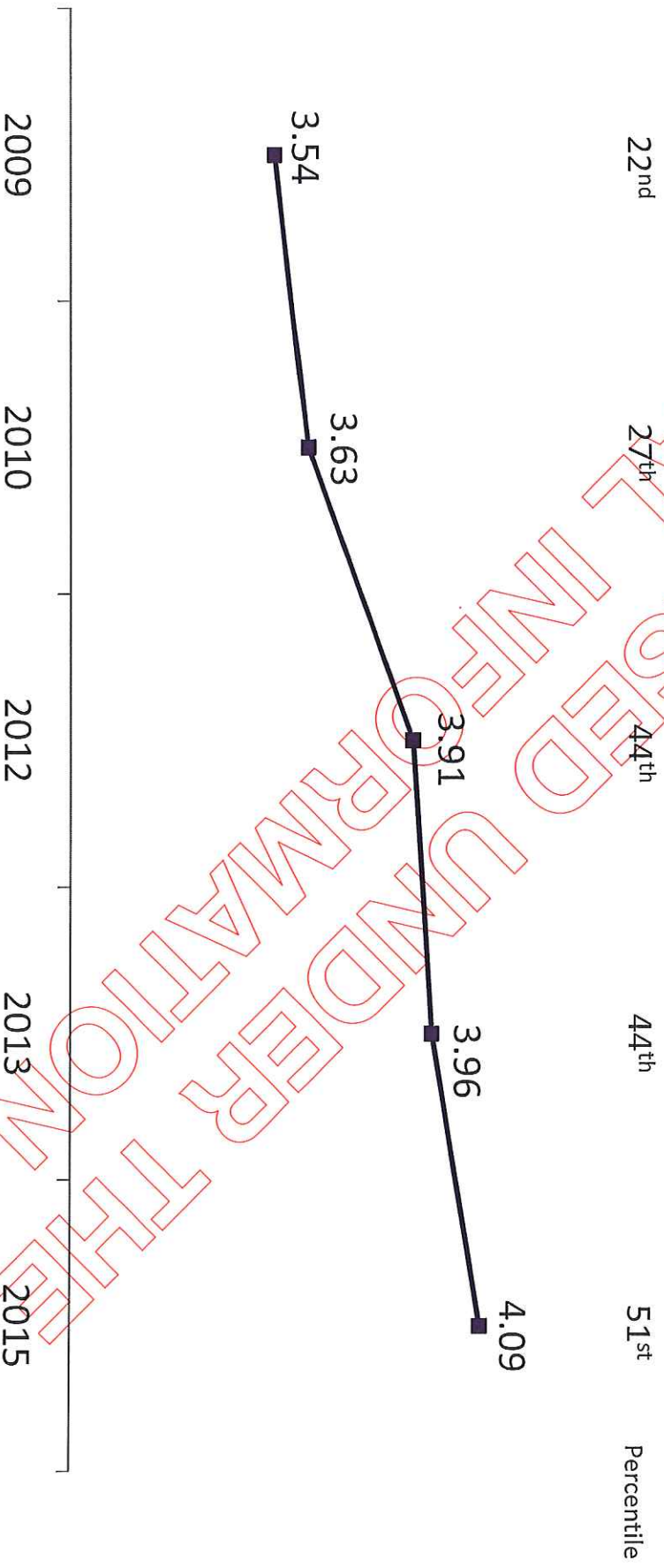


- Engagement levels show a steady increase over the years. This year the GrandMean of 4.09 has crossed the 50th percentile internationally, and is at the 68th percentile for NZ Public Service.
- Engagement continues to be higher than satisfaction.
- Clarity of Expectations, Materials and Equipment and Opportunity to Do What I Do Best continue to be areas needing focus and attention.
- Only 5% of staff are actively disengaged compared to 18% in 2010 when we started this journey.



Engagement Levels Show a Steady Increase Over the Years

Engagement Trend Over Time



Note: Percentiles shown are in relation to Gallup's Q12 Overall Workgroup-level Database



Q12[®] Engagement Index for the State Services Commission

The percentage of actively disengaged has come down and the percentage of engaged has gone up.



Note: The Engagement Index is only calculated where n>100

Employee Engagement GrandMean at the State Services Commission

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2015 Gallup Database	50 th Percentile	75 th Percentile	SSC Percentile
Worldwide Total	4.07	4.43	51 st
Public Administration	3.71	4.04	78 th
New Zealand State Sector	3.88	4.17	68 th
New Zealand	3.88	4.18	68 th



Engagement Continues To Be Higher Than Satisfaction

Engagement and Satisfaction



Gallup 50th Satisfaction: 4.08
Gallup 50th GrandMean: 4.07



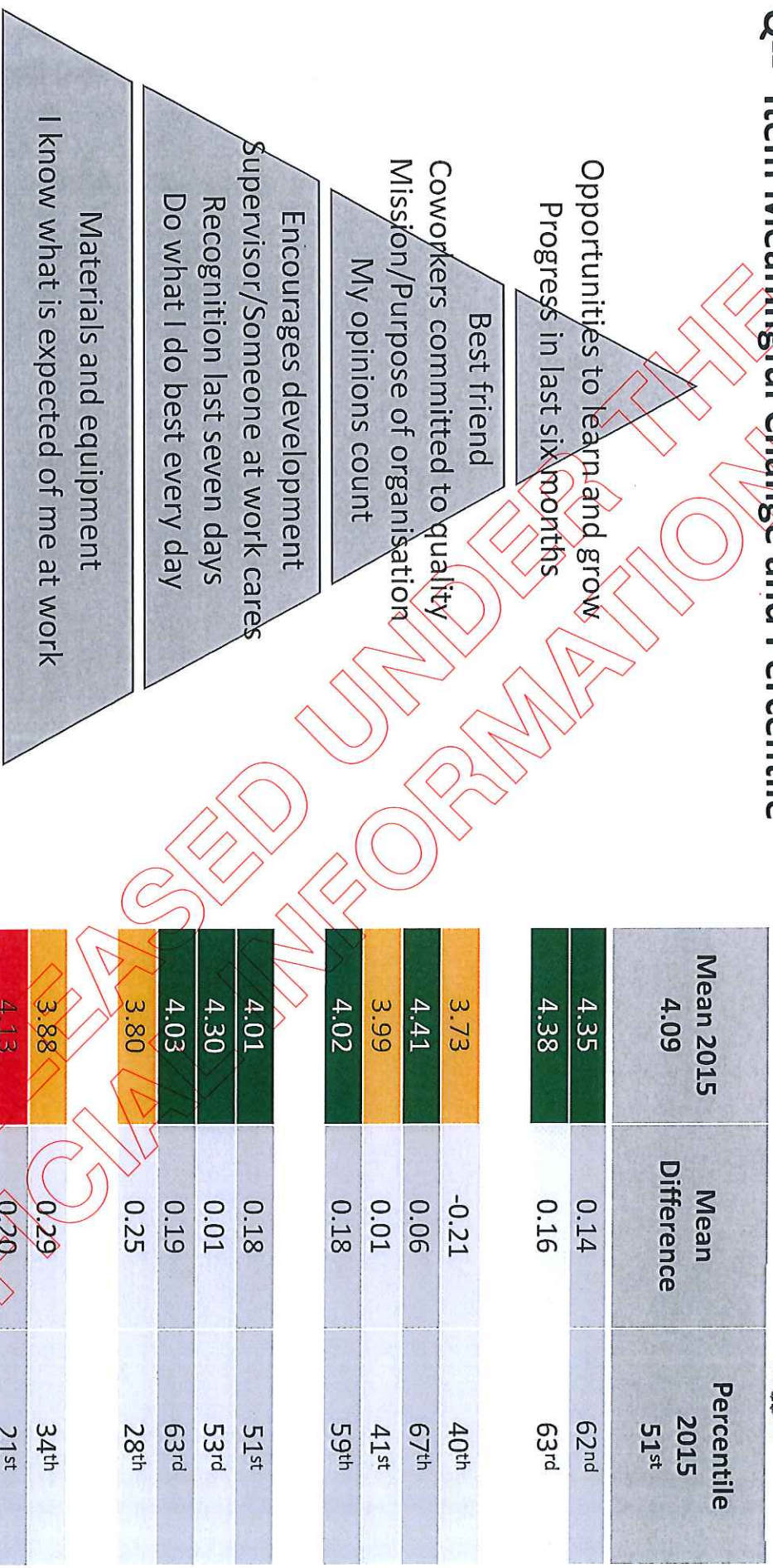
Note: The percentiles listed are from Gallup's Q12 Global database for each respective year.

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Most Items Show an Increase This Year. Best Friend Came Down Meaningfully Though

Q12[®] Item Meaningful Change and Percentile



The colour codes show where the score falls within the four quartiles of Gallup's 2015 Q12[®] Global database.



<25th Percentile



25th to <50th Percentile



50th to <75th Percentile



75th+ Percentile

Acknowledging Good Engagement



	SSC OVERALL (n=113)	Sector and Agency Performance (n=29)	Office of The Commissioner (n=13)	Leadership Strategy (n=8)	Legal Services (n=7)	PIF Peer Review and Mgmt. (n=7)	Performance Hub (n=6)	Continuous Improvement (n=6)	Strategic Information (n=6)	Support Services (n=5)	Workforce (n=5)
Learn and grow	4.35										
Progress	4.38										
Best friend	3.73										
Co-workers committed to quality	4.41										
Mission/Purpose	3.99										
Opinions count	4.02										
Development	4.01										
Cares about me	4.30										
Recognition	4.03										
Opportunity to do best	3.80										
Have materials and equipment	3.88										
Know what's expected	4.13										

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The colour codes show where the score falls within the four quartiles of Gallup's 2015 Q12 Global database.



<25th Percentile



25th to <50th Percentile



50th to <75th Percentile



75th + Percentile



Supervisor Performance in Creating an Environment That Is Open and Trusting Is Close to the 50th Percentile

Mean Score on Additional Items





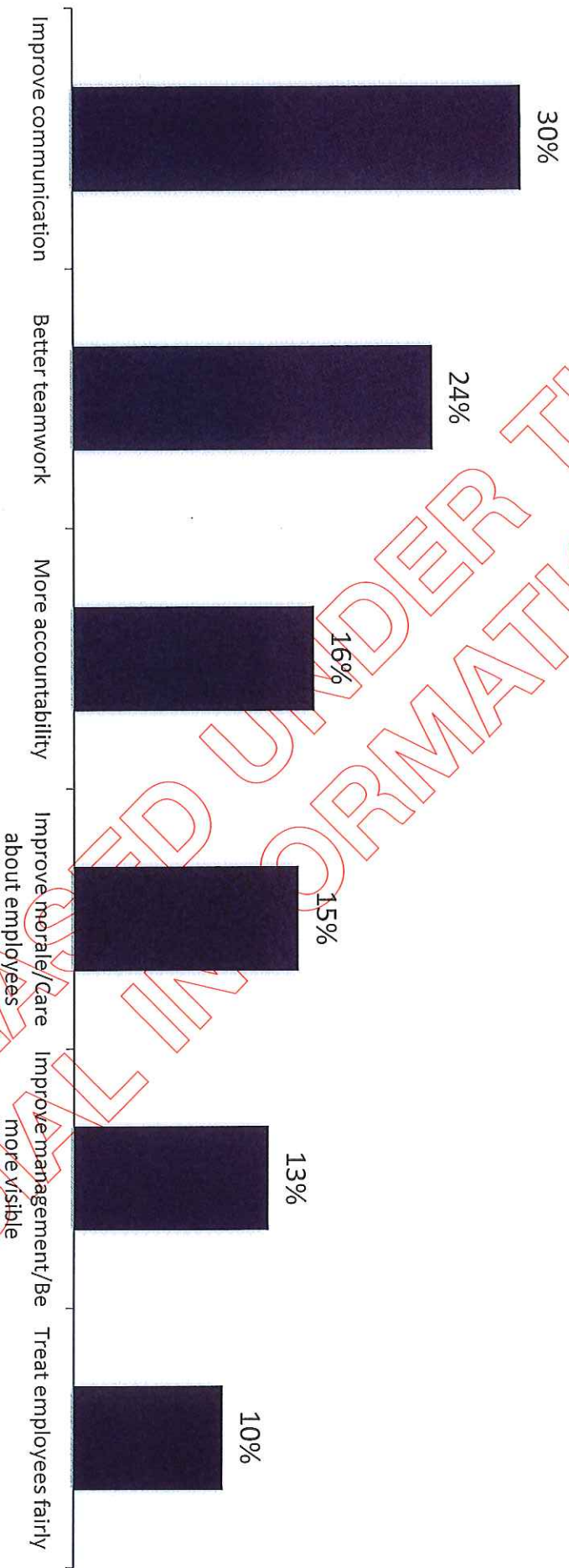
Verbatim Questions

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Improved Communication Is the Main Suggestion On Building a More Engaged Workplace



“When you think about what helps you to be engaged at work, what is the one thing that SSC should start doing to help you be more engaged?” n=82



Wording of Codes used below. Shortened version presented in chart:
Improve communication/Openness/Transparency
Improve staffing/Reduce workload
More accountability
Improve morale/Care about/Support/Respect employees
Improve management/Be more visible/Engaged
Treat employees fairly

Verbatim Comments



“When you think about what helps you to be engaged at work, what is the one thing that SSC should start doing to help you be more engaged?”

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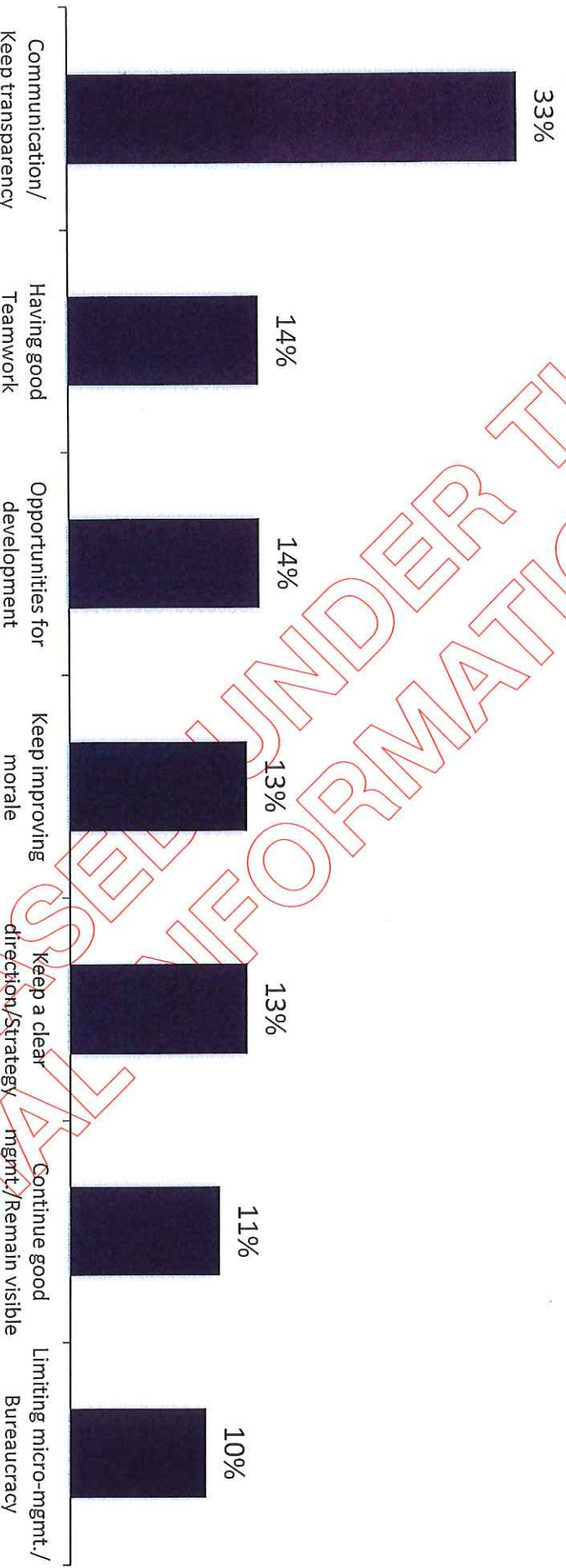
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Keep What Good Communication Is Already Occurring

“When you think about what helps you to be engaged at work, what is the one thing that SSC should keep doing to help you be more engaged?” n=79



Wording of Codes used below. Shortened version presented in chart:

- Communication/Keep transparency/Openness
- Having good Teamwork
- Opportunities for development/Advancement
- Keep improving morale/Caring about/Supporting employees
- Keep a clear direction/Strategy/Mission/Vision
- Continue good management/Remain visible/Engagement
- Limiting micro-management/Bureaucracy/Empower employees

Verbatim Comments



“When you think about what helps you to be engaged at work, what is the one thing that SSC should keep doing to help you be more engaged?”

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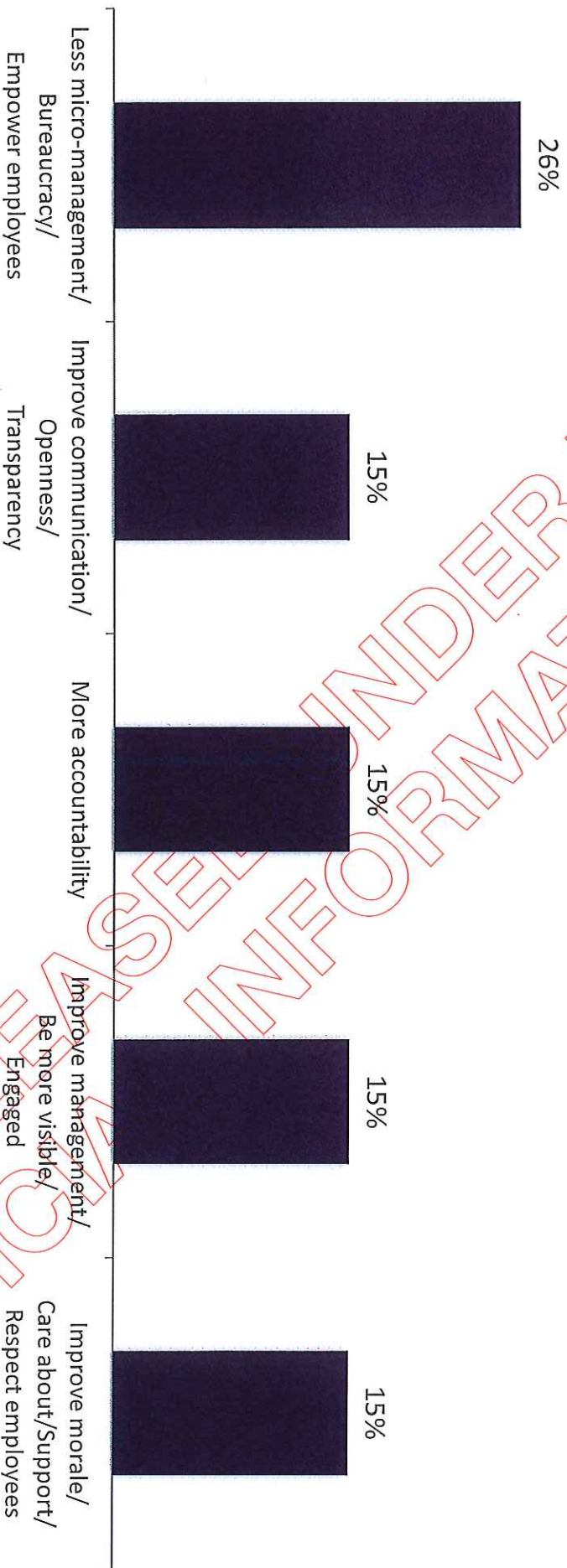
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Micromanagement and Bureaucracy Are Disengaging



“When you think about what helps you to be engaged at work, what is the one thing that SSC should **stop** doing to help you be more engaged?” n=66



Verbatim Comments



“When you think about what helps you to be engaged at work, what is the one thing that SSC should stop doing to help you be more engaged?”

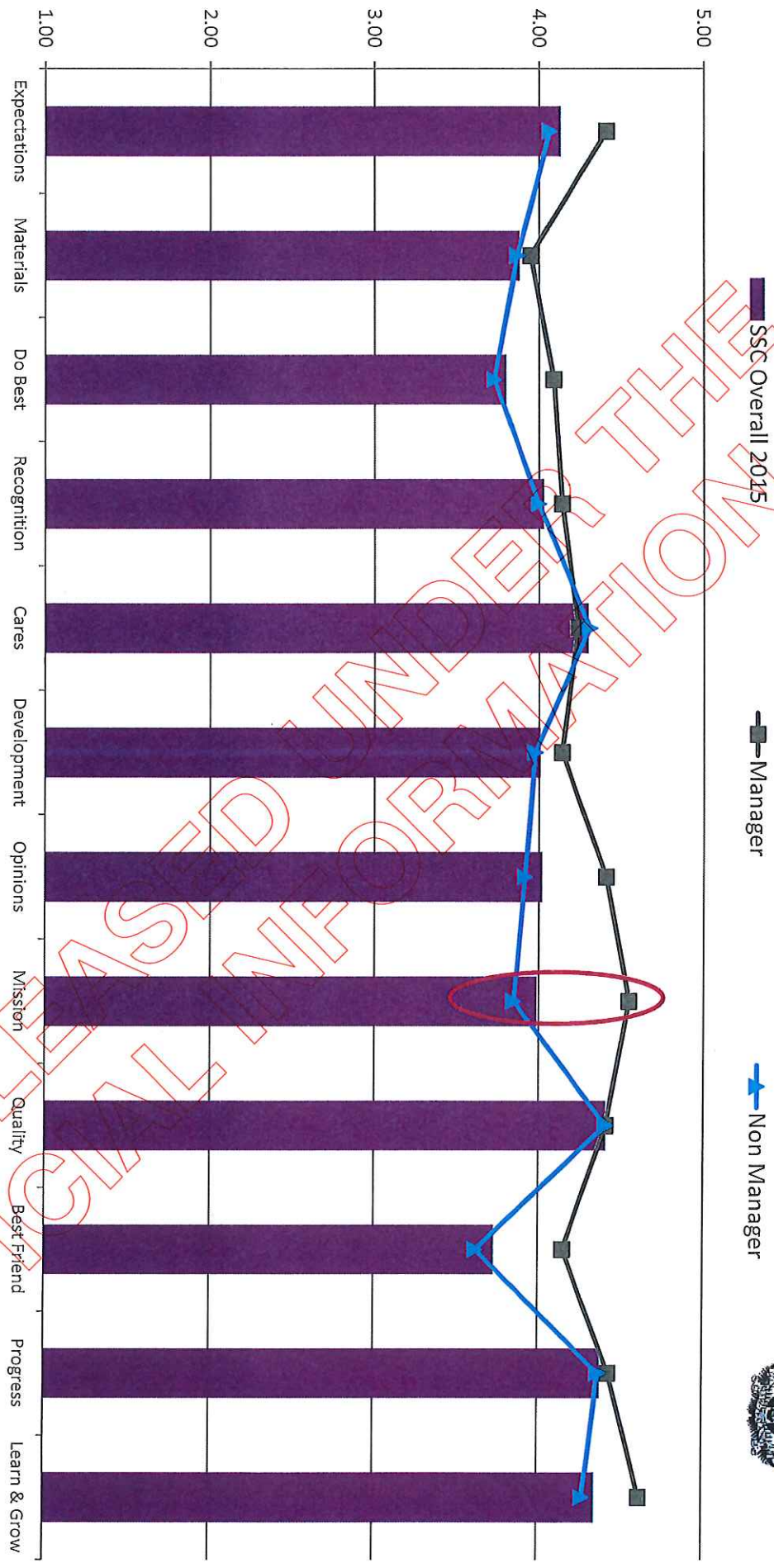
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Employee Engagement Q12® Items by Manager Status



Gallup's Recommendations



Strategy & Mission

- Articulate a crystal clear Strategy & Mission/Vision and help all staff understand their own personal role in making this vision a reality.

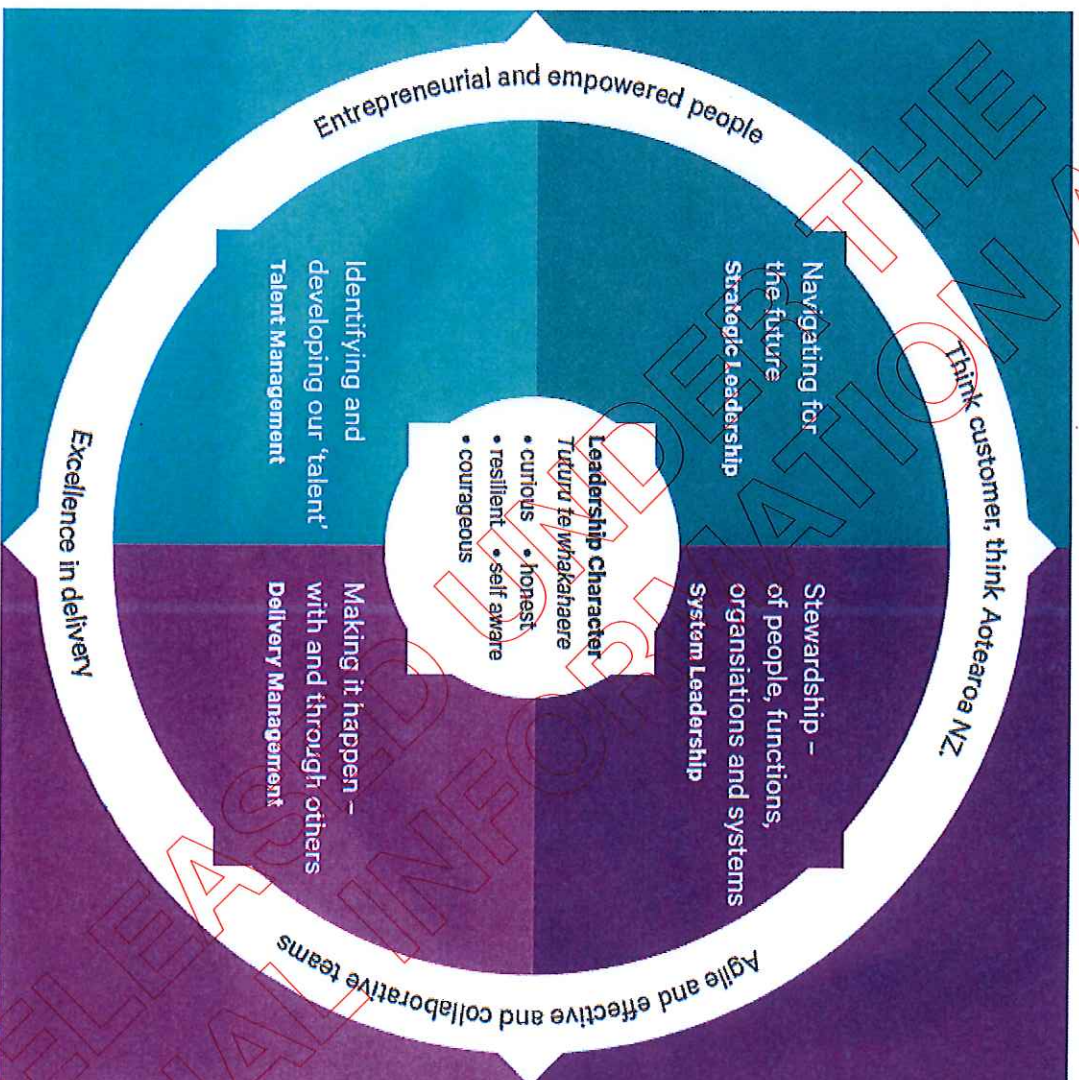
Communication

- Continue enhancing communication efforts across the Commission. Investigate whether information flows seamlessly between business groups and vertically within the organisation.

Strengths

- Develop a Strength-Based Culture, aligning staff strengths with the expectations of their role, integrating strengths into development conversations and using strengths to select impactful project teams.

Our Expectations of Leaders



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