Ministry of Foreign Affairs & Trade

@Work Engagement Survey 2011

Summary of Findings

JRA

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1. Executive Summary

1.1 Response Rate

A total of 1,012 employees participated in the Ministry of Foreign Affairs and Trade (MFAT) @Work: Engagement Survey 2011, representing an overall response rate of 70.7%.

1.2 Accuracy of Measurement

The margin of error for scores reported at the total organisation level is +/-1.7%. This indicates that scores reported herein are accurate estimates of actual employee opinion and attitude at the total organisation level.

1.3 Key Strengths

i. On the whole, MFAT has maintained its performance on survey scores across the majority of the survey sections, including Communication and Cooperation, The Person I Report To, My Team, Learning and Development, Performance and Feedback, and Reward and Recognition. Out of the 57 questions within the survey which had an equivalent in 2010, 31 of these can be considered as scoring on par with the 2010 score.

ii. **Maintaining a strong and supportive team culture.** When compared to the 2011 State Sector Benchmark, MFAT is scoring on par with the benchmark for the sections: The Person I Report To and My Team. Following on from this, question 3.6 'Teams in this organisation work well together' is scoring significantly above the benchmark (4.1% above benchmark), as is question 5.4 'I have confidence in the ability of the people in my team' (1.9% above benchmark). This strength is highlighted by the fact that the number one key theme in relation to what makes this organisation a great place to work was 'the people'. Another key theme related to the importance staff placed on teamwork and working in a supportive and collaborative social environment.

1.4 Key Areas for Improvement

i. **Organisational direction and 'common purpose'.** The survey sections of Common Purpose and Culture and Values have scored significantly below the 2011 State Sector Benchmark (7.7% and 6.9% below the benchmark, respectively), and have also seen the biggest decreases in score since the 2010 survey. Questions from these two sections tend to appear on the lists showing the biggest negative differences to benchmark, as well as the biggest decreases in scores since 2010. More importantly, five of the ten key driver areas come from the Common Purpose section of the survey, showing that this area is important for driving employee engagement within MFAT, yet MFAT's performance in this area can be improved.

ii. **Organisational leadership.** A key theme related to what needs to change to make MFAT a great place to work refers to the managers and leaders of the organisation. In particular, the role of leaders within the current period of change and the need for greater strategic leadership. The question 2.5 'I have confidence in the leadership of this organisation' has seen a significant decrease in score since 2010 (-8.0%) and is also scoring significantly below the State Sector Benchmark 2011 (10.0% below the benchmark). This question is also a key driver of employee engagement within the organisation.

iii. **Organisational advocacy.** One of the questions showing the biggest decline in score since 2010 is question 11.6 'Overall, I would recommend this organisation as a great place to work' (a 7.6% decrease in score). This question is key in measuring employee engagement, and shows one of the biggest differences to benchmark, scoring 10.1% below the 2011 State Sector benchmark.

1.5 Key Drivers of Employee Engagement within MFAT

i. **Employee engagement levels.** MFAT's Employee Engagement Index (63.8%) is significantly lower than that of the 2011 State Sector Benchmark (69.4%). Compared to the other State Sector organisations in New Zealand, MFAT has a significantly smaller proportion of 'engaged' staff and a significantly larger proportion of 'disengaged' employees. These proportions have also significantly decreased and increased, respectively, since 2010, indicating an area of concern for the organisation. Given that those who are 'ambivalent' are generally open to increased levels of engagement when improvements to the workplace climate are made, the opportunity for MFAT lies in moving this group of individuals into the 'engaged' group.

In order to improve employee engagement levels within MFAT, Kenexa|JRA recommends focusing intervention efforts around the key drivers of employee engagement, with consideration also given to the key areas for improvement listed above. Key drivers of engagement are derived statistically and represent the questions measured in the survey that have the greatest impact on engagement. Improving scores on key drivers is more likely to improve performance than simply focusing on low rated areas that may not be linked to engagement.

ii. **A Sense of 'Common Purpose' and Belonging.** As social beings we all need to feel like we belong to an important social group and that we are playing a part in the realisation of the 'purpose' of the social group. Indeed, in MFAT, the key driver bearing the biggest impact on the level of staff engagement is 'I feel a sense of belonging to this organisation', which is also considered a low performing area (scoring significantly below the State Sector Benchmark 2011). This is potentially related to employees' lack of clarity, buy-in and lack of alignment with MFAT's goals and sense of 'common purpose', especially given the current climate of change. A key leverage point therefore for further increasing employee engagement is the cultivation of a strong 'common purpose', where everyone understands the direction of the organisation, the reasoning behind the changes, and how different functions within MFAT fit together and work effectively towards MFAT's vision and mission.

iv. **Strengthening 'Confidence in Leadership'.** The third most important key driver of employee engagement within MFAT is 'I have confidence in the leadership of this organisation'. MFAT is currently scoring below the 2011 State Sector Benchmark and has slipped back significantly in this area since 2010. Improvement in this area presents huge opportunity for increasing staff engagement levels. For staff, 'confidence in leadership' may be influenced by the behaviours of senior organisational leaders as well as their immediate managers. In relation to the organisational change taking place, only 38.7% of staff felt that the senior leadership team is doing a good job of communicating the reasoning behind some of the important changes that are being made, and this view may be impacting their current confidence levels in the leadership of the organisation.

iii. **A Focus on Learning and Continuous Improvement.** A large number of the key drivers of employee engagement for MFAT staff also relate to learning and development opportunities, both formal and informal – having opportunities to stretch and put knowledge and skills into use and having a defined career path, along with relevant feedback and coaching. MFAT's performance in this area is generally poor (scoring significantly below the benchmark norm), and the focus should thus be developing and maintaining a culture of continuous learning and self-improvement. One key aspect which enables such a culture is the availability of coaching and constructive feedback, allowing individuals to learn and grow in their role. MFAT is currently performing below the benchmark in this area, suggesting that the up-skilling of managers as a coach and mentor should be considered a priority area going forward. Managers may be able to explore the possible career opportunities and map out career paths together with their staff.

1.6 Summary and Key Recommendations

Overall, the 2011 MFAT @Work: Engagement Survey results show some areas of strengths (e.g. clear performance expectations, good teamwork and cooperation within teams and across the business, and management that is seen as supportive, encouraging and respectful), as well as areas of improvement (e.g. increasing the level and quality of communication, supporting staff through change, and strengthening a culture of high performance, where success is recognised and celebrated).

The current level of employee engagement within MFAT has dropped significantly since last year, and MFAT will benefit from interventions targeted at addressing the key drivers of employee engagement which will help to move the 'ambivalent' staff to the 'engaged' category.

We understand that action planning from the 2010 survey resulted in an organisation-wide performance management initiative. The impact of these efforts can be seen within the Performance and Feedback section. A new question was introduced in the 2011 survey (8.1 'My manager has worked with me to establish clear performance expectations') and with a score of 65.6%, this is the highest scoring item within this section. There was also a statistically significant improvement in the score for question 8.3 'I get feedback on my performance' since 2010 (+3.4%). While this may seem like a small increase, with the change programme appearing to be top of mind for many employees, we can only imagine what improvement you may have seen within this section in a more stable environment.

We recommend a continued focus on performance management, with a link to the bigger picture to reinforce how individual performance contributes to the organisational goals, which will in turn, help to build on the sense of 'common purpose'.

We understand that for many employees, the work of MFAT, and the part they play in that work, makes their role so much more than just a job. This deep sense of purpose is reflected in the tenure of staff, where 57% report working at MFAT for longer than 5 years, and in fact 25% report tenure longer than 15 years. It is also evident in what drives engagement within your organisation: a sense of belonging, a common purpose, a belief in what the organisation is trying to achieve, and confidence in the leadership of the organisation.

We are also aware that MFAT is undergoing change unlike anything it has experienced previously. This change has a significant impact on employees and it would appear that how they feel about the change is influencing their opinions of various aspects of their work life. The key messages from your employees are that they understand the need for change; however they need more support to prepare and respond positively to it. 38.7% of employees agree that they have confidence in the leadership of MFAT. Research on organisational change shows that employees are often skeptical about management during change, especially if they perceive injustice or unfairness in the change. Uncertainty also plays an important role in the emotional experience of change, especially if recipients can't predict what the outcomes of the change-related decisions will be.

Research also suggests that during periods of change, individuals must construct for themselves the meaning of that change. Certainly, leaders can assist in 'sense making' activities, however until employees make sense of it for themselves, we might expect a temporary, even significant, drop in employee engagement. As individuals adjust to the change (the "new normal") scores should rebound to some degree. (See Section 4: Change Management for more information).

Taking everything above together, below are our recommendations on the key priorities going forward.

- **Organisational Level**: As shown, 5 of the 10 Key Drivers fall within the Common Purpose section. We suggest a focus on strengthening a sense of 'common purpose' by continuing to reinforce the message of why the change is important and what the future will look like. In particular, if the new future involves a different focus, a priority should be given to creating a clear purpose in a way that employees understand the role they will play in making the future a success.

- A further recommended priority is to focus on confidence in the leadership of the organisation.

- **Local / Team Level:** When providing guidance on team action planning, just like organisational initiatives, we recommend taking action on a few key areas to focus effort and resources, and to gather momentum. It may be useful for teams to action plan on how they will bring the organisational initiatives to life within their teams, making them meaningful for them.

2.   Introduction

This report presents the findings of the MFAT @Work Engagement Survey 2011. All employees were invited to participate in the survey and offer their thoughts and feelings about working within the organisation.

The survey was undertaken to achieve the following aims:

- To provide insight into how employees currently perceive important organisation policies, practices and processes across MFAT

- To provide insight into prevailing levels of employee engagement within MFAT

- To identify the key drivers of employee engagement for MFAT

- To benchmark results both internally and against other external survey norms

- To highlight how different groups of employees within the organisation perceive their workplaces in different ways, and how some groups in particular may warrant more focused improvement efforts whilst others may provide role models in terms of workplace management

All these aims serve one key objective:

- To assist decision makers to identify those improvement efforts most likely to result in greater levels of employee engagement and organisational performance

2.1   Questions This Report is Designed to Answer

The following report provides insight into how employees perceive and feel about working for MFAT generally, but also focuses on answering a small yet critical set of questions surrounding employee engagement:

1. How do employees perceive MFAT as a place to work?

You can quickly get a broad feel for the favourability of employee perceptions by examining survey section scores, highest and lowest rated areas, and a more detailed insight into how people feel about the organisation by looking at responses to each and every question in the survey. To see how questions were rated compared to other organisations, which is helpful to provide some context to employee ratings, look at the benchmark comparisons. You can also see which groups of employees within MFAT perceive the organisation more (or less) favourably than other groups. Finally, it is possible to get a sense of which key issues are viewed as favourably or less favourably by going beyond 'the numbers' and examining the results of the comments analysis.

2. How engaged are your employees?

Examine your Engagement Index and Engagement Profile. The **Engagement Index** quantifies your organisation's engagement 'score', and is a useful index to benchmark and track over time. Your **Engagement Profile** displays the proportion of staff that can be classified as either 'engaged', 'ambivalent', or 'disengaged'. Again, this profile can be benchmarked and measured over time. The greatest source of potential improvement to engagement levels comes from shifting 'ambivalent' employees to the 'engaged' category.

3. What engages people the most within your organisation?

Examine the results of the **Key Driver Analysis**. These are the Key Drivers of engagement unique to MFAT and are powerful predictors of engagement. They are therefore of great importance when considering priorities for improvement initiatives. As a rule you should focus your attention first on the **'high importance-low performance'** drivers (shaded red) – these key drivers have a significant impact on engagement but their performance scores are poor relative to survey norms. As such, they offer the greatest leverage for performance improvement.

4. What intervention strategies should your organisation consider adopting?

The results of the key driver analysis highlight those climate features that are important to the engagement levels of your people, but score below survey norms. These high importance-low performance key drivers reflect leverage points for performance improvement.

It can also be useful to overlay your organisation's key driver results over the Anatomy of a Great Workplace model to further highlight potentially useful intervention strategies. The **Anatomy of a Great Workplace™** table outlines the four qualities research carried out by JRA has found to be consistently associated with great workplaces. These characteristics – or 'Pillars' as we call them – include **Vision and Values** that clearly define the organisation's purpose and the things it holds dear; a strong **Sense of Community**; going beyond training to meet immediate needs to **Developing People** to realise their potential; and finally a strong **Performance Culture** where high standards of performance are expected, and accepted. Overlaying your Key Drivers on the Anatomy Model can highlight particular 'Pillars' where intervention efforts may be productive and the levels (individual, team, organisation) at which they should be targeted.

5. Are there areas in the organisation I should focus more attention on?

When considering your intervention priorities it can be useful to examine your key driver performance score across particular demographic groups. This analysis may reveal significant variation between particular divisions or position groups for example. Demographic groups with particularly low key driver scores may prompt urgent attention, while highest scoring groups can provide role models for your organisation's poorer performing groups.

3. Understanding This Report

3.1 Scoring Method

- Scores presented in this report are 'weighted mean scores'.

- Weighted mean scores range between 0% and 100% and simply reflect a conversion of responses on a 5-point scale (strongly disagree through to strongly agree) into a score that takes into account the distribution of responses across the entire rating scale (rather than just 'level of agreement' scores (or 'top box' responding) that only combine the "agree" responses but ignore other responses).

- A perfect score of 100% is achieved if all respondents in a particular group agree with a statement, while 0% is scored if all respondents strongly disagree. In between, "Neutral" is equivalent to a score of 50%.

Rating	Weighted Mean Equivalent
Strongly Disagree	0%
Disagree	25%
Neutral	50%
Agree	75%
Strongly Agree	100%
Do Not Know	Disregarded

- The above table shows the rating label when converted to a weighted mean. Thus, a score of 75% indicates that either all respondents "agreed" to a particular question, or – and more likely – that, *on average*, people agreed to a particular question.

- If a desired outcome is to have most employees 'agreeing' to a particular survey issue, then a score of around 75% would be the desired score.

- It should be noted that in some cases when numbers are rounded off to the nearest whole number, the total percentages may not always add up to 100%.

- Data based on less than 5 respondents is not reported both for reasons of statistical reliability and respondent confidentiality.

3.2 Benchmarking

- Comparing survey scores to external survey norms is a useful diagnostic tool. For example, survey norms help decision makers recognise when a 'low' score may well in fact be a high score compared to benchmark norms. Communication and performance management, for example, typically score low in a survey. Decision makers without survey norms can make the erroneous conclusion that these are *their* poorest scoring areas when in reality they need to understand their relative standing.

- Results from the MFAT 2011 @Work: Engagement Survey were compared to the 2011 State Sector Benchmark. This benchmark contains 25 New Zealand State Sector organisations and approximately 31,800 employees. The benchmark provides an indication of typical survey scores in as much a like-for-like comparison point as possible. Please refer to Appendix 2 for a list of the organisations included in the benchmark.

4.   Change Management

In MFAT's 2011 @Work: Engagement Survey, a new survey section was introduced in order to measure staff's perceptions of the change that is happening within the organisation at present. As these are organisational specific questions, there is no benchmark data available to make comparisons against the state sector, however, international research into the impact of change on individuals provides insight that may be useful to consider when reviewing MFAT's overall results in general, and the Change Management items in particular.

- In recent years, the view that the default reaction of participants to change is resistance has been challenged. It has begun to be recognised that change recipients do not automatically react negatively to change, that resistance might sometimes be quite appropriate and helpful, and that change recipients may experience positive emotions during organisational change, including happiness, pride, enjoyment, and enthusiasm. If change recipients perceive support, trust, and fairness around the change, they experience pleasant and happy feelings, which lead to cooperative attitudes toward change. Research also suggests change recipients experience highly positive emotions when they perceive organisational change as congruent with their personal goals and as having a high potential for success and growth.

- There has been increased awareness in recent years of how uncertainty plays an important role in the emotional experience of change. Organisational change is an uncertain process for both change leaders and change recipients, particularly in its beginning stages, when change recipients cannot estimate the likelihood of a certain event, lack information about the situation, and typically cannot predict what the outcomes of change-related decisions will be. Uncertainty is generally experienced as aversive, and elicits negative emotions such as anxiety, threat and fear because it makes people feel vulnerable and insecure about the situation. Recipients may often be more sensitive to uncertainty than to organisational change itself.

- Change recipients may also experience negative emotions because of inappropriate change management by change leaders. Change recipients experience anger, anxiety, and disappointment when they perceive injustice and unfairness on the part of change agents, and are often skeptical about management during organisational change.

- It suggests that during periods of change, individuals must construct for themselves the meaning of that change. Certainly, leaders can engage in 'sense making' activities, but it is not until the individual constructs the nature of the meaning of the change for themselves that they may decrease their cognitive dissonance and (re)shape their commitment and engagement to the company. In this context, we might expect a temporary, even significant, drop in employee engagement. As individuals adjust to the change (the "new normal") and make sense of it for themselves, scores should rebound to some degree.

So with this research in mind, when MFAT's results are analysed at a total organisation level, certain findings support the research:

- The sections with the largest decreases in score since 2010 are related to organisation purpose, direction and values. This signifies a level of uncertainty around one's future within MFAT as a result of change (e.g. the scores for such questions as 'I believe in what this organisation is trying to accomplish', 'There is a sense of "common purpose" in this organisation', and 'I intend to have a long term career with this organisation' all score significantly below the State Sector Benchmark). Scores related to the organisation being a 'fun place to work' and its degree of care 'for the well-being of its people' have dropped substantially since 2010, signifying a decreased level of perceived support during change.

- The results from the more localised sections of My Job, My Team, and The Person I Report To have decreased to a lesser extent. During periods of anxiety-provoking change, there can be a rallying effect at the local/team/supervisor-employee level. On the other hand, the organisation overall, as well as its leadership, may be perceived in a more negative light.

- In addition, during periods of change, people freely share their information, opinions, and experience about the organisational change. This usually happens at the local level and can also explain the rallying effect described above. There is a common bond at this level and this may help explain why scores are stable here, but not for Engagement and the larger, big picture culture/values/purpose questions.

Examining the Change Management question scores in the below table, while staff in general understand the need for the changes that are taking place within MFAT (68.1% - highest score across this section), they do not feel that they are being supported (30.6% - lowest score across section) or have been equipped or prepared for the changes (32.7% - second lowest score across the section). There is also the perception that while staff are actively seeking information about the changes that are taking place (66.0% level of agreement) and that their immediate managers are communicating to a certain extent about the reasoning behind the changes (61.3% level of agreement), the level of communication from the senior leadership team needs to be improved, in particular around the reasoning behind certain changes (38.7% feel that the changes will help the organisation be successful in the future. Currently less than 50% of staff agree with this statement (47.1%).

Question	Total Organisation
10.1: This organisation is making the changes it needs to be successful in the future	47.1
10.2: The senior leadership team does a good job of communicating the reasons behind important changes that are made	38.7
10.3: I understand the need for the changes taking place at this organisation	68.1
10.4: My immediate supervisor/manager does a good job communicating the reasons behind important changes that are made	61.3
10.5: I feel supported during organisational change at this organisation	30.6
10.6: Our organisation helps me prepare for changes that are made	32.7
10.7: I actively seek information on changes occurring in the organisation	66.0
Change Management (Section Summary Score)	49.2

Level of Agreement (%)

5.   Employee Engagement

5.1   Sample

All of MFAT's approximately 1,431 employees were invited to participate in the survey. A total of 1,012 responses were obtained resulting in a response rate of 70.7%. This is considered an excellent response rate for an organisation of this size.

5.2   Margin of Error

Based on a population size of 1,431 and the response rate attained, the maximum predicted margin of error for the results at the 95% confidence level is approximately +/- 1.7%, indicating a high degree of precision in measurement at the total organisation level. Note that the actual margin of error for an individual estimate depends on the value of the estimate itself, its associated sample size, the size of the target population, as well as on the chosen level of statistical confidence. The smaller the population size, for example, the greater the sample size needs to be to maintain a low margin of error.

5.3   Employee Engagement Index at MFAT

When comparing MFAT's engagement index (63.8%) against that of the State Sector Benchmark MFAT is scoring significantly below the benchmark (69.4%)

The employee engagement index is a measure of how engaged employees are within the organisation. Employee engagement goes beyond simple levels of job satisfaction amongst employees to include the level of connectedness people feel towards their organisation and their willingness to expend discretionary effort to ensure the organisation reaches its goals. **Note that for the purposes of trending, the employee engagement indices are calculated based on the five common questions between surveys.**

When comparing MFAT's 2011 engagement index (65.4% - calculated using the five common questions between surveys) against their 2010 equivalent score (70.9%), the score is significantly lower.

5.4   Employee Engagement Profile at MFAT – Benchmark Comparison

The proportion of ambivalent staff within MFAT (57.2%) is significantly less than that of the State Sector Benchmark 2011. MFAT does however have a significantly smaller proportion of engaged staff and a significantly larger proportion of disengaged staff than the State Sector Benchmark 2011, both of which should be key points of concern for the organisation. As discussed in the Change management section of this report, the gaps observed here could be reflections of the change in the organisation at the moment.
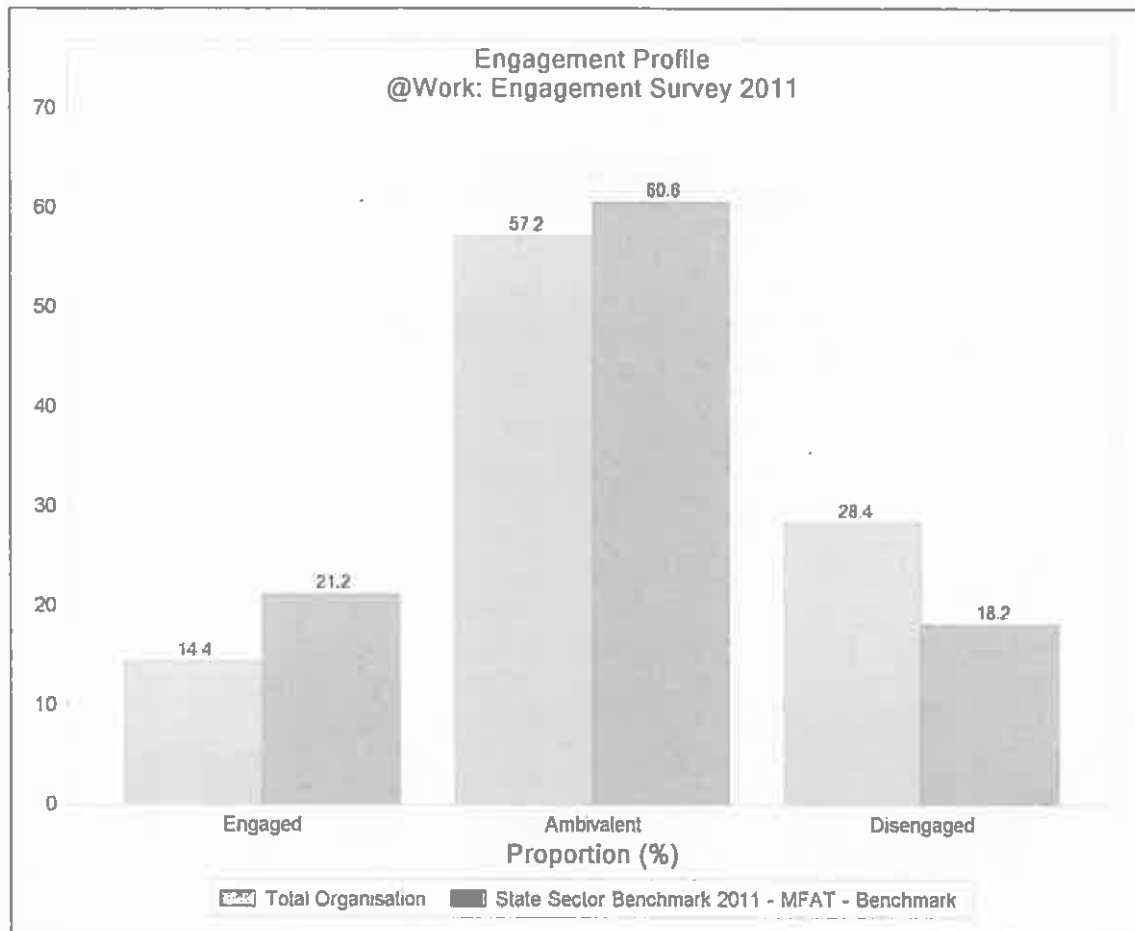
5.5   Employee Engagement Profile at MFAT – Trend Comparison

When compared to their 2010 results, MFAT has a significantly smaller proportion of engaged staff and a significantly larger proportion of disengaged staff in 2011. Once again, the negative trend in the engagement profile is likely to be a reflection of the change. The proportion of ambivalent staff is however relatively unchanged and it is this group of employees which need to be targeted and 'moved' to an engaged status. International research shows that as individuals adjust to the new 'normal' with support from the organisation and a sense of the meaning/reasons behind the change for themselves, their level of commitment and engagement should rebound.

Note that for the purposes of trending, the employee engagement indices are calculated based on the five common questions between surveys.
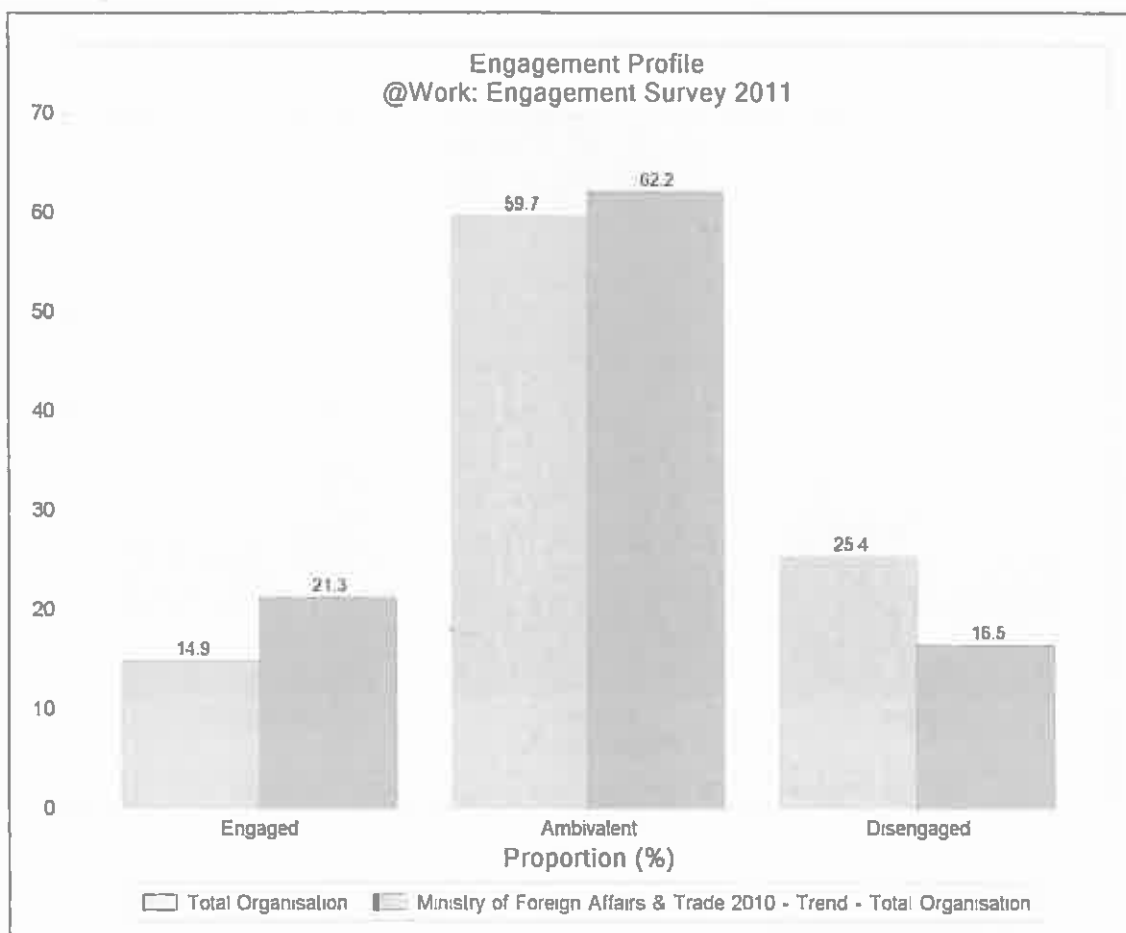
5.6   The Key Drivers of Engagement within MFAT

While all of the questions included in the survey are important in understanding how employees view their organisation, some are more important than others in terms of their impact on engagement. Those that have the most impact on engagement we call our **Key Drivers** of engagement. Because all organisations differ in regard to their culture, climate, and the people they need and attract, not surprisingly the key drivers of engagement will vary from organisation to organisation.

Key drivers are powerful predictors of engagement which, read in conjunction with your other reports and analyses, are of great importance when considering priorities for improvement initiatives.

The results of the key driver analysis are presented in the table below. Key drivers are ranked in descending order of importance, and are colour coded in terms of their scores relative to the State Sector Benchmark 2011. Specifically;

RED DRIVERS: These are **High Importance-Low Performance drivers** and are considered *priority areas for improvement*, and offer the greatest leverage for performance improvement.

ORANGE DRIVERS: **High Importance-Medium Performance drivers**. These have a strong impact on employee engagement, but your organisation's score on these drivers are statistically equivalent to industry norms. There are likely performance improvements to be had from attending to these drivers, although priority should be placed on the 'red zone' drivers.

GREEN DRIVERS: **High Importance-High Performance drivers**. Performance relative to the benchmark is strong, with these drivers providing the organisation with potential competitive advantage. Current efforts and initiatives in these areas should be maintained.

BLACK DRIVERS: **High Importance-Indeterminate Performance drivers**. These are drivers where no benchmark data is available, but are still significant drivers of employee engagement.

	Key Driver Questions	MFAT 2011	MFAT 2010	State Sector Benchmark 2011
	2.4: I feel a sense of belonging to this organisation	59.5	66.7 (-7.2)	65.6 (-6.1)
	2.7: There is a sense of "common purpose" in this organisation	52.6	58.7 (-6.1)	61.9 (-9.3)
	2.5: I have confidence in the leadership of this organisation	51.8	59.8 (-8.0)	61.8 (-10.0)
	2.2: I believe in what this organisation is trying to accomplish	68.6	73.6 (-5.0)	74.1 (-5.5)
	6.8: My job gives me a sense of personal achievement	67.6	70.6 (-3.0)	72.4 (-4.8)
	7.6: There are career development opportunities for me in this organisation	46.2	NA	55.7 (-9.5)
	9.5: I feel my contribution is valued in this organisation	58.2	60.2 (-2.0)	57.9 (+0.3)
	2.3: I know how my work contributes to the success of this organisation	73.8	77.0 (-3.2)	76.9 (-3.1)
	7.2: The work I do makes full use of my knowledge and skills	59.4	60.5 (-1.1)	65.1 (-5.7)
	7.5: The feedback and coaching I get helps me to improve my performance	59.3	59.0 (+0.3)	64.7 (-5.4)

Weighted Mean Score (%)

5.7   Global Findings on Change Management and MFAT's Key Drivers

In addition to the research on Change Management described earlier, relevant insight can be drawn from the research Kenexa undertakes each year into the global key drivers of engagement.

Kenexa analyses the workplace survey data collected from 850 million responses, provided by 12.5 million employees from 160 countries, and the results for 2011 show that the 7th ranked driver of engagement is: **I feel supported in my efforts to adapt to organisational changes.**

Within this global research is the finding that items (questions) that relate to senior leadership, and the organisation at a high level, have a greater impact on engagement than those items related to immediate managers i.e. The Person I Report To.

This is reflected in MFAT's results, where the top 4 (and a total of 5 out of the 10) Key Driver questions are from the 'Common Purpose' section of the survey.

Key Driver Questions	MFAT 2011
2.4: I feel a sense of belonging to this organisation	59.5
2.7: There is a sense of "common purpose" in this organisation	52.6
2.5: I have confidence in the leadership of this organisation	51.8
2.2: I believe in what this organisation is trying to accomplish	68.6
6.8: My job gives me a sense of personal achievement	67.6
7.6: There are career development opportunities for me in this organisation	46.2
9.5: I feel my contribution is valued in this organisation	58.2
2.3: I know how my work contributes to the success of this organisation	73.8
7.2: The work I do makes full use of my knowledge and skills	59.4
7.5: The feedback and coaching I get helps me to improve my performance	59.3

Weighted Mean Score (%)

5.8 Anatomy of a Great Workplace Model™

When the MFAT Key Drivers of Employee Engagement are incorporated into the JRA 'Anatomy of a Great Workplace'™, they cluster into the 4 different pillars and along the level of the business they align with: organisation, team, individual. From this it becomes possible to gauge the broad areas and organisation levels where MFAT can derive performance gains using a 'best practice' approach. Results of the 2011 survey suggest focus should remain on the areas of Vision and Values (e.g. developing staff confidence in the organisational leadership, as well as creating alignment to the organisation's vision and goals and strengthening a sense of organisational direction), and Development (e.g. creating career development opportunities, enabling meaningful coaching and feedback, along with providing meaningful work that is personally rewarding).

	Vision and Values	Community	Development	Performance Culture
Organisation	2.2: I believe in what this organisation is trying to accomplish 2.5: I have confidence in the leadership of this organisation	2.7: There is a sense of "common purpose" in this organisation	7.6: There are career development opportunities for me in this organisation	
Team			7.5: The feedback and coaching I get helps me to improve my performance	
Individual	2.3: I know how my work contributes to the success of this organisation	2.4: I feel a sense of belonging to this organisation 6.5: I feel my contribution is valued in this organisation	7.2: The work I do makes full use of my knowledge and skills 6.8: My job gives me a sense of personal achievement	

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6.   Detailed Results

6.1   Highest Rated Questions

Highest Rated Questions
@Work: Engagement Survey 2011

Question	Weighted Mean Score (%)
1.2. This organisation expects high standards of performance from its people	79.8
5.4. I have confidence in the ability of the people in my team	77.4
4.4: The person I report to treats people with respect	77.2
5.1: People in my team work well together	76.2
5.3: I can rely on the support of others in my team	75.7
4.5. The person I report to supports and encourages me in my job	74.2
2.3 I know how my work contributes to the success of this organisation	73.8
11.3. I take an active interest in what happens in this organisation	73.4
4.2. The person I report to encourages and is willing to act on suggestions and ideas from my team	72.7
4.3 The person I report to behaves in a way that is consistent with the values of this organisation	72.4

Total Organisation

It is worth noting that question 2.3 is also a key driver of employee engagement within MFAT, and is currently scoring below the State Sector Benchmark 2011.

6.2   Lowest Rated Questions

Lowest Rated Questions
@Work: Engagement Survey 2011

Question	Weighted Mean Score (%)
8 5. Poor performance is dealt with effectively in this organisation	40 0
3 1 Communication in this organisation is open and honest	45.2
7 6. There are career development opportunities for me in this organisation	46 2
9.3 The pay and benefits I receive are fair for the work I do	47 8
10 5 I feel supported during organisational change at this organisation	49 0
1 6 This organisation cares about the well-being of its people	49 2
1.5. This organisation is a fun place to work	49 7
9 1. This organisation rewards outstanding performance	50 1
10 6. Our organisation helps me prepare for changes that are made	50 2
9 2 We celebrate success in this organisation	51 1

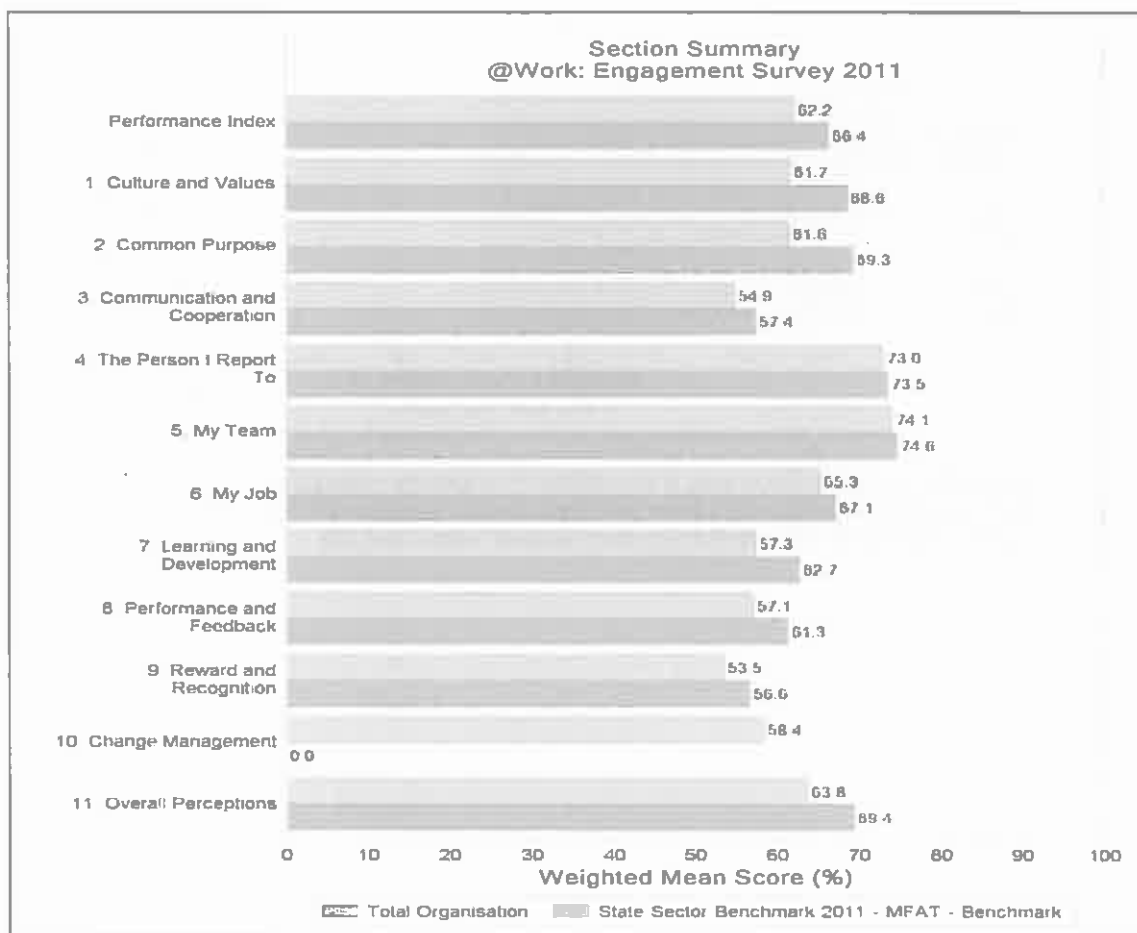Weighted Mean Score (%)

Total Organisation

It is worth noting that question 7.6 is also a key driver of employee engagement within MFAT but the organisation is scoring significantly below the State Sector Benchmark 2011 on this question. Also, two questions related to Change Management appear within this list.

6.3   Section Level Benchmark Comparisons – State Sector Benchmark 2011

In the MFAT @Work: Engagement Survey 2011, 10 climate dimensions (e.g. Culture and Values, Common Purpose) and Employee Engagement levels were assessed.   The graph below depicts scores on each of the 10 climate dimensions assessed in the survey, along with the organisation's overall employee engagement score (average score of the six engagement questions within MFAT), and the organisation's Performance Index (average score of all survey items across all respondents).   **Note that for benchmarking purposes, the section scores as well as the Performance Index are calculated based on the common questions between the MFAT survey and the benchmark. As the Change Management section contains only organisational specific questions, there is no benchmark comparison for this section.**

When compared against the 2011 State Sector Benchmark, MFAT scored significantly below the benchmark on the majority of the survey sections, with the exceptions being The Person I Report To and My Team, which scored on par with the benchmark.
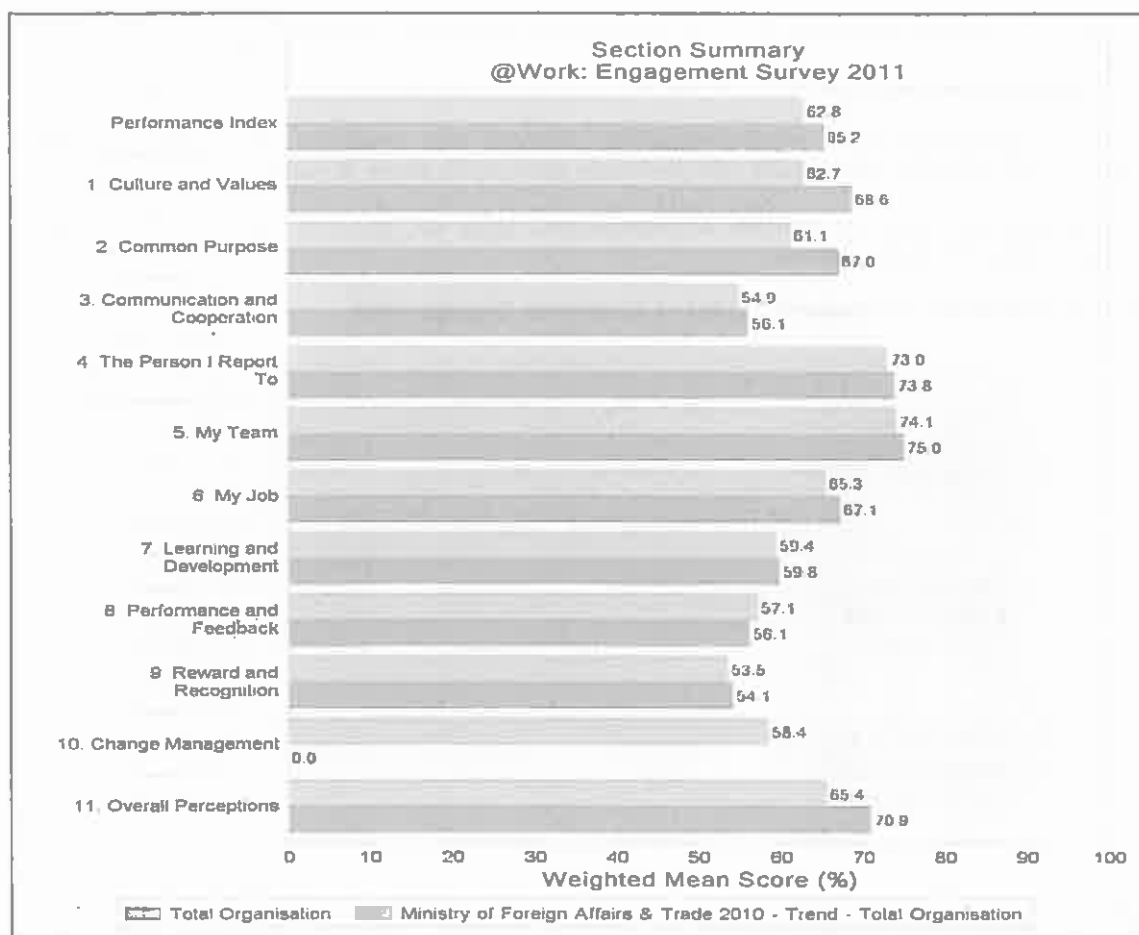
The biggest differences to benchmark were in the sections Common Purpose (-7.7%), Culture and Values (-6.9%), Overall Perceptions (Employee Engagement Index) (-5.6%), and Learning and Development (-5.4%).

Section Summary
@Work: Engagement Survey 2011

Section	Total Organisation	State Sector Benchmark 2011 - MFAT - Benchmark
Performance Index	62.2	66.4
1 Culture and Values	61.7	68.6
2 Common Purpose	61.6	69.3
3 Communication and Cooperation	54.9	57.4
4 The Person I Report To	73.0	73.5
5 My Team	74.1	74.6
6 My Job	65.3	67.1
7 Learning and Development	57.3	62.7
8 Performance and Feedback	57.1	61.3
9 Reward and Recognition	53.5	56.6
10 Change Management	58.4	0.0
11 Overall Perceptions	63.8	69.4

Weighted Mean Score (%)

6.4   Section Level Trend Comparisons – 2011 vs 2010

Results for the 2011 MFAT @Work: Engagement Survey were trended against MFAT survey results from 2010. The graph below depicts scores on each of the 10 climate dimensions assessed in the survey, along with the organisation's overall employee engagement score (average score of the six engagement questions within MFAT), and the organisation's Performance Index (average score of all survey items across all respondents). **Note that for trending purposes, the section scores as well as the Performance Index are calculated based on the common questions between the 2011 and 2010 MFAT surveys. As the Change Management section contained all new questions to the survey this year, there is no 2010 equivalent.**

When comparing MFAT's 2011 survey results against those from 2010, MFAT scored significantly lower on the survey sections Culture and Values (-5.9%), Common Purpose (-5.9%), Overall Perceptions (Employee Engagement Index) (-5.5%), and My Job (-1.8%). All of the remaining survey sections can be considered to be scoring on par with the 2010 survey results.

Section Summary
@Work: Engagement Survey 2011

Section	Total Organisation	Ministry of Foreign Affairs & Trade 2010 - Trend - Total Organisation
Performance Index	62.8	65.2
1 Culture and Values	82.7	68.6
2 Common Purpose	61.1	67.0
3. Communication and Cooperation	54.9	56.1
4 The Person I Report To	73.0	73.8
5. My Team	74.1	75.0
6 My Job	65.3	67.1
7 Learning and Development	59.4	59.8
8 Performance and Feedback	57.1	56.1
9 Reward and Recognition	53.5	54.1
10. Change Management	58.4	0.0
11. Overall Perceptions	65.4	70.9

7.   Methodology

7.1   JRA's Definition of Employee Engagement

JRA uses a three-component model of employee engagement to describe the active use of emotions, cognitions and behaviours that together help describe the level of 'connectedness' that employees may experience with their organisation, and the level of contribution an employee makes to the organisation's success as a result of that connectedness.

In more detailed terms, employee engagement can be described as the extent to which an employee feels emotionally attached to their organisation, the cognitions that underpin that sense of attachment, and the resultant willingness of the employee to invest effort in order to help the organisation succeed. The JRA model is based upon the academic literature and specific models of engagement provided by Kahn (1990) and May, Gilson and Harter (2004). In essence, tripartite models of engagement suggest that it is important to understand and assess the 'thinking-feeling-doing' components that combine to characterise an engaged employee.

7.2   JRA's Approach to the Measurement of Employee Engagement

Employee engagement is a multi-dimensional concept that describes the extent to which employees are mentally, emotionally and physically apply themselves at work.

JRA measures the three components of engagement using six items in its standard workplace questionnaire (see Figure 1 below).

Figure 1: The three Component Model of Employee Engagement

Cognitive Engagement ('thinking')	I take an active interest in what happens in this organisation
	Overall, I would recommend this organisation as a great place to work
Emotional Engagement ('feeling')	Overall, I'm satisfied with my job
	I feel a sense of commitment to this organisation
Behavioural Engagement ('doing')	I feel inspired to go the extra mile to help this organisation succeed
	This organisation inspires me to do the best I can in my job every day

Reliability analyses (which determine the degree of measurement accuracy) of the engagement index returned an alpha coefficient above .85 (note: a reliability coefficient closer to 1.00 denotes a more reliable measurement instrument. Conventional levels of reliability suggest measurement instruments with reliability coefficients less than .69 are poor, between .70 and .79 are acceptable, and above .80 are good).

In addition to the Employee Engagement Index JRA looks at the Employee Engagement Profile to determine how engaged employees are within a given organisation, we analyse how each individual responds to six critical questions in our engagement survey – the six questions which, together, represent our measure of engagement.

The cut-off scores that denote whether an employee can be classified as engaged, ambivalent, or disengaged are based on a combination of theory and JRA's weighted-mean methodology as follows:

Engaged employees tend to respond with 'strongly agree' and 'agree' to the six engagement questions

Ambivalent employees respond with some positive responses to the engagement questions, but offer a number of neutral responses as well. These employees may also have a very limited number of negative responses.

Disengaged employees choose not to respond positively to any of the engagement questions. At best, these employees offer a neutral response to a small number of the engagement questions, but typically respond with 'disagree' and 'strongly disagree'

7.3   Employee Engagement and Organisation Performance

The concept of 'employee engagement' has gained significant prominence over the last few years as organisations continuously seek to attract and retain key talent and obtain significant performance improvements.   Following significant work in the academic literature linking progressive people management practices with firm performance, greater attention has been afforded to the methods and strategies by which organisations can elicit more engaged employees – employees whose behaviours are more self-regulated than controlled by the sanction and control methods characteristic of traditional Tayloristic management techniques.   The pursuit of an engaged workforce is of course premised on the assumption that more engaged employees lead to more effective organisations.

Analyses of JRA's annual Best Places to Work in New Zealand survey data supports the view that employee engagement is linked to a host of important organisational outcomes, including reduced employee turnover, greater customer satisfaction, and higher levels of innovation. Some examples of these linkages are presented below:

- More engaged employees are more likely to stay with their organisation. The results of our analyses indicate that an organisation that can move employees from strong disengagement to strong engagement can derive a 65% reduction in employee quit propensity (employees indicating that they will leave the organisation within the next 12 months). At JRA, we turned this engagement-to-turnover result into an ROI figure to demonstrate the financial impact of engagement on organisation performance. Using a range of possible staff turnover replacement costs (said to vary between .5 and 2.5 times the annual salary of a new recruit), an average New Zealand organisation employing 200 employees can hope to save around five staff from leaving each year following an 10% increase in employee engagement, which equates to a cost saving of between $125,000 and $625,000 (using an annual salary estimate of $50,0000 per new recruit).

- More engaged employees result in more satisfied customers. Using customer satisfaction data provided by organisations participating in the 2005 Best Places to Works Survey reveals a strong correlation between employee engagement and customer satisfaction ($r = .41$, $p < .001$).

In summary, the association between employee engagement and organisational performance is supported in both the academic literature (e.g., Banks, 2007) and in our own analyses of the largest engagement database in New Zealand. The evidence for engagement-performance relationships consistently emerges from our empirical research (i.e. across several annual Best Places to Work in New Zealand surveys and individual organisational analyses) and enables us to quantify the benefits to organisations of pursuing an engagement strategy.

7.4   What Drives Employee Engagement? Assessing Organisational Climate

Understanding the level of employee engagement within your organisation is by itself of little value unless you know what methods and strategies will have the biggest impact on improving those engagement levels. JRA believes the most effective way to develop interventions aimed at successfully improving employee engagement is to understand the key drivers of engagement within a particular organisational context.

All organisations have different operating contexts, different people management strategies, and through various attraction-selection-attrition processes, have different types of employees (different professional groups, different educational backgrounds, intelligence levels, etc). As a consequence, a common set of engagement drivers cannot be said to exist uniformly across all organisations. As such, JRA seeks to assess and identify those elements within a given organisation (e.g., communication, supervision, reward, development, and so on) that have the biggest impact on employee engagement.

In order to identify the drivers of engagement in any given organisation, JRA's surveys include measures of organisational climate. Organisational climate refers to employees' appraisals of the work environment (i.e., 'what's it like to work here'). Employee perceptions of the work environment play a major role in shaping work related attitudes and behaviours. Indeed, employees are influenced more by their perceptions of the work environment than by some 'objective' reality. By assessing the favourability of employee climate perceptions and their connections with engagement levels, JRA is able to identify the key workplace features that have the biggest impact on engagement. To do this we use a statistical technique known as Key Driver Analysis.

7.5   Key Driver Analysis

Employee engagement is fundamental to business success. It goes beyond simply measuring how satisfied employees are to include the extent to which they are connected to the organisation and willing to expend the level of effort needed to help it succeed. Given employee engagement is associated with a host of important organisational outcomes, like reduced turnover and absenteeism and greater customer satisfaction and profitability, it becomes necessary to identify what influences engagement levels within particular organisations. To do this we perform a key driver analysis.

Key Driver Analysis is a statistical technique that helps in the interpretation of survey data and enables an organisation to put together actionable responses to survey results. It is essentially a tool that allows us to identify what specific dimensions of organisational climate (assessed in a survey) that have the greatest impact on engagement levels such that managers can prioritise improvement opportunities and prepare a focused number of strategies that will maximise future employee engagement.

Often we see change agents target those areas that receive the lowest ratings in a survey. However, the areas which offer the greatest opportunities to improve levels of employee engagement are **not** always those areas that receive the lowest ratings.

Key driver analysis is performed using a statistical technique known as multiple linear regression. This analytical approach answers two fundamental questions (by searching for distinct patterns in the data). First, out of all the climate sections measured in the survey (i.e. the questions that ask people to describe their work environment), which are able to predict scores on employee engagement? Secondly, when a 'statistically significant' driver (or predictor) is located between some aspect of the workplace and employee engagement, how strong is that association?

Key driver analysis is a three-step procedure.

Step 1 is a **section level analysis**. The section level analysis focuses on the importance of each of the climate sections measured in the survey (e.g., Communication & Cooperation, Learning & Development, and so on). Step 1 of the analysis enables us to determine where to begin looking for more specific drivers of engagement.

Step 2 is an **item level analysis**. Once statistically significant survey sections are identified in Step 1, analyses are conducted on the items within those sections to determine where *specifically* are the driving effects on engagement occurring. For example, if the section level analysis at step 1 reveals that Communication & Cooperation has a statistically significant connection with engagement, then step 2 delves deeper to find out what particular aspects of Communication & Cooperation are engaging people the most.

Step 3 is the presentation of results in the form of a simple colour-coded table. Coloured tabs (red, orange and green) are used to differentiate between the three types of key drivers (i.e., high importance key drivers that score either above, below or the same as the State Sector Benchmark). In addition, the results table will include the score obtained for each key driver, as well as comparisons to benchmark scores.

Understanding the drivers of employee engagement allows an organisation to identify the most significant areas likely to lead to greatest performance improvement. Obviously there are good reasons for improving all areas that receive low ratings in a survey. However, the areas which offer the greatest opportunities to improve levels of employee engagement are **not** always those areas that receive the lowest ratings.

7.6   'Anatomy of a Great Workplace' Model

To further aid the diagnostic process, JRA has conducted research to determine what characterises a 'Great Workplace' in New Zealand. Undoubtedly workplaces come in different shapes and sizes. Managers use many a different and varied approach in their attempts to motivate employees and gain business success. However, our research, involving data from the annual 'Best Places to Work' survey and interviews with CEOs from New Zealand's leading organisations, suggests Great Workplaces tend to do four key things.

These characteristics are illustrated in the Anatomy of a Great Workplace Model, Figure 2 below.

Figure 2   Anatomy of a Great Workplace'™

Key Characteristics of Leading Organisations	
Align Staff to the Organisation's **Vision and Values**	• Provide clear direction and unifying vision • Align employees to strategic goals • Communicate regularly about things that matter • Inspire people • Show leadership
Develop a Sense of **Community** within the Organisation	• Develop people's sense of belonging • Maintain a fun and enjoyable workplace • Encourage cooperation
Commitment to **Developing** People to Realise their Full Potential	• Invest in training and development • Provide challenging and rewarding jobs • Provide a career path for people • Plan for future leaders
Pursue a Culture of **Performance**	• Develop a culture of performance • Incorporate health and wellness into the culture • Measure and celebrate success continuously • Reward and recognise to elicit high performance and desired behaviours

These four characteristics reflect the Anatomy of a Great Workplace™. They are the core attributes found in leading organisations time and time again and that our research shows truly engage employees and allows an organisation to benefit as a result.

7.7   The Questionnaire

MFAT's 2011 @Works: Engagement Survey questionnaire contained 69 statements designed to measure a workplace on a range of issues in the organisation. Respondents were asked to indicate how much they agreed or disagreed with each statement using a five point rating system. This rating system ranged from Strongly Disagree to Strongly Agree. Questions were separated into 11 sections according to statements that naturally cluster together and measure similar issues. These 11 sections were:

1. Culture and Values
2. Common Purpose
3. Communication and Cooperation
4. The Person I Report To
5. My Team
6. My Job
7. Learning and Development
8. Performance and Feedback
9. Reward and Recognition
10. Change Management
11. Overall Perceptions

The questions used in MFAT's 2011 @Works: Engagement Survey are presented in Appendix 1.

7.8   Questionnaire Distribution and Return

Participants in the survey completed the survey either online via the internet or hardcopy. Staff members who completed online received an internal email invitation to participate in the survey with a link taking them to the survey via www.survey-online.com.

7.9   Calculating Performance Scores

"Performance scores" are used to indicate overall performance for each question or Section/category in the survey. These scores are based on a weighted mean methodology and range from 0% to 100% and provide an easy to understand strength of agreement score. A perfect score of 100% is achieved if respondents strongly agree with the statement, while 0% is scored if respondents strongly disagree. In between, "Disagree" = 25%, "Neutral" = 50%, and "Agree" = 75%. Weighted mean scores provide a very accurate representation of the 'goodness' or otherwise of your results because they take into account the **distribution of responses across the entire rating scale.**

At the question level, the weighted mean calculation works as follows:

1. Any 'Do not know' response is disregarded
2. For a standard 5 point rating scale:
   - A 'Strongly Agree' response is given a weighting of 100%
   - 'Agree' = 75%
   - 'Neutral' = 50%
   - 'Disagree' = 25%
   - 'Strongly Disagree' = 0%
3. When each person responds to the question, their response is converted to a percentage
4. We then add all the percentages from all respondents together, and divide the result by the total number of valid responses (i.e. excluding those who 'Do not know').

In the following generic example,

"We celebrate success in this organisation"

Don't know	Strongly disagree (weight = 0%)	Disagree 4 (weight = 25%)	Neutral (weight = 50%)	Agree (weight = 75%)	Strongly agree (weight =100%)
30 (Not included in the calculation)	75	335	488	767	171

In the example above therefore, the weighted mean score calculation is as follows:

(75 x 0%) + (335 x 25%) + (488 x 50%) + (767 x 75%) + (171 x 100%) = 1074

Total number of 'valid' responses = **1836** (1866 respondents less 30 'Do not know')

The weighted mean score for this question is **1074 / 1836 = 58.5%**.

7.10 Interpreting Weighted Mean Scores

Your weighted mean scores correspond to the weightings given to the points of the rating scale. For a 5-point rating scale, this means that:

- A score of 100% would require ALL respondents to 'Strongly Agree'
- A score of 75% means that on average, respondents 'Agree' to the given statement
- A score of 50% means that on average, respondents gave a 'Neutral' response to the given statement, and so on.

In our example above, a weighted mean score of 58.5% should be read that "on average, people responded just above 'Neutral' to the statement on celebrating success in the organisation".

7.11 What is a 'good' weighted mean score? The role of benchmarks

This differs from question to question – some questions tend to be rated highly by employees across most organisations (for example, many of the questions about team members), while other questions tend to be rated more poorly (for example, questions on pay and benefits).

In order to determine how well the organisation has performed on any one survey question or survey section, it is necessary to consider both the overall favourability of employees' responses and how employees respond to that survey question or survey section in general. The 'typical' response to any given survey question by a large number of people from a large number of organisations is called a benchmark. When calculating how well the organisation has performed on any climate section or specific survey question, JRA uses benchmark data for selected comparison groups (e.g., organisations might want to compare themselves to similar types of organisations (based on industry sector, size, etc) or to organisations who participated in a JRA Best Workplaces Survey.

7.12 Margin of Error

The survey scores reported in this report are derived from the sample of employees who chose to participate in the survey. These scores are in effect estimates of the scores you would obtain if every single staff member had chosen to participate in the survey. In this process of estimation, some level of error is inevitable. The margin of error serves as a rough indicator of the precision of an estimate. For example, the maximum predicted margin of error based on all 1,012 responses to the survey is approximately 1.7%, indicating a high degree of precision in measurement at the 95% confidence interval. Note that the actual margin of error for an individual estimate depends on the value of the estimate itself, its associated sample size, the size of the target population, as well as on the chosen level of statistical confidence. The smaller the population size, for example, the more the sample size needs to be to maintain a low margin of error.

7.13 Statistical Analysis of the Data

Survey data were analysed using four types of inferential statistics, multiple regression (key driver analysis), Analysis of Variance (ANOVA), t-tests, and chi-square. These were conducted as follows:

Multiple linear regression was utilised to identify statistically significant climate predictors of employee engagement scores. Data were screened prior to analysis (outliers removed, tests of normality of data, checks for and estimations of missing data, etc). For more information on how multiple regression has been used to determine the results reported in this report, please see Section 7.5 "Key Driver Analysis".

Analysis of variance (ANOVA) was used to determine whether statistically significant differences occur in survey scores across demographic markers (e.g., do employees from different position levels see aspects of the organisation differently to each other?).

T-tests were used to determine whether the organisation's scores were different to those found within external benchmarks (e.g., the State Sector Benchmark 2011), or whether current survey scores differ significantly from previous survey scores (i.e., have the organisation's scores improved, or otherwise, over time).

Chi-square was used to test for significant differences in proportions (of engaged, ambivalent, and disengaged employees) between MFAT and the State Sector Benchmark 2011.

7.14 Statistical Significance

Statistical significance, the assertion that a result in question (e.g., the magnitude of a key driver's impact on employee engagement; the difference in scores between workgroup A an workgroup B, etc.) is meaningful and exists in the organisation's full population of employees, is based upon the standard criteria of $p < .05$. That is, any given result in this report is considered to have reached statistical significance when we have confidence that 95 times out of a hundred the result would not have occurred by chance. Note that there is *still* a 5% chance that any given 'statistically significant' result is purely a chance finding, or based on random variations in measurement alone. But given we are assessing employee opinions and attitudes, however, a 5% error rate is considered more than appropriate and is in line with convention in the management sciences.

Appendix 1: Questionnaire

MFAT's @Work Engagement Survey 2011 is made up of 69 rating scale questions grouped into 11 sections as well as 3 open-ended questions at the end of survey. The questions are presented below. Please note that the questionnaire is a copyrighted instrument.

1. Culture and Values

1.1   I feel I am working for a successful organisation
1.2   This organisation expects high standards of performance from its people
1.3   This organisation delivers on the promises it makes to its stakeholders
1.4   This organisation encourages ideas and suggestions from employees on how to improve the way things are done (*New to 2011 survey*)
1.5   This organisation is a fun place to work
1.6   This organisation cares about the well-being of its people
1.7   This organisation is an equal opportunity employer

2. Common Purpose

2.1   This organisation has a clear vision of where it's going and how it's going to get there
2.2   I believe in what this organisation is trying to accomplish
2.3   I know how my work contributes to the success of this organisation
2.4   I feel a sense of belonging to this organisation
2.5   I have confidence in the leadership of this organisation
2.6   I intend to continue working at this organisation for at least the next 12 months
2.7   There is a sense of "common purpose" in this organisation
2.8   I intend to have a long term career with this organisation

3. Communication and Cooperation

3.1   Communication in this organisation is open and honest
3.2   I feel informed about this organisation and its activities
3.3   This organisation is interested in the views and opinions of its people
3.4   People share their knowledge and ideas freely in this organisation
3.5   Cooperation between teams is encouraged in this organisation
3.6   Teams in this organisation work well together

4. The Person I Report To

4.1   The person I report to communicates the goals and objectives of our team effectively
4.2   The person I report to encourages, and is willing to act on suggestions and ideas from my team
4.3   The person I report to behaves in a way that is consistent with the values of this organisation
4.4   The person I report to treats people with respect
4.5   The person I report to supports and encourages me in my job

5. My Team

5.1   People in my team work well together
5.2   Roles and responsibilities are clearly defined in my team
5.3   I can rely on the support of others in my team
5.4   I have confidence in the ability of the people in my team
5.5   I feel part of an effective team

6. My Job

6.1   The responsibilities of my job are clearly defined
6.2   I have the freedom and flexibility I need to do my job effectively
6.3   I have the tools and resources I need to do my job effectively
6.4   I am sufficiently involved in decisions that affect the way I do my job
6.5   The level of work-related stress I experience in my job is acceptable
6.6   I am able to maintain a balance between my personal and working life
6.7   I am satisfied with my physical work environment
6.8   My job gives me a sense of personal achievement

7. Learning and Development

7.1   This organisation ensures that I am adequately trained for the work I do
7.2   The work I do makes full use of my knowledge and skills
7.3   I am encouraged to develop my knowledge, skills and abilities in this organisation
7.4   I am encouraged to try new ways of doing things
7.5   The feedback and coaching I get helps me to improve my performance
7.6   There are career development opportunities for me in this organisation *(New to 2011 survey)*
7.7   There are learning and development opportunities for me in this organisation *(New to 2011 survey)*

8. Performance and Feedback

8.1   My manager has worked with me to establish clear performance expectations *(New to 2011 survey)*
8.2   I understand how my performance is measured
8.3   I get regular feedback on my performance (formal/informal)
8.4   My performance is fairly assessed
8.5   Poor performance is dealt with effectively in this organisation

9. Reward and Recognition

9.1   This organisation rewards outstanding performance
9.2   We celebrate success in this organisation
9.3   The pay and benefits I receive are fair for the work I do
9.4   I get recognition when I do a good job
9.5   I feel my contribution is valued in this organisation

10. Change Management *(All questions new to 2011 survey)*

10.1   This organisation is making the changes it needs to be successful in the future
10.2   The senior leadership team does a good job of communicating the reasons behind important changes that are made
10.3   I understand the need for the changes taking place at this organisation
10.4   My immediate supervisor/manager does a good job communicating the reasons behind important changes that are made
10.5   I feel supported during organisational change at this organisation
10.6   Our organisation helps me prepare for changes that are made
10.7   I actively seek information on changes occurring in the organisation

11. Employee Engagement

11.1   This organisation inspires me to do the best I can in my job every day *(New to 2011 survey)*
11.2   Overall, I'm satisfied with my job
11.3   I take an active interest in what happens in this organisation
11.4   I feel inspired to go the extra mile to help this organisation succeed
11.5   I feel a sense of commitment to this organisation
11.6   Overall, I would recommend this organisation as a great place to work

12. Open Ended Questions

Appendix 2: State Sector Benchmark 2011

The following 25 New Zealand State Sector organisations made up the 2011 State Sector Benchmark. These organisations have conducted their workplace/employee survey with Kenexa|JRA over the last 1-2 years.

- Department of Internal Affairs and Trade
- Statistics New Zealand
- Te Puni Kokiri
- Airways New Zealand
- Energy Efficiency and Conservation Authority - EECA
- Standards New Zealand
- Kiwibank Limited
- Tourism New Zealand
- Careers New Zealand
- Pharmac
- The Quit Group
- New Zealand Customs
- New Zealand Post Group
- Earthquake Commission
- Creative New Zealand
- Maritime New Zealand
- New Zealand Qualifications Authority
- New Zealand Police
- Department of Corrections
- Charities Commission
- Department of Building and Housing
- New Zealand Trade & Enterprise
- Ministry of Justice
- Civil Aviation Authority / Aviation Security Service
- Electricity Authority