



23 March 2018



Dear [REDACTED]

Official Information Request

Our Ref: 2018/0023

I refer to your official information request received on 15 February 2018 for:

- *an excel spreadsheet of all staff engagement data from state sector agencies that you hold*
- *the latest whole-of-agency engagement reports for each of the Central Agencies*
- *a list of all briefings provided to your current minister up until 10 December 2017.*

On 27 February 2018, we advised you that part of your request has been transferred to the Treasury and Department of Prime Minister and Cabinet (the other Central Agencies) for reply. The part of the request that has been transferred is:

- *the latest whole-of-agency engagement reports for each of the Central Agencies*

On 12 March 2018, we also advised you that we needed to extend the time to make our decision until 23 March 2018, due to the necessary consultation required when releasing other agencies information.

The agencies, whose data is included in the "staff engagement data" we are releasing to you, were consulted as the information (while held by SSC for the purposes of Human Resource Capability Report) belongs to the agencies. As well, we consulted with the office of the Minister of State Services, due to your request including information provided to the Minister of State Services.

Information being released

In response to the first part of your request, please find enclosed a table that provides the staff engagement data from State sector agencies that the State Services Commission holds. As requested, this has been provided to you in an excel spreadsheet form.

It is important to note that agencies survey staff engagement with differing levels of frequency and use different providers. Therefore, results are not comparable across the different methodologies.

In response to the second part of your request, please find attached the 2015 SSC Engagement Survey Results. This document shows the questions and the results of the survey.

Information has been withheld from pages 12,16,18, and 20 of the document under section 9(2)(a), 9(2)(ba)(i) and 9(2)(g)(i) of the Official Information Act 1982. The success of the survey relies on the provision of free and frank expressions of opinion by staff in order that the Commission can make fully informed decisions. To provide it would prohibit the provision of such opinions in the future and it is in the interest of good government that such information can be provided.

In response to the last section of your request, please find a table below that lists all briefings, provided to the Minister of State Services, by title and date, between 1 November 2017 and 10 December 2017. The titles of some briefings have been withheld under section 9(2)(f)(iv) of the Official Information Act – to maintain the current constitutional conventions protecting the confidentiality of advice tendered by Ministers and officials.

In making my decision, I have considered the public interest considerations in section 9(1) of the Official Information Act.

Item	Date	Title	Decision
1.	1 November 2017	SSC Aide Memoire: Establishing a Ministerial Advisory Group	Title released in full
2.	3 November 2017	CMSSER 8 August 2017	Title released in full
3.	3 November 2017	SSC Report: Second tranche of briefings to assist your familiarisation as Minister of State Services	Title released in full
4.	3 November 2017	SSC Report: Weekly report to the Minister of State Services	Title released in full
5.	3 November 2017	SSC Report: Establishing a full service public housing provider	Title released in full
6.	3 November 2017	SSC Report: Public Service Leaders Summit 2018 - Invite to MoSS	Title released in full
7.	3 November 2017	SSC Report: Speaking notes - NetHui November 2017	Title released in full
8.	3 November 2017	SSC Report: Update on the NZNO Nurses and Midwifery MECA Briefing	Title released in full
9.	6 November 2017	SSC Report: The State Services Leadership Away Days 2017 - Invite to MoSS	Title released in full
10.	8 November 2017	SSC Report: 2017/18 October Baseline Update Submission for Vote State Services	Title released in full
11.	10 November 2017	SSC Report: Third tranche of briefings to assist your familiarisation as Minister of State Services	Title released in full

12.	10 November 2017	SSC Report: Proactive release of official information	Title released in full
13.	10 November 2017	SSC Report: Open Government	Title released in full
14.	10 November 2017	SSC Report: Media Release for the MoSS re: Public Service Day - due: 3pm today	Title released in full
15.	10 November 2017	SSC Report: Open Government Delegation	Title released in full
16.	10 November 2017	SSC Report: Chief Technology Officer role	Title released in full
17.	10 November 2017	Cab Briefing: Draft Cabinet Paper on the Establishment of the Pike River Recovery Agency	Title released in full
18.	10 November 2017	SSC Report: Cabinet Fees Framework	Title released in full
19.	10 November 2017	SSC Report: Labour Cost Index (LCI) Results - September 2017 Quarter	Title released in full
20.	13 November 2017	SSC Report Asia-Pacific Leaders' Forum on Open Government	Title released in full
21.	13 November 2017	SSC Report Transfer of reporting requirements from LDC to SSC	Title released in full
22.	13 November 2017	SSC Aide Memoire: Meeting with Minister Curran , Delegations as an Associate MoSS and Jakarta to attend an Open Government event	Title released in full
23.	14 November 2017	SSC Aide Memoire: Public Media Funding Commission	Title released in full
24.	14 November 2017	SSC Report: MOH PIF briefing to Ministers	Title released in full
25.	14 November 2017	Cab Briefing: Oversight of State Sector Employment Relations	Title released in full
26.	15 November 2017	SSC Report: An Oral Item to Cabinet to update Free and Frank Advice and Policy Stewardship	Title released in full
27.	15 November 2017	SSC Aide Memoire: Oral Item : Updating Cabinet on the Free and Frank advice guidance from the State Services Commissioner	Title released in full
28.	15 November 2017	SSC Aide Memoire: Establishment of the Pike River Recovery Agency	Title released in full
29.	15 November 2017	SSC Aide Memoire: Meeting with the PSA incl. suggested talking points	Title released in full
30.	16 November 2017	SSC Report: State Services Leadership Team meeting, 22 November 2017	Title released in full
31.	16 November 2017	SSC Report: Fourth tranche of briefings to assist your familiarisation as Minister of State Services	Title released in full
32.	16 November 2017	SSC Report: Statutes Amendment Bill for 2018	Title released in full

33.	16 November 2017	SSC Aide Memoire: Strategy session with MoSS	Title released in full
34.	17 November 2017	SSC Report: LDC Annual Report 2016/17	Title released in full
35.	17 November 2017	SSC Aide Memoire: Cabinet Fees Framework	Title released in full
36.	20 November 2017	SSC Aide Memoire Open Government Partnership engagement update	Title released in full
37.	20 November 2017	SSC Aide Memoire Inquiry into abuse in State care	Title released in full
38.	20 November 2017	SSC Aide Memoire Meeting with the Social Investment Board 21 November 2017	Title released in full
39.	22 November 2017	SSC Report: Oral item to Cabinet re: CE appointments	Title released in full
40.	24 November 2017	SSC Report: Public Sector Arrangements to Lead and Drive Regional Economic Development	Title released in full
41.	24 November 2017	SSC Report: Holidays Act 2003 (Holidays Act) and Personnel Information and Payroll Service calculation method (PIPS) issues	Title released in full
42.	24 November 2017	SSC Report: MoSS Briefing - Capping of Core Government Administration	Title released in full
43.	24 November 2018	SSC Report: Board of Inquiry for Matters of National Significance (East West Link)	Title released in full
44.	24 November 2017	Joint Report: Public Service Gender Pay Gap	Title released in full
45.	24 November 2017	[Withheld under section (9(2)(f)(iv)]	Title withheld in full under section (9(2)(f)(iv), to maintain the confidentiality of advice tendered by Ministers of the Crown and officials
46.	27 November 2017	SSC Aide Memoire: Proactive release of official information	Title released in full
47.	27 November 2017	SSC Report: Copy of the recommendation made to the State Services Commission by Mr Bob Simcock, Chairman, Waikato DHB	Title released in full
48.	27 November 2017	SSC Report: Public service advice to support government coalition negotiations	Title released in full
49.	28 November 2017	SSC Report: Establishing a Ministerial Group for Archives New Zealand and the National Library	Title released in full
50.	28 November 2017	SSC Report: Open Government Strategy Update for Min Curran	Title released in full
51.	28 November 2017	SSC Report: Open Government Partnership	Title released in full

		international update	
52.	28 November 2017	SSC Report: Open Government Partnership Further Engagement Update	Title released in full
53.	28 November 2017	SSC Report: Proactive release of information	Title released in full
54.	28 November 2017	Cab Briefing: Orders in Council to establish Te Kāhui Whakamana Rua Tekau mā Iwa—Pike River Recovery Agency	Title released in full
55.	28 November 2017	SSC Aide Memoire: Inquiry into Mental Health and Addictions	Title released in full
56.	28 November 2017	SSC Aide Memoire: Chief Executive, Te Kāhui Whakamana Rua Tekau mā Iwa—Pike River Recovery Agency – position description and appointment process	Title released in full
57.	28 November 2017	SSC Report: Information release of Public Service Workforce Data	Title released in full
58.	28 November 2017	SSC Report: Information release of Public Service Workforce Data 2017	Title released in full
59.	29 November 2017	Cab Briefing: SSC Report: Vacancy – Chief Executive, Te Kāhui Whakamana Rua Tekau mā Iwa—Pike River Recovery Agency	Title released in full
60.	30 November 2017	SSC Aide Memoire: Cabinet paper on Child Poverty Legislation	Title released in full
61.	30 November 2017	Cab Briefing: Disclosure of State Sector Chief Executive Remuneration in 2016/17	Title released in full
62.	30 November 2017	SSC Report: MSD Risk and Audit Committee Fee for New Appointment	Title released in full
63.	30 November 2017	SSC Aide Memoire Vacancy – Chief Executive, Te Kāhui Whakamana Rua Tekau mā Iwa—Pike River Recovery Agency	Title released in full
64.	1 December 2017	SSC Aide Memoire Methamphetamine Project	Title released in full
65.	1 December 2017	SSC Aide Memoire Cabinet oral item on proactive release of information provided to support coalition negotiations	Title released in full
66.	1 December 2017	SSC Report: Information in relation to psychometric assessments of staff	Title released in full
67.	1 December 2017	SSC Aide Memoire Urban Development Authority meeting with Minister Twyford	Title released in full
68.	1 December 2017	SSC Aide Memoire Disclosure of State Sector Senior Executives Remuneration in 2016/2017	Title released in full
69.	1 December 2017	SSC Report: MOGSSER Agenda 6 December 2017	Title released in full

70.	4 December 2017	Cab Briefing: Strengthening proactive release requirements	Title released in full
71.	4 December 2017	SSC Aide Memoire Information about Remuneration Authority Increases	Title released in full
72.	4 December 2017	SSC Report: Draft Proactive Release Cabinet paper	Title released in full
73.	5 December 2017	SSC Report: Protected Disclosures Act 2000	Title released in full
74.	5 December 2017	SSC Report: Orders in Council to establish Te Kāhui Whakamana Rua Tekau mā Iwa—Pike River Recovery Agency	Title released in full
75.	5 December 2017	SSC Report: Ministry for Primary Industries - proposed structure changes	Title released in full
76.	5 December 2017	SSC Report: Housing future state - leadership and KiwiBuild delivery	Title released in full
77.	5 December 2017	SSC Report: Chief Executive, Department of the Prime Minister and Cabinet	Title released in full
78.	5 December 2017	SSC Report: Disclosure of State Sector Senior Executives Remuneration in 2016/2017	Title released in full
79.	5 December 2017	SSC Report: Public Media Funding Commission: Convening a Transition Committee	Title released in full
80.	5 December 2017	SSC Report: Pay Equity in the Education Sector	Title released in full
81.	6 December 2017	SSC Report: Upcoming publication of OIA guidance	Title released in full
82.	6 December 2017	Cab Briefing: Draft Cabinet paper- Strengthening Proactive Release Requirements	Title released in full
83.	6 December 2017	SSC Report: Working on the System for Better Outcomes and Public Services	Title released in full
84.	6 December 2017	[Withheld under section (9(2)(f)(iv)]	Title withheld in full under section (9(2)(f)(iv), to maintain the confidentiality of advice tendered by Ministers of the Crown and officials
85.	6 December 2017	SSC Report: Upcoming Publications of Conflict of Interest and Free and Frank Advice	Title released in full
86.	6 December 2017	SSC Aide Memoire The 100 Day Plan for Climate Change	Title released in full
87.	8 December 2017	SSC Aide Memoire Name change-- Ministry for Vulnerable Children, Oranga Tamariki be changed to Oranga Tamariki-- Ministry for Children	Title released in full

88.	8 December 2017	SSC Report: Research into the Recordkeeping Practices of Government Agencies	Title released in full
89.	8 December 2017	SSC Aide Memoire Ministerial Working group Meeting on Inquiry into Abuse in State Care	Title released in full
90.	8 December 2017	SSC Report: Director-General of Health Position Description and Appointment Process	Title released in full
91.	8 December 2017	SSC Aide Memoire Senior Defence Roles – Appointment Processes	Title released in full
92.	8 December 2017	SSC Aide Memoire New Zealand Customs Service – Acting Chief Executive	Title released in full

If you wish to discuss this decision with us, please feel free to contact Ministerial.Services@ssc.govt.nz.

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Please note that we intend to publish this letter (with your personal details removed) and enclosed documents on the State Services Commission's website.

Yours sincerely



Nicky Dirks
Ministerial Services
State Services Commission

OrgNameLong	EngagementSurvey	June Year	Overall Staff
Archives New Zealand	Gallup	2009	3.73
Canterbury Earthquake Recovery Authority	In-House	2012	87
Canterbury Earthquake Recovery Authority	In-House	2013	88
Canterbury Earthquake Recovery Authority	In-House	2014	85
Canterbury Earthquake Recovery Authority	In-House	2015	77
Crown Law Office	IBM Kenexa	2012	70.8
Crown Law Office	IBM Kenexa	2015	70
Crown Law Office	IBM Kenexa	2016	75
Crown Law Office	IBM Kenexa	2017	74.2
Department of Conservation	Gallup	2009	3.78
Department of Conservation	Gallup	2010	3.88
Department of Conservation	Gallup	2012	3.79
Department of Conservation	IBM Kenexa	2015	62
Department of Conservation	IBM Kenexa	2016	66
Department of Corrections	IBM Kenexa	2013	66.2
Department of Corrections	IBM Kenexa	2014	66.3
Department of Corrections	IBM Kenexa	2016	65.4
Department of Internal Affairs	IBM Kenexa	2009	70.8
Department of Internal Affairs	IBM Kenexa	2012	59.5
Department of Internal Affairs	IBM Kenexa	2013	62.7
Department of Internal Affairs	IBM Kenexa	2014	67.1
Department of Internal Affairs	IBM Kenexa	2015	69.5
Department of Internal Affairs	IBM Kenexa	2016	65.3
Department of Internal Affairs	IBM Kenexa	2017	64.7
Department of Labour	Gallup	2009	3.65
Department of the Prime Minister & Cabinet	Gallup	2010	4.07

*Scores from 2016 onward use a new methodology

Department of the Prime Minister & Cabinet	Winsborough	2012	44
Department of the Prime Minister & Cabinet	Winsborough	2014	47
Department of the Prime Minister & Cabinet	Winsborough	2016	48
Education Review Office	Gallup	2008	3.8
Education Review Office	Gallup	2009	3.76
Education Review Office	Gallup	2011	3.85
Education Review Office	Gallup	2012	3.95
Education Review Office	Gallup	2013	4.05
Education Review Office	Gallup	2016	3.9
Government Communications Security Bureau	Winsborough	2011	3.6
Government Communications Security Bureau	Winsborough	2014	3.64
Government Communications Security Bureau	IBM Kenexa	2017	78
Housing New Zealand Corporation	Gallup	2008	3.59
Housing New Zealand Corporation	Gallup	2009	3.69
Housing New Zealand Corporation	Gallup	2010	3.73
Housing New Zealand Corporation	Gallup	2011	3.83
Housing New Zealand Corporation	Gallup	2012	3.78
Housing New Zealand Corporation	Gallup	2013	3.85
Housing New Zealand Corporation	Gallup	2014	3.96

Housing New Zealand Corporation	Gallup	2015	4.08
Housing New Zealand Corporation	Gallup	2016	4.06
Housing New Zealand Corporation	Gallup	2017	4.09
Inland Revenue Department	Gallup	2006	3.75
Inland Revenue Department	Gallup	2007	3.83
Inland Revenue Department	Gallup	2008	3.9
Inland Revenue Department	Gallup	2009	3.77
Inland Revenue Department	Gallup	2010	3.77
Inland Revenue Department	Gallup	2012	3.78
Inland Revenue Department	Aon Hewitt	2015	44
Land Information New Zealand	Gallup	2010	3.64
Land Information New Zealand	Gallup	2011	3.88
Land Information New Zealand	Gallup	2012	4.16
Land Information New Zealand	Gallup	2014	4
Land Information New Zealand	Ask Your Team	2017	66
Ministry for Culture & Heritage	Gallup	2008	3.71
Ministry for Culture & Heritage	Gallup	2009	4.03
Ministry for Culture & Heritage	Gallup	2010	3.95
Ministry for Culture & Heritage	IBM Kenexa	2013	70.3
Ministry for Culture & Heritage	IBM Kenexa	2015	66.7
Ministry for Culture & Heritage	IBM Kenexa	2016	79.29
Ministry for Culture & Heritage	IBM Kenexa	2017	76.21
Ministry for Pacific Peoples	Gallup	2007	3.25
Ministry for Pacific Peoples	Gallup	2009	3.48
Ministry for Pacific Peoples	Gallup	2012	4.01
Ministry for Pacific Peoples	Gallup	2015	4.18
Ministry for Pacific Peoples	Gallup	2016	3.87
Ministry for Pacific Peoples	Gallup	2017	4.09
Ministry for Primary Industries	Gallup	2009	3.71
Ministry for Primary Industries	IBM Kenexa	2012	60.3

Ministry for Primary Industries	IBM Kenexa	2013	65.8
Ministry for Primary Industries	IBM Kenexa	2014	68.2
Ministry for Primary Industries	IBM Kenexa	2016	72
Ministry for the Environment	Gallup	2009	3.47
Ministry for the Environment	Gallup	2010	3.8
Ministry for the Environment	Gallup	2011	3.98
Ministry for the Environment	Gallup	2013	3.98
Ministry for the Environment	Gallup	2014	4.07
Ministry for the Environment	Gallup	2015	4.11
Ministry for the Environment	Gallup	2016	3.99
Ministry for Women	Gallup	2008	4.17
Ministry for Women	IBM Kenexa	2013	69.1
Ministry for Women	IBM Kenexa	2015	73.6
Ministry of Business, Innovation and Employment	IBM Kenexa	2014	66.2
Ministry of Business, Innovation and Employment	IBM Kenexa	2015	67.7
Ministry of Business, Innovation and Employment	IBM Kenexa	2016	69.2
Ministry of Business, Innovation and Employment	IBM Kenexa	2017	70
Ministry of Defence	IBM Kenexa	2013	64.4
Ministry of Defence	IBM Kenexa	2015	80
Ministry of Economic Development	Gallup	2010	3.81
Ministry of Economic Development	Gallup	2011	4.03
Ministry of Education	Gallup	2007	3.61
Ministry of Education	Gallup	2008	3.73
Ministry of Education	Gallup	2010	3.58
Ministry of Education	Gallup	2012	3.64
Ministry of Education	Gallup	2016	3.65

Ministry of Foreign Affairs & Trade	IBM Kenexa	2014	69.9
Ministry of Foreign Affairs & Trade	IBM Kenexa	2015	70.5
Ministry of Foreign Affairs & Trade	IBM Kenexa	2016	72.8
Ministry of Health	Gallup	2009	3.44
Ministry of Health	Gallup	2011	3.55
Ministry of Health	Gallup	2012	3.68
Ministry of Health	Gallup	2013	3.8
Ministry of Health	Gallup	2015	3.86
Ministry of Justice	IBM Kenexa	2011	54.4
Ministry of Justice	IBM Kenexa	2012	52.9
Ministry of Justice	IBM Kenexa	2014	51.1
Ministry of Justice	IBM Kenexa	2015	47.4
Ministry of Justice	IBM Kenexa	2016	50.1
Ministry of Justice	IBM Kenexa	2018	59
Ministry of Maori Development	IBM Kenexa	2007	83.2
Ministry of Maori Development	IBM Kenexa	2008	83.1
Ministry of Maori Development	IBM Kenexa	2010	94.3
Ministry of Maori Development	IBM Kenexa	2012	79.5
Ministry of Maori Development	IBM Kenexa	2014	87.2
Ministry of Maori Development	IBM Kenexa	2015	81.5
Ministry of Maori Development	IBM Kenexa	2017	70.5*
Ministry of Social Development	Gallup	2008	3.63
Ministry of Social Development	Gallup	2010	3.65
Ministry of Social Development	Gallup	2012	3.68
Ministry of Social Development	Gallup	2013	3.74
Ministry of Transport	Gallup	2009	3.74
Ministry of Transport	Gallup	2010	3.77
Ministry of Transport	Gallup	2011	3.83
Ministry of Transport	Gallup	2012	3.86

* This score uses a different methodology

Ministry of Transport	Gallup	2013	3.98
Ministry of Transport	Gallup	2014	4.08
Ministry of Transport	Gallup	2015	4.24
New Zealand Defence Force	IBM Kenexa	2015	62.2
New Zealand Defence Force	IBM Kenexa	2016	63.6
New Zealand Defence Force	In-House	2017	69.5
New Zealand Police	IBM Kenexa	2010	66.7
New Zealand Police	IBM Kenexa	2011	69.9
New Zealand Police	IBM Kenexa	2012	74.4
New Zealand Police	IBM Kenexa	2013	71.1
New Zealand Police	IBM Kenexa	2014	73.3
New Zealand Police	IBM Kenexa	2015	72.1
New Zealand Police	IBM Kenexa	2016	72.5
New Zealand Police	IBM Kenexa	2017	72.1
New Zealand Security Intelligence Services	Winsborough	2012	3.4
New Zealand Security Intelligence Services	Winsborough	2014	3.62
New Zealand Security Intelligence Services	IBM Kenexa	2017	74
New Zealand Trade and Enterprise	IBM Kenexa	2014	80.8
New Zealand Transport Agency	Gallup	2010	3.51
New Zealand Transport Agency	Gallup	2014	3.9
New Zealand Transport Agency	Gallup	2015	4.09
New Zealand Transport Agency	Gallup	2016	4.16
New Zealand Transport Agency	Ask Your Team	2017	61
NZ Customs Service	IBM Kenexa	2012	67.9
NZ Customs Service	IBM Kenexa	2013	66.7
NZ Customs Service	IBM Kenexa	2014	60.7
NZ Customs Service	IBM Kenexa	2015	59
NZ Customs Service	Gallup	2017	3.64
Office of the Clerk of the House	Gallup	2013	3.86

Office of the Clerk of the House	Gallup	2014	3.8
Office of the Clerk of the House	Gallup	2015	3.9
Office of the Clerk of the House	Gallup	2016	4.17
Office of the Clerk of the House	Gallup	2017	4.13
Parliamentary Counsel Office	Gallup	2008	3.83
Parliamentary Counsel Office	Gallup	2009	4.1
Parliamentary Counsel Office	IBM Kenexa	2012	79.3
Parliamentary Counsel Office	IBM Kenexa	2018	
Parliamentary Service	Gallup	2009	3.82
Parliamentary Service	Gallup	2013	3.79
Parliamentary Service	Gallup	2014	3.85
Serious Fraud Office	IBM Kenexa	2012	72
Serious Fraud Office	IBM Kenexa	2014	76.2
Serious Fraud Office	AskYourTeam	2015	60
Serious Fraud Office	Ask Your Team	2017	70
State Services Commission	Gallup	2006	3.67
State Services Commission	Gallup	2007	3.83
State Services Commission	Gallup	2008	3.86
State Services Commission	Gallup	2009	3.54
State Services Commission	Gallup	2010	3.63
State Services Commission	Gallup	2012	3.91
State Services Commission	Gallup	2013	3.96
State Services Commission	Gallup	2015	4.09
Statistics New Zealand	IBM Kenexa	2009	71.1
Statistics New Zealand	IBM Kenexa	2010	71.6
Statistics New Zealand	IBM Kenexa	2011	71.7
Statistics New Zealand	IBM Kenexa	2012	71.1
Statistics New Zealand	IBM Kenexa	2013	72.5
Statistics New Zealand	IBM Kenexa	2014	62.7
Statistics New Zealand	IBM Kenexa	2015	67.8
Statistics New Zealand	IBM Kenexa	2016	65
Statistics New Zealand	Ask Your Team	2017	58
Tertiary Education Commission	Gallup	2009	3.69

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Tertiary Education Commission	IBM Kenexa	2014	66.7
Tertiary Education Commission	IBM Kenexa	2016	73
Tertiary Education Commission	IBM Kenexa	2017	76
The Treasury	Gallup	2009	3.84
The Treasury	Gallup	2010	3.86
The Treasury	IBM Kenexa	2013	70.3
The Treasury	IBM Kenexa	2014	73
The Treasury	IBM Kenexa	2015	71
The Treasury	IBM Kenexa	2017	71

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Our 2015 Engagement Survey Results

State Services Commission

STATE SERVICES COMMISSION
Te Komihana o Nga Tari Kawanatanga



GALLUP®

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.

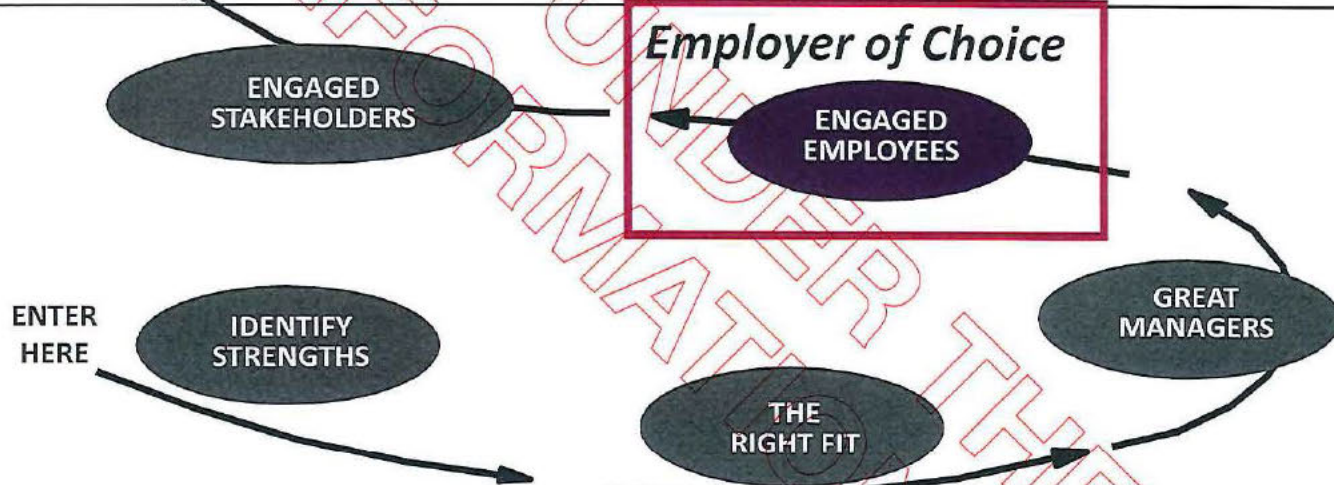
When employees are not engaged, they are likely to be indifferent toward their jobs. Actively disengaged staff are likely to have disdain for their work, supervisor, and organisation -- and they can harm a work unit and an organisation.

To reliably influence these . . .



THE GALLUP PATH TO STATE SECTOR SUCCESS

. . . these must be managed



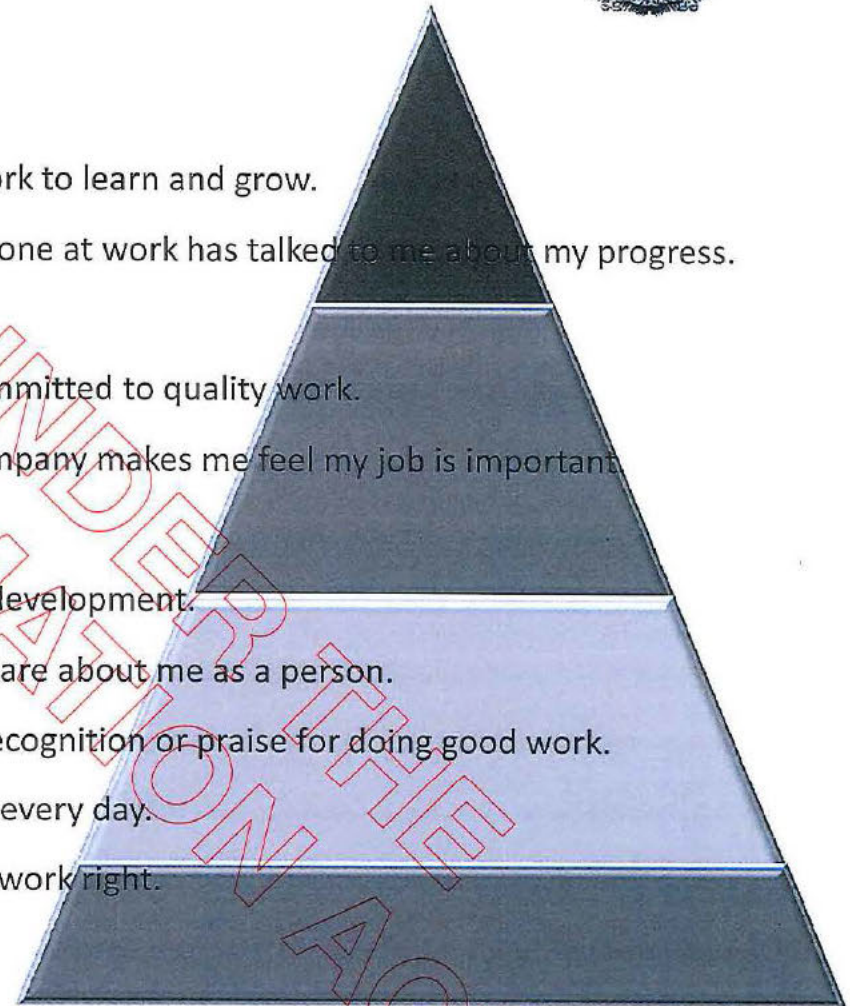
STATE SERVICES COMMISSION
Te Komihana O Nga Tari Kawanatanga



Engagement: Making Emotions Actionable



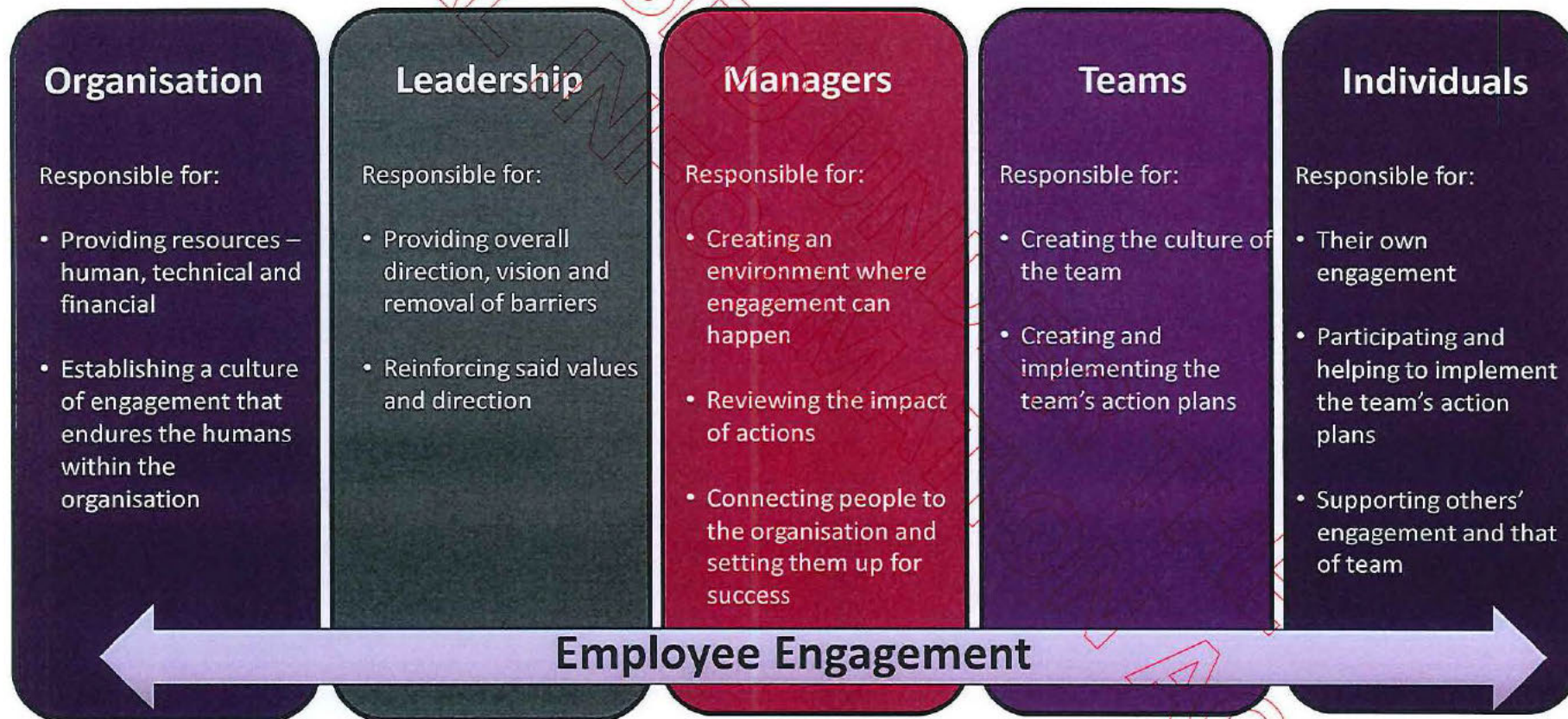
- Q12. Challenge me** - This last year, I have had the opportunities at work to learn and grow.
- Q11. Help me review my contributions** - In the last six months, someone at work has talked to me about my progress.
- Q10. Help me build mutual trust** - I have a best friend at work.
- Q09. Help me feel 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

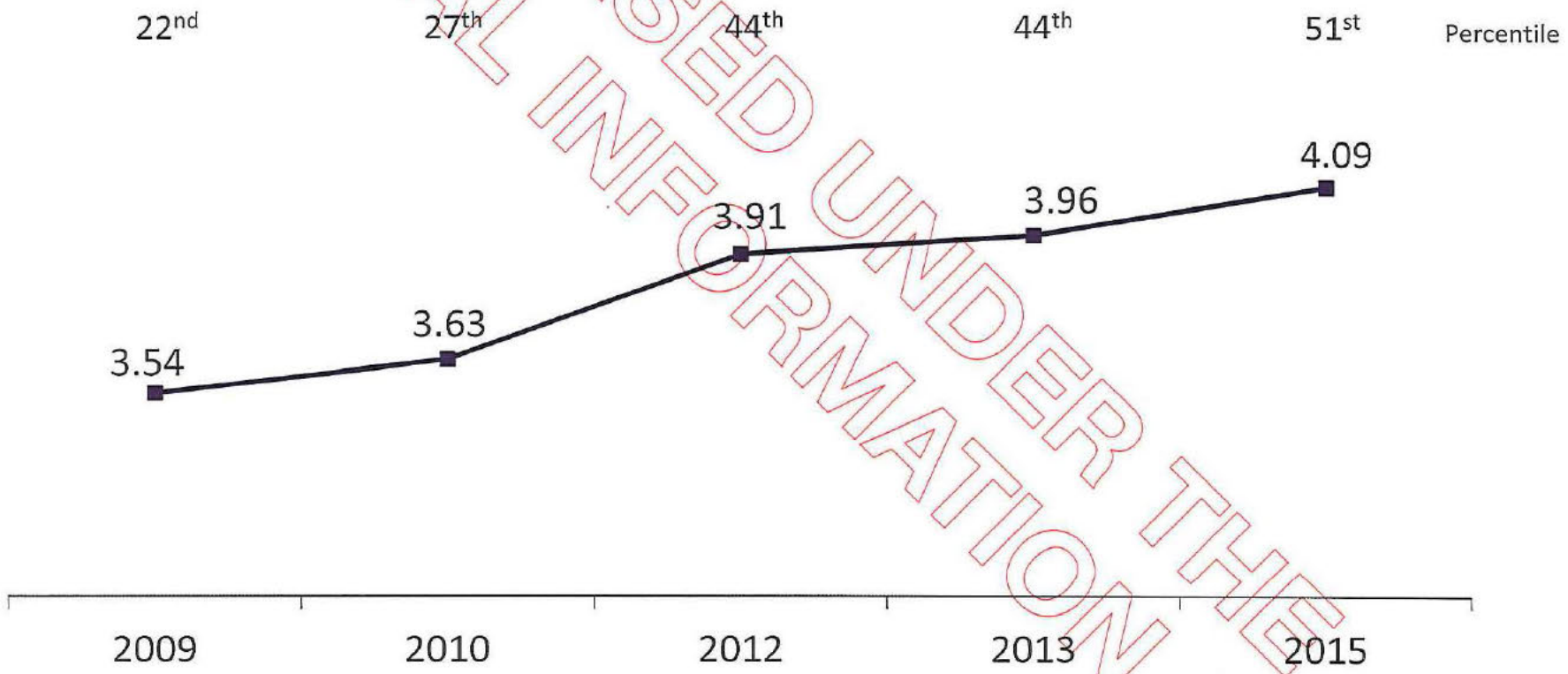


- Engagement levels show a steady increase over the years. This year the GrandMean of 4.09 has crossed the 50th percentile internationally, and is at the 68th percentile for NZ Public Service.
- Engagement continues to be higher than satisfaction.
- Clarity of Expectations, Materials and Equipment and 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

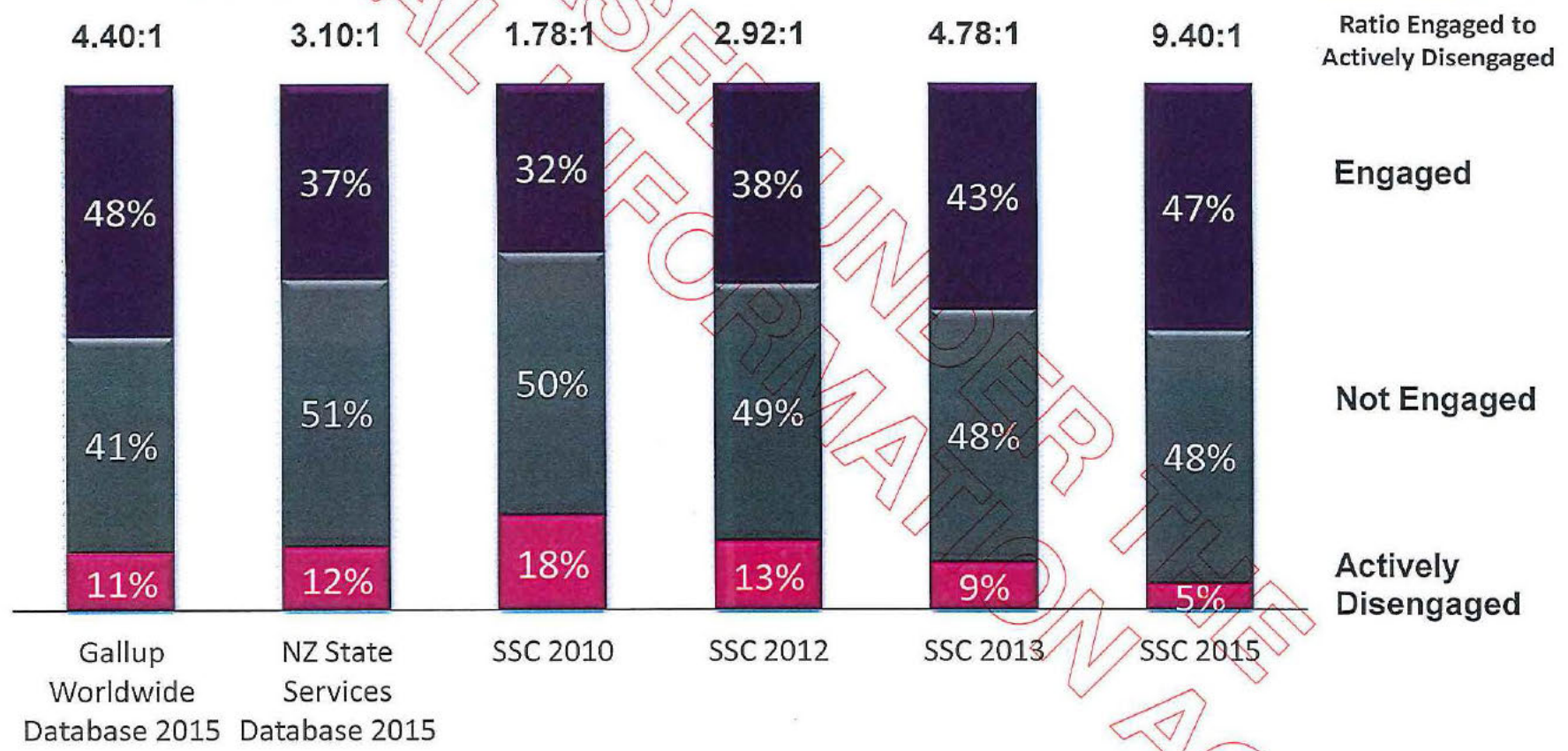


Note: Percentiles shown are in relation to Gallup's Q¹² Overall Workgroup-level Database

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

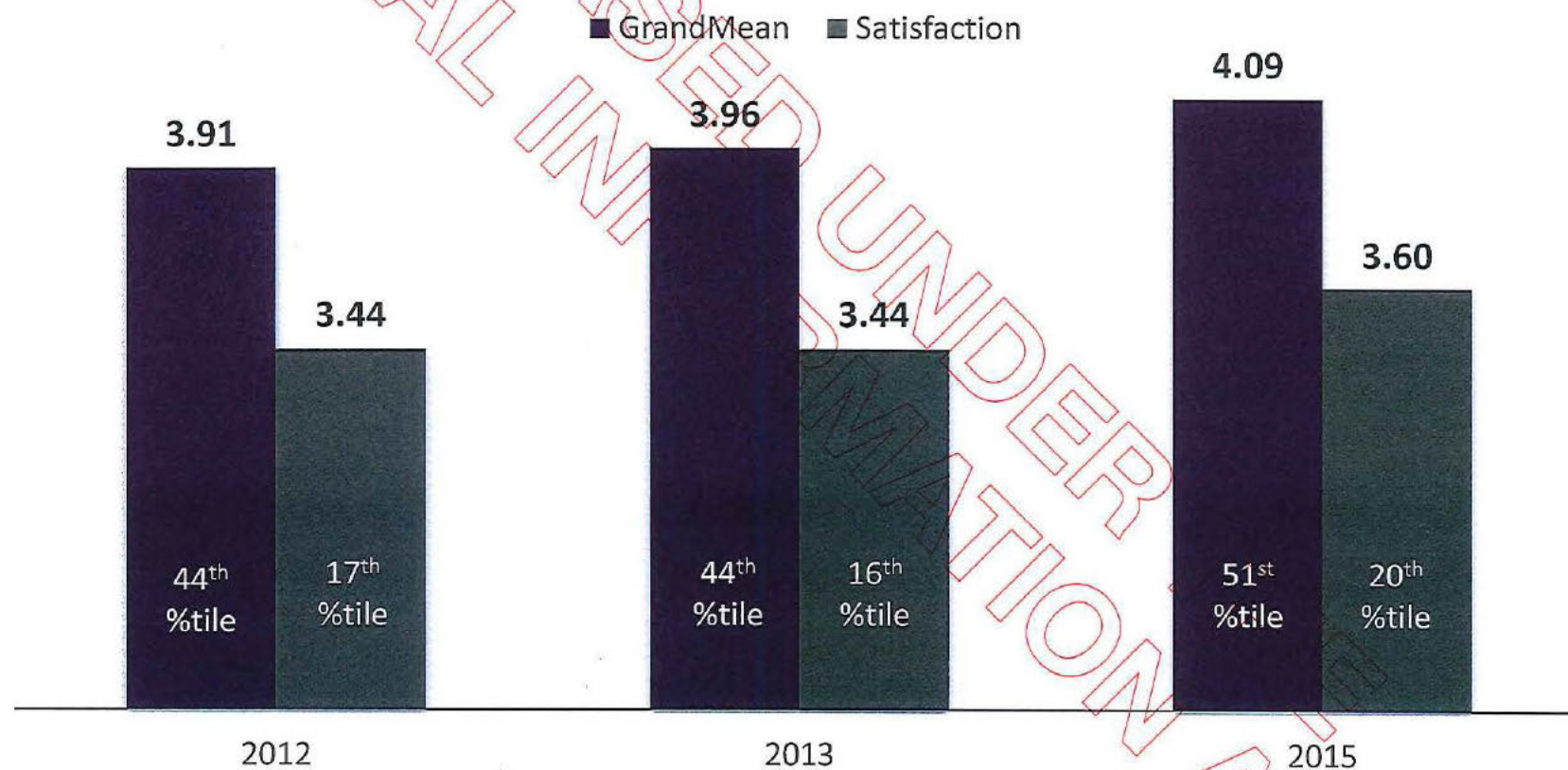


2015 Gallup Database	50 th Percentile	75 th Percentile	SSC Percentile
Worldwide Total	4.07	4.43	51 st
Public Administration	3.71	4.04	78 th
New Zealand State Sector	3.88	4.17	68 th
New Zealand	3.88	4.18	68 th

Engagement Continues To Be Higher Than Satisfaction



Engagement and Satisfaction



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

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



Q12® Item Meaningful Change and Percentile



	Mean 2015 4.09	Mean Difference	Percentile 2015 51 st
Opportunities to learn and grow	4.35	0.14	62 nd
Progress in last six months	4.38	0.16	63 rd
Best friend	3.73	-0.21	40 th
Coworkers committed to quality	4.41	0.06	67 th
Mission/Purpose of organisation	3.99	0.01	41 st
My opinions count	4.02	0.18	59 th
Encourages development	4.01	0.18	51 st
Supervisor/Someone at work cares	4.30	0.01	53 rd
Recognition last seven days	4.03	0.19	63 rd
Do what I do best every day	3.80	0.25	28 th
Materials and equipment	3.88	0.29	34 th
I know what is expected of me at work	4.13	0.20	21 st

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	Withheld under 9(2)(a), 9(2)(ba)(i) and 9(2)(g)(i) of the Official Information Act									
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										

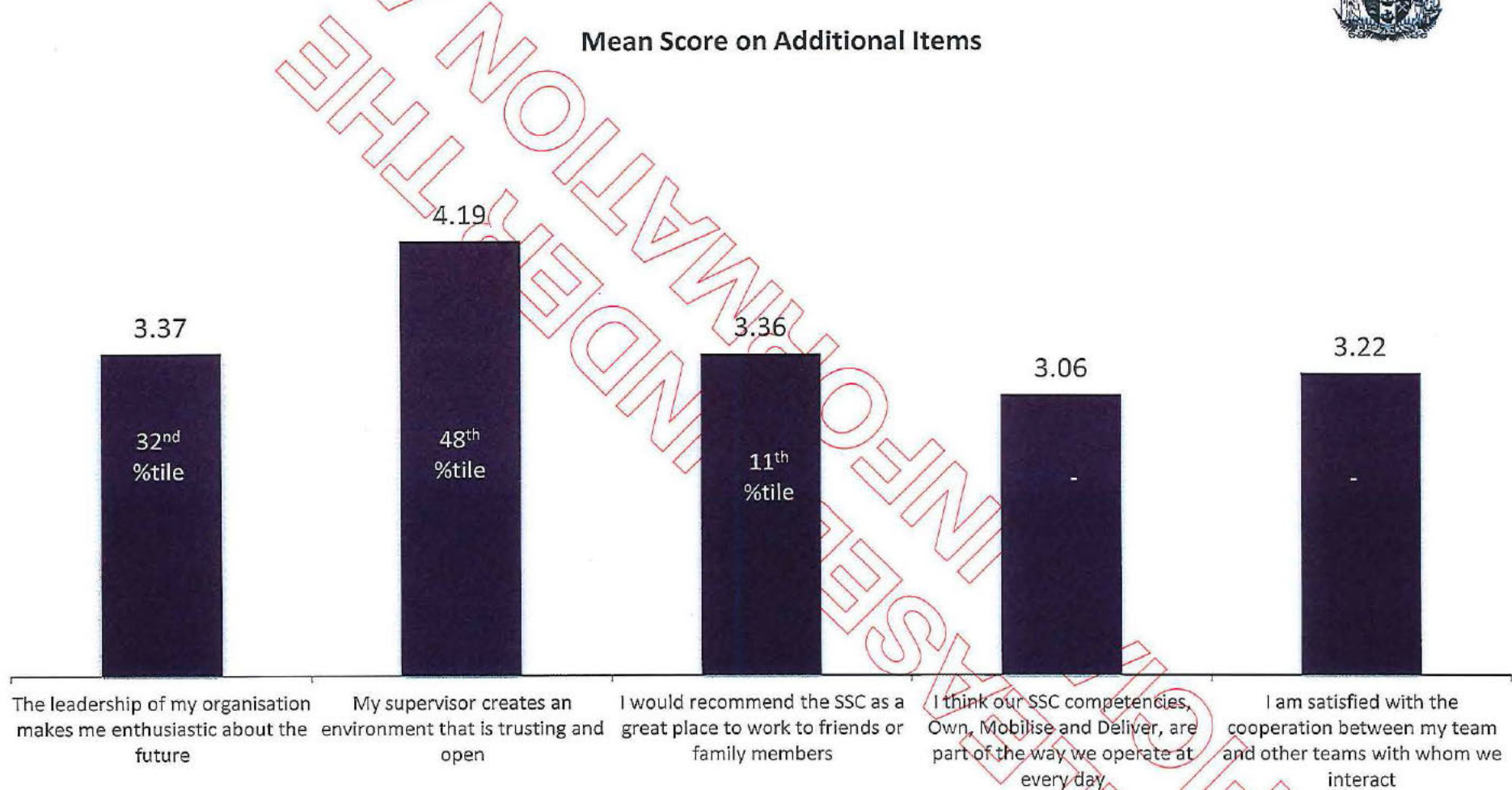
The colour codes show where the score falls within the four quartiles of Gallup's 2015 Q12 Global database.

■ <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

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?”

Withheld under 9(2)(a),
9(2)(ba)(i) and 9(2)(g)(i) of
the Official Information Act

Withheld under 9(2)(a),
9(2)(ba)(i) and 9(2)(g)(i) of
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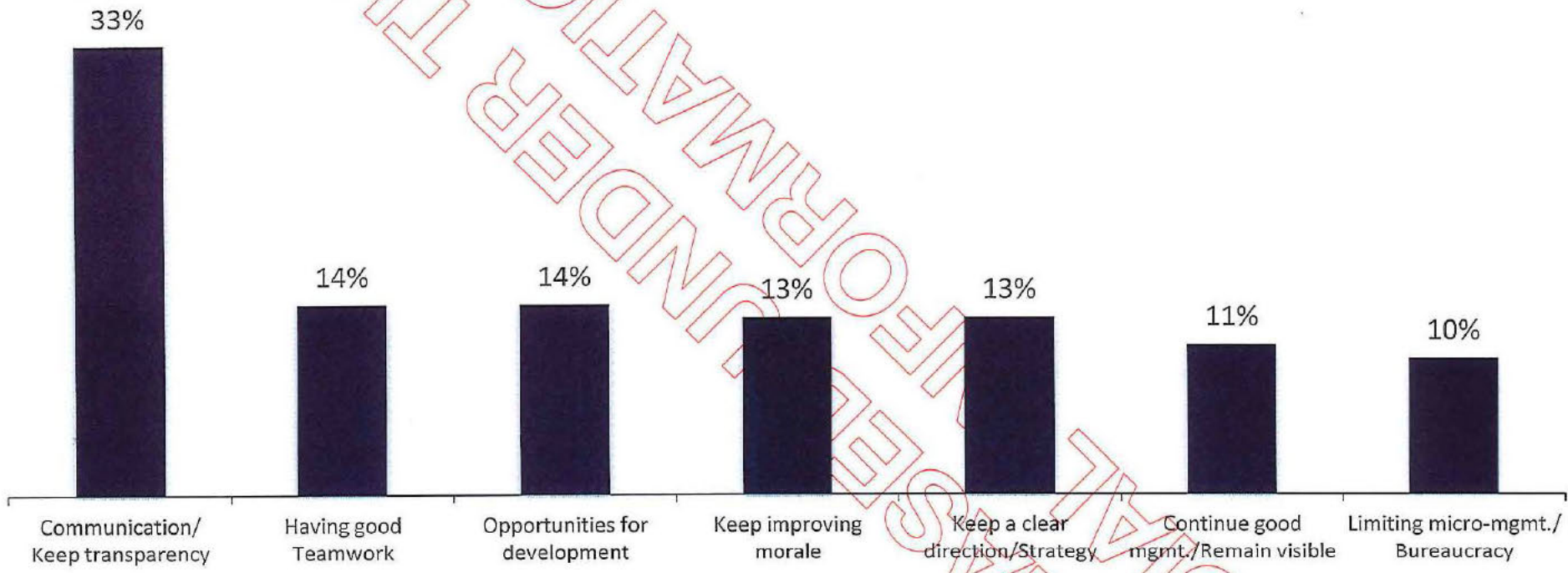
Withheld under 9(2)(a),
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9(2)(ba)(i) and 9(2)(g)(i) of
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Keep What Good Communication Is Already Occurring



“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?”

Withheld under 9(2)(a),
9(2)(ba)(i) and 9(2)(g)(i) of
the Official Information Act

Withheld under 9(2)(a),
9(2)(ba)(i) and 9(2)(g)(i) of
the Official Information Act

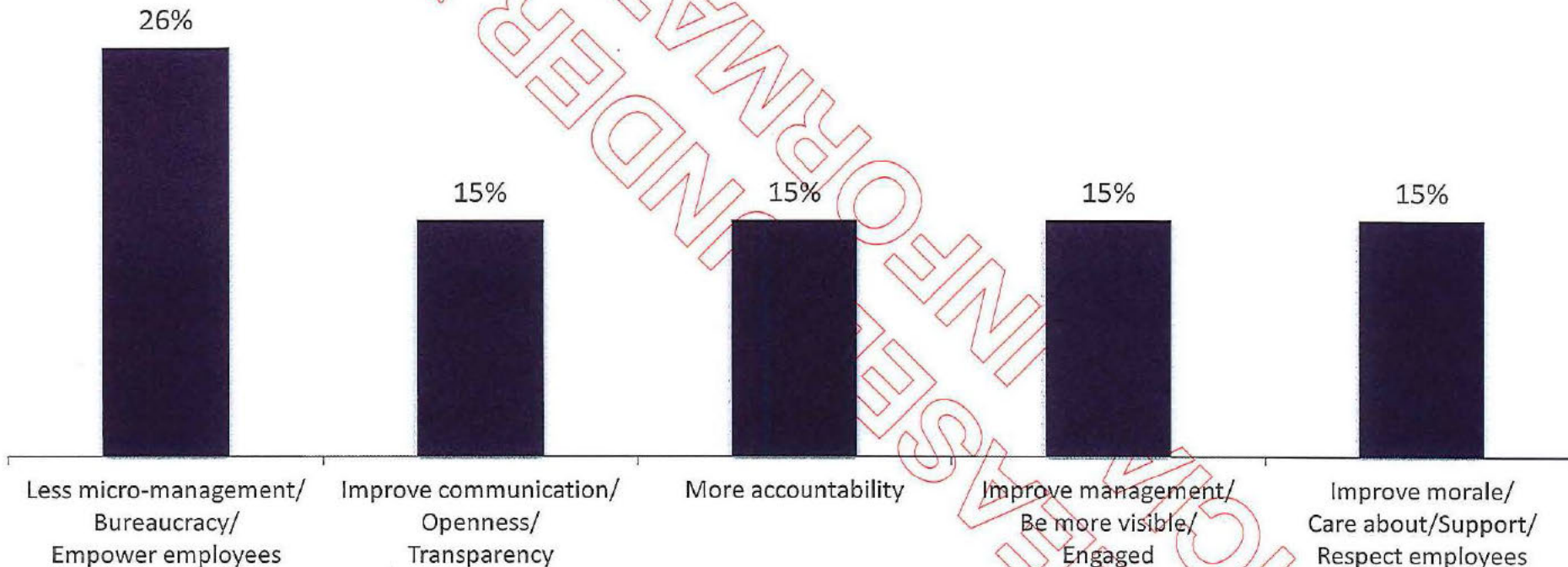
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Micromanagement and Bureaucracy Are Disengaging



“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?”

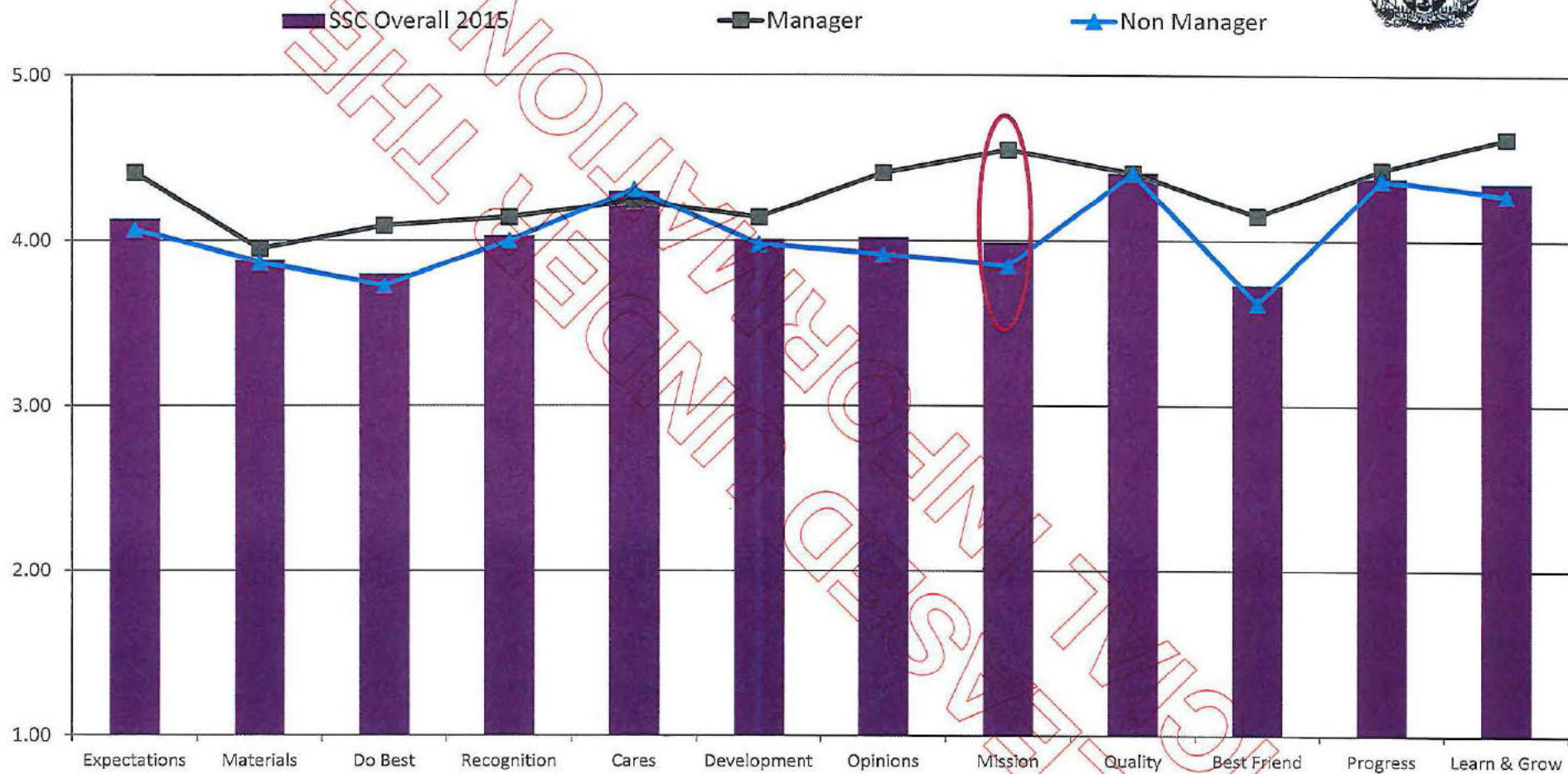
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Employee Engagement Q¹²® Items by Manager Status





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

