



**MINISTRY OF SOCIAL
DEVELOPMENT**

TE MANATŪ WHAKAHIATO ORA

15 JUL 2016

Dear

On 5 June 2016 you emailed the Ministry requesting, under the Official Information Act 1982, the following information:

1. *Have you ever conducted staff engagement surveys?*
2. *What staff engagement survey do you use or have you used: Kenexa, Gallup, Winsborough, other, internally-developed?*
3. *How frequently have you been conducting staff engagement surveys up to the last one you did?*
4. *If you haven't done one in 2016, are you intending to conduct a staff engagement survey in 2016, or whenever the next regularly scheduled survey is?*
5. *If the answer to questions 4) or 1) is "no", why not? Please provide the memorandum, meeting minutes and/or decision documenting the reason for not conducting staff satisfaction surveys, discontinuing the survey, or changing the frequency you conduct surveys.*
6. *Please provide the questions and complete results (e.g. agency level, directorate level, team level) of your staff engagement survey from 2008 to 2016.*

In addition to your email to the Ministry, you made the same request to Child, Youth and Family via the FYI website on 7 June 2016. The role and functions of Child, Youth and Family are the responsibility of the Ministry of Social Development, and therefore this response applies to both your requests.

As a Ministry we want our people to be engaged at work, committed to doing a great job, enthusiastic and productive. When our staff are engaged at work, they deliver better service, are more innovative, and are more loyal. Measuring employee engagement provides an opportunity to build the capability of managers, improve team working environments, and subsequently lift productivity, efficiency and client satisfaction.

The Ministry completed the Gallup Q12 survey in 2008, 2010, 2012 and 2013, to measure staff engagement. The selection of the Gallup survey followed from the States Services Commission cross-government tender process in 2006 to select an engagement survey for use by state sector agencies. Staff were encouraged to participate in the survey and the results guided the Ministry towards improvements in employee engagement.

In 2013, the Ministry replaced the Engage survey with a Culture survey, which has been conducted twice: once in 2013, and once in 2015. The Gallup survey was a very useful tool to ensure that the Ministry's mission, purpose and core values aligned with the work carried out by its employees. Feedback from the Culture survey shows that it is more helpful than the Engage survey for determining what's working and what isn't within an organisation, and is better suited to helping the Ministry meet its commitment to building a culture where staff thrive at work and provide the best possible service for clients in a fast-changing environment.

Additionally, Service Delivery, a service arm of the Ministry, has conducted six Pulse surveys in the period July 2015 to May 2016, which features three staff engagement questions. Service Delivery includes Work and Income, StudyLink, Senior Services and Integrity Services. These surveys are internally designed and managed, and each Pulse survey is sent to a randomised sample of 10-15 per cent of staff.

The Ministry is currently considering if and when another staff engagement survey will be conducted. As such, your request for information as to whether the Ministry is intending to conduct a staff engagement survey in 2016 is refused under section 9(2)(f)(iv) of the Official Information Act as it is under active consideration. The release of this information is likely to prejudice the ability of government to consider advice and the wider public interest of effective government would not be served.

In response to your request for survey results, I have enclosed the following documents:

- A summary of the Ministry's Gallup survey results for 2008, 2010, 2012 and 2013.
- A presentation summarising the Ministry's Culture survey results for 2013 and 2015.
- A summary of Service Delivery's six Pulse survey results, including the survey questions relating to staff engagement, between July 2015 and May 2016.

The Ministry contracted the Gallup Organisation and Human Synergistics to administer the Engage and Culture surveys respectively, and both the full survey questions and full results remain the intellectual property of those providers. As such, your request for full survey questions and results is refused under section 9(2)(b)(ii) of the Official Information Act, as the release of this information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information. The greater public interest is in ensuring that the commercial position can be maintained, and I believe that the public interest is satisfied by providing you with the enclosed summary survey results.

The Gallup Q12 survey questions remained the same for 2008, 2010 and 2012 and are publicly available on Gallup's website at www.gallup.com

Information about Human Synergistic's Integrated Measurement System and the 'Circumplex', which were used as part of the Ministry's 2013 and 2015 Culture surveys, is available at www.hsnz.co.nz

I hope you find this information about staff engagement surveys helpful. You have the right to seek an investigation and review of my response by the Ombudsman, whose address for contact purposes is:

The Ombudsman
Office of the Ombudsman
PO Box 10-152
WELLINGTON 6143

Yours sincerely

A handwritten signature in black ink, appearing to read 'N. Pole', with a horizontal line underneath it.

Nicholas Pole
**Deputy Chief Executive
Organisational Solutions**

MINISTRY OF SOCIAL DEVELOPMENT'S 2008 GALLUP Q12 SURVEY RESULTS

2008 Results

Over 6,000 staff members completed the Gallup Q12 Survey in 2008. The survey was undertaken to assist the Ministry's Leadership Team to understand what the Ministry's working environment is like from the point of view of staff.

The Gallup Survey is a point-in-time check on employee engagement. This year, the Ministry's overall grand mean was 3.67. This is based on average on a five-point scale across all questions. The Ministry's response rate to the survey was 92 per cent.

Ministry's Q12 Scores

The Ministry scored best in the following three categories:

- Staff knowing what is expected of them at the Ministry;
- That a supervisor or someone at the Ministry seems to care about staff; and
- Staff have the materials and equipment they need

The Ministry's score in the question regarding staff knowing what is expected of them was a very strong result. This is very important for the Ministry, particularly with frontline staff delivering services to some of New Zealand's most vulnerable people.

The Ministry's lowest score was in the question relating to receiving praise for good work in the preceding seven days.

Employee Engagement

A high level of employee engagement is an every-day goal for managers right across the Ministry. Increasing work engagement has proven to be a significant factor behind raising performance levels. The results from the survey help managers to increase staff satisfaction. The survey is not simply a compliance activity but rather a significant tool to ensure that high levels of employee engagement are reached every day.

MINISTRY OF SOCIAL DEVELOPMENT'S 2010 GALLUP Q12 SURVEY RESULTS

2010 Results

8,076 staff members completed the Gallup Q12 Survey in 2010. The survey was undertaken to assist the Ministry's Leadership Team to understand what the Ministry's working environment is like from the point of view of staff.

The Gallup Survey is a point-in-time check on employee engagement. This year, the Ministry's overall grand mean was 3.65. This is based on average on a five-point scale across all questions. The Ministry's response rate to the survey was 85 per cent.

Ministry's Q12 Scores

The Ministry scored best in the following three categories:

- Staff knowing what is expected of them at the Ministry;
- That a supervisor or someone at the Ministry seems to care about staff; and
- The mission or purpose of the Ministry makes staff feel as though their role is important.

The Ministry's score in the question regarding staff knowing what is expected of them was a very strong result. This is very important for the Ministry, particularly with frontline staff delivering services to some of New Zealand's most vulnerable people.

The Ministry's lowest score was in the question relating to receiving praise for good work in the preceding seven days.

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MINISTRY OF SOCIAL DEVELOPMENT'S 2012 GALLUP Q12 SURVEY RESULTS

2012 Results

7,318 staff members completed the Gallup Q12 Survey in 2012. The survey was undertaken to assist the Ministry's Leadership Team to understand what the Ministry's working environment is like from the point of view of staff.

The Gallup Survey is a point-in-time check on employee engagement. This year, the Ministry's overall grand mean was 3.68. This is based on average on a five-point scale across all questions. The Ministry's response rate to the survey was 79 per cent.

Ministry's Q12 Scores

The Ministry scored best in the following three categories:

- Staff knowing what is expected of them at the Ministry;
- That a supervisor or someone at the Ministry seems to care about staff; and
- The mission or purpose of the Ministry makes staff feel as though their role is important.

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MINISTRY OF SOCIAL DEVELOPMENT'S 2013 GALLUP Q12 SURVEY RESULTS

2013 Results

7,631 staff members completed the Gallup Q12 Survey in 2013. The survey was undertaken to assist the Ministry's Leadership Team to understand what the Ministry's working environment is like from the point of view of staff.

The Gallup Survey is a point-in-time check on employee engagement. This year, the Ministry's overall grand mean was 3.74. This is based on average on a five-point scale across all questions. The Ministry's response rate to the survey was 79.5%.

Ministry's Q12 Scores

The Ministry scored best in the following three categories:

- Staff knowing what is expected of them at the Ministry;
- That a supervisor or someone at the Ministry seems to care about staff; and
- The mission or purpose of the Ministry makes staff feel as though their role is important.

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SERVICE DELIVERY PULSE CHECK ENGAGEMENT QUESTIONS AND RESULTS, JULY 2015 TO MAY 2016

The following staff engagement questions relate to the Ministry's "purpose", which is: "We help New Zealanders to help themselves to be safe, strong and independent". Further information about the Ministry's purpose and principles is publicly available on the Ministry's website at: www.msd.govt.nz/about-msd-and-our-work/about-msd/our-vision-values-and-purpose.html

You will note that the result for staff agreeing with the Ministry's purpose and understanding their roles is strong, with 87 per cent agreeing to both questions; however, the data shows that over this period staff have been moving into a more neutral viewpoint.

Question One: I agree with the Ministry of Social Development's purpose

Survey	Total Agree	Total Disagree	Total Neutral	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total Results
Jul-15	96.0%	0.7%	3.4%	64.9%	31.0%	3.4%	0.3%	0.3%	596
Aug-15	90.8%	2.6%	6.6%	53.1%	37.7%	6.6%	1.8%	0.9%	228
Sep-15	91.7%	3.0%	5.3%	51.9%	39.8%	5.3%	1.9%	1.1%	266
Nov-15	91.6%	1.9%	6.5%	40.5%	51.1%	6.5%	1.9%	0.0%	262
Feb-16	87.3%	3.4%	9.3%	42.2%	45.1%	9.3%	1.9%	1.5%	268
May-16	87.0%	3.9%	9.1%	44.2%	42.8%	9.1%	3.2%	0.8%	507

Question Two: The decisions the Ministry of Social Development is making position us well for the future

Survey	Total Agree	Total Disagree	Total Neutral	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total Results
Jul-15	74.9%	5.6%	19.6%	21.8%	53.1%	19.6%	4.9%	0.7%	593
Aug-15	71.5%	8.3%	20.2%	25.0%	46.5%	20.2%	7.0%	1.3%	228
Sep-15	63.5%	10.2%	26.3%	20.7%	42.9%	26.3%	7.1%	3.0%	266
Nov-15	72.9%	6.5%	20.6%	19.5%	53.4%	20.6%	5.7%	0.8%	262
Feb-16	63.7%	9.7%	26.6%	11.2%	52.4%	26.6%	7.1%	2.6%	267
May-16	60.0%	12.3%	27.7%	11.7%	48.3%	27.7%	10.3%	2.0%	505

Question Three: I understand my role in achieving the Ministry of Social Development's purpose

Survey	Total Agree	Total Disagree	Total Neutral	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total Results
Jul-15	93.0%	1.3%	5.7%	44.6%	48.3%	5.7%	1.2%	0.2%	596
Aug-15	91.2%	2.2%	6.6%	43.4%	47.8%	6.6%	1.3%	0.9%	228
Sep-15	88.0%	3.0%	9.0%	38.7%	49.2%	9.0%	1.9%	1.1%	266
Nov-15	91.6%	1.5%	6.9%	33.2%	58.4%	6.9%	1.1%	0.4%	262
Feb-16	88.1%	2.6%	9.3%	33.6%	54.5%	9.3%	1.5%	1.1%	268
May-16	87.7%	3.6%	8.7%	31.2%	56.5%	8.7%	3.0%	0.6%	506

MSD Culture Results 2015

Building
BLUE

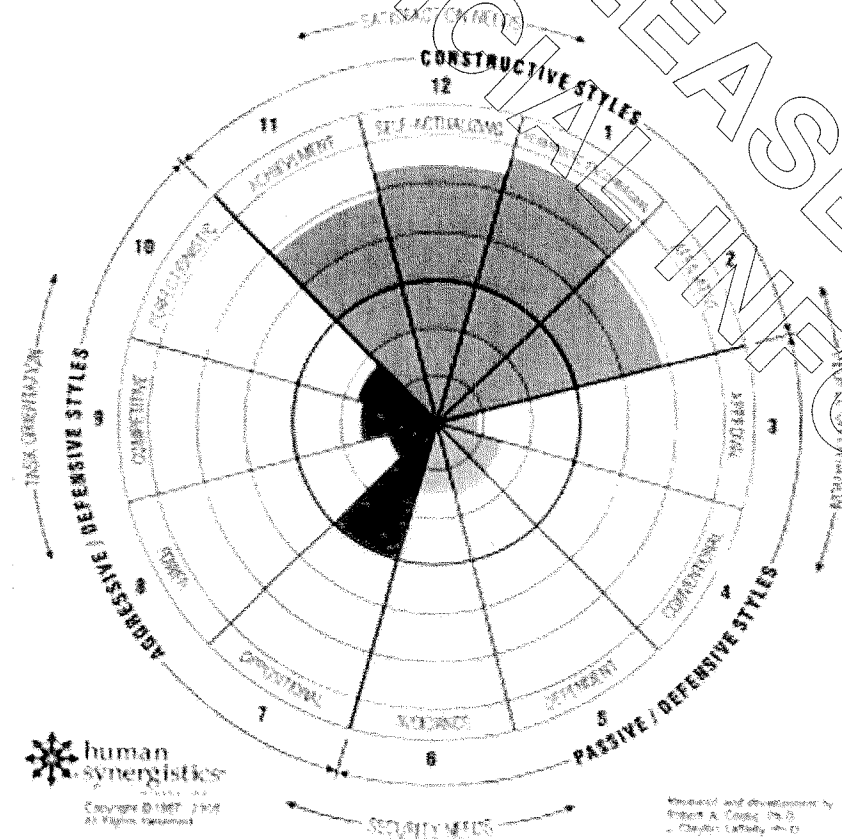


OFFICIAL INFORMATION UNDER THE ACCESS TO INFORMATION ACT



Our preferred culture

(measured in 2013)

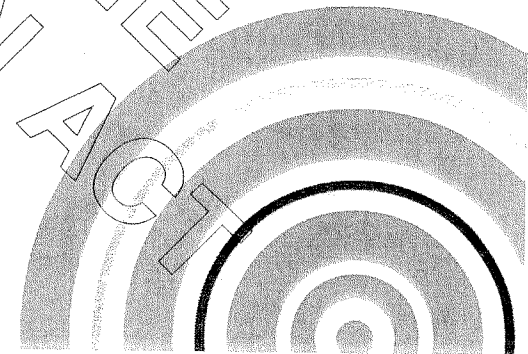


We want to ...

- Set challenging goals
- Use our initiative
- Be creative and innovative
- Bring out the best in others
- Build strong relationships
- Enjoy our work

Based on Human Synergistics Organisational Culture Inventory®(OCI®)

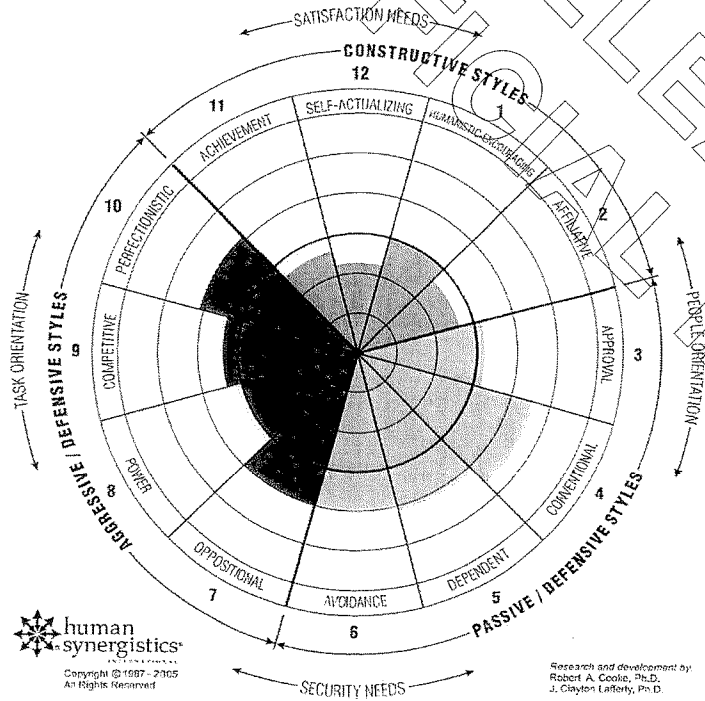
Building
BLUE



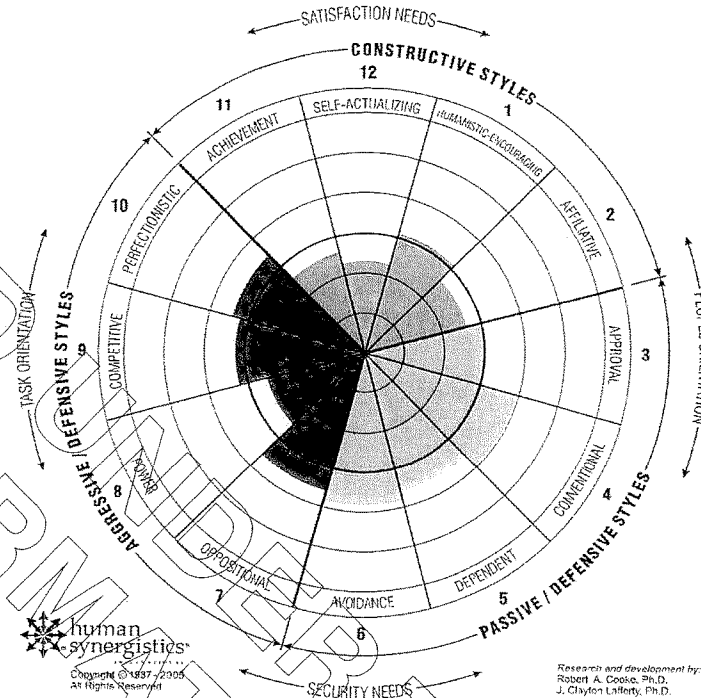
Ministry of Social Development (all)

Actual Culture

MSD 2013; N = 4945 (54%)



MSD 2015; N = 6924 (66%)



Style	Percentile			Style	Percentile			Style	Percentile		
	Test	Retest	Shift		Test	Retest	Shift		Test	Retest	Shift
Achievement	41	40	-1	Approval	55	49	-6	Oppositional	75	65	-10
Self-Actualising	32	33	1	Conventional	84	74	-10	Power	51	38	-13
Humanistic-Encouraging	51	53	2	Dependent	77	65	-12	Competitive	60	56	-4
Affiliative	41	41	0	Avoidance	74	71	-3	Perfectionistic	77	61	-16

Building
.....
BLUE



RELEASED UNDER THE ACT
OFFICIAL INFORMATION ACT