

12 August 2021

s 9(2)(a)

Tēnā koe s 9(2)(a)

Thank you for your email of 16 July 2021 to Manatū Wāhine Ministry for Women (the Ministry), requesting the following information under the Official Information Act 1982:

- *The latest two staff surveys relating to morale, job safety, security, bullying and harassment and similar from all departments*
- *In whatever format or formats it has been communicated to senior leadership.*
- *And any resulting changes from leadership including emails to staff and/or unions*

The Ministry conducted engagement surveys for staff in both 2015 and 2019. As requested, please refer to the table below for a list of documents included with this response. Some information within Appendix Five has been withheld under section 9(2)(a) of the Act, in order to protect the privacy of Ministry staff.

Appendix	Document	Date
<b>2019 Survey</b>		
One	Memo – Organisational Surveys	8 November 2019
Two	Memo – Organisation Pulse Survey Analysis	16 August 2019
Three	Memo – Staff Away Day	16 August 2019
Four	Memo – Noting Paper: Staff Engagement Session on HR Policies	6 December 2019
<b>2015 Survey</b>		
Five	Engagement Survey Presentation	November 2015
Six	Engagement Actions	November 2015
Seven	Engagement Session Outcomes	December 2014

In addition, Te Kawa Mataaho Public Service Commission is the strategic owner of the 2019 WeCount survey that Ministry staff complete. It will be providing you with the full response of this survey.

Please note that this response, with your personal details redacted, may be published on the Ministry's website. If you have any concerns or comments related to this, please let us know by emailing [ministerialservicing@women.govt.nz](mailto:ministerialservicing@women.govt.nz), within two weeks of the date of this letter.

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](http://www.ombudsman.parliament.nz) or freephone 0800 802 602.

Nāku noa, nā



**Kellie Coombes**  
Secretary for Women

## Memo

To: The Leadership Team  
From: Anthea South, Principal Advisor, Human Resources  
Date: 8 November 2019  
Subject: Organisational surveys

## Purpose

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1. This memo provides analysis on the recently completed organisation pulse survey on “I have access to everything I need to perform to the best of my ability”, and notes approach being undertaken for the next survey (on Maori Capability).

## Background

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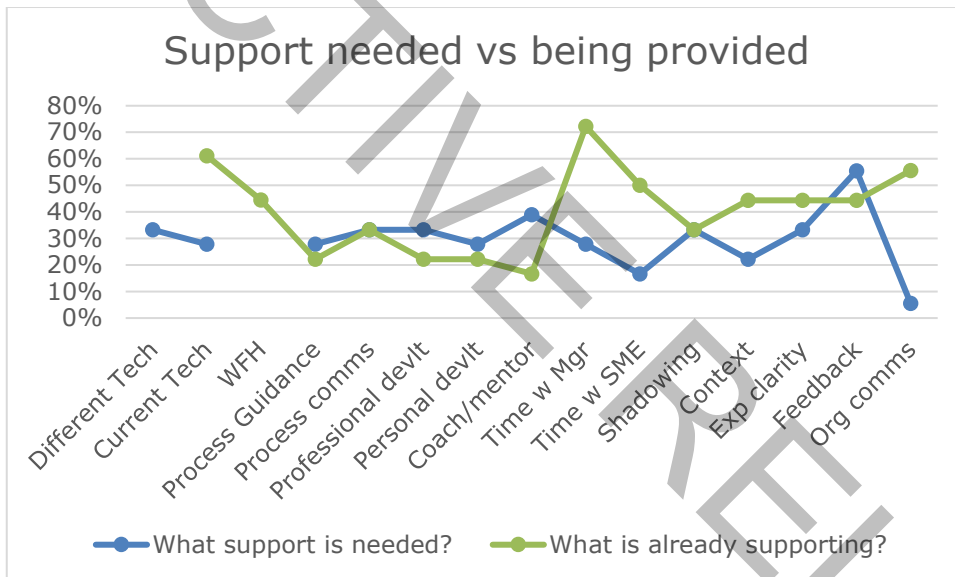
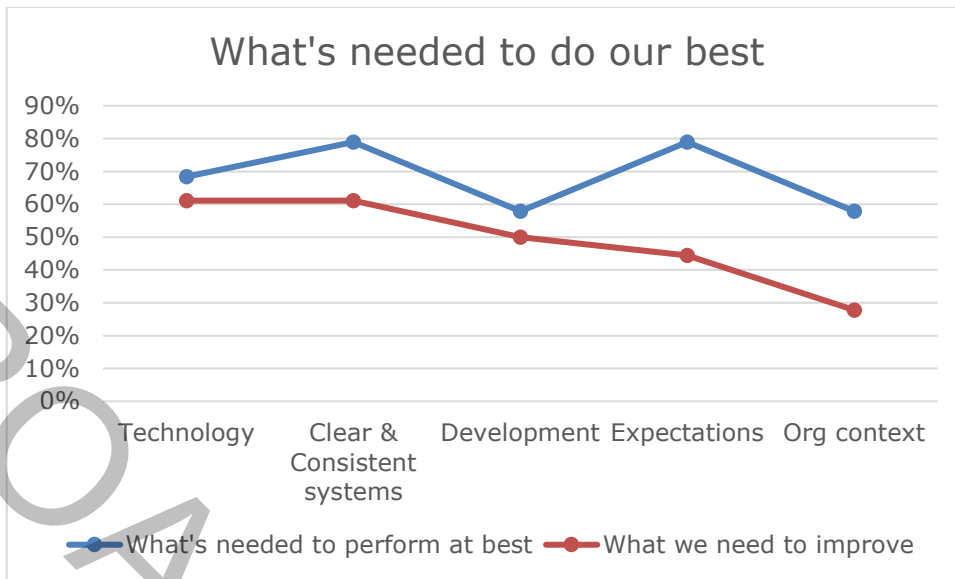
2. Organisational culture has been an ongoing priority for the LT, as a Ministry committed to both its people and in taking a planned and thoughtful approach to what can be achieved.
3. In July it was agreed that an Engagement survey should be undertaken, but adapted to smaller pulse surveys that would enable the Ministry to regular hear from staff on specific topics of interest. It was agreed to begin with a more general survey to provide a benchmark for staff engagement (repeating this at regular intervals), and that future surveys would be focused on one particular topic area.
4. The first benchmark survey was undertaken from Thursday 1 August to Thursday 8 August 2019, with a 93% response rate (i.e. 26 people). This survey showed:
  - a. Highest weighted average
    - I know how my work contributes to the role, purpose and vision of the Ministry for Women (4.16)
    - I know what constitutes good performance in my role (3.88)
    - I am given opportunities to use and develop my skills (3.77)
    - I am satisfied in the work that I'm doing (3.73)
  - b. Lowest weighted average questions

- I have access to everything I need to perform to the best of my ability (3.15)
  - I can see clear career progression (3.19)
  - I receive meaningful recognition (3.38)
5. In answer to ‘what three words would you use to describe our culture?’
- a. 69% of comments were positive, 6.5% neutral (loose, minister focused, bureaucratic), 24.5% potentially had negative connotations.
  - b. Friendly was the most repeated word (6), with other repetitions being supportive (4), inclusive (4), positive (2), loose (2) and low morale (2).
6. The following words were regularly repeated in responses to ‘what things could we be doing better?’
- a. Clarity, strategic vision/direction, support, planning, development, leadership, and diversity.
7. Overwhelming ‘the people’ was the response to ‘what do you like most about working here?’ Across the survey there came a strong sense that people are engaged with the work of the Ministry and (in the majority) appreciate the people and teams they are working with.
8. It was agreed to undertake a similar survey to understand more about the low response rate to “I have access to everything I need to perform to the best of my ability.”

## **Overview of responses**

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9. The “I have access to everything I need to perform to the best of my ability” survey was sent to all staff on Monday 21 October 2019. 19 people completed the survey.
10. Overall the survey noted that the Ministry was supporting people in their work in a number of ways (with ‘Time with Manager’ the highest response to how people are already being supported).
11. 61% of respondents agreed to the statement ‘I have access to everything I need to perform to the best of my ability’, with 22% responding ‘neither agree or disagree’ and 17% disagreeing or strongly disagreeing with that statement.
12. The following graphs overlay what people say is needed versus what is being provided:



13. The verbatim responses indicated the need for:
  - a. honest conversations and opportunities for people to reflect and contribute to decisions and expectations
  - b. better communication of key information covered in meetings
  - c. development opportunities (externally and internally) across the spectrum reflected (i.e. shadowing, mentoring, coaching)
  - d. training and/or dissatisfaction with our content manager system.
  
14. These responses the conversations we've been having at Leadership team and with staff across the staff away day sessions and in relation to key initiatives (e.g. career planning, project management, role of Principal Advisors).

## Next steps

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15. It is important to show action and so the following is proposed as next steps. Following discussion at LT, key messages will be provided for discussion at Wednesday's staff meeting and for sharing in Friday's weekly email.
- a. Communication on key projects and strategic planning.
    - i. As discussed we would like to hold an hour long session with staff to engage on the 2020 work programme (with alignment needed with the staff engagement wall). It is proposed that this is followed a fortnight later with a four corners staff session engaging them on key areas in the Ministry people initiatives (e.g. Gender Action Plan, Flexi by default, Performance and Rem review, Positive Workplace behaviours, L&D plan, Career planning) and how these are aligned to the results of surveys and staff away discussions.
    - ii. Utilise review of HR policies to also review how to deliver guidance on key systems and process to staff
    - iii. Confirm how key information from meetings is disseminated across the Ministry and within teams.
  - b. Career planning
    - i. Use upcoming mid years (Jan – Feb 2020) to provide additional guidance to staff (via Managers) on development opportunities and review/check in what individual staff's expectation of 'time with Manager' is.
    - ii. For consideration – policy teams to discuss whether they could pilot a shadowing/mentoring programme (with support from HR).
  - c. 2020 Learning and Development plan – while potentially a new work stream, I think it would be useful to develop a Ministry L&D plan for 2020 which incorporates the range of training, brown bag sessions, engagement sessions and training courses that are being discussed across project areas. The intention is be clearer about how, when and what we will offer to staff to support development planning but also consistency and cohesiveness across the organisation. (ideally to be developed in January 2020 and communicated February).
  - d. Actions required around Technology to be considered separately by the Director Corporate Services, with any related training requirements to be discussed with HR as part of the 2020 Learning and Development plan.

## Next survey

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16. On 22 October the Leadership team agreed to undertake a staff survey on the Ministry's Māori capability (using Te Arawhiti's capability framework as a basis).

17. Te Arawhiti has drafted two capability framework's, one for individuals and the other to assess organisational capability. I am seeking to use both in the design of the survey, using their scale of unfamiliar, comfortable, confident and capable for people to self assess against.
18. Before providing to the Leadership Team to approve and then send to staff I would like confirmation from the Te Arawhiti designers that the framework is being used correctly and appropriately. I am hoping to confirm this over the next week at which point I will seek approval and we can commence the survey.
19. The framework provides development opportunities to lift people across the levels and I would like to use some of those to assess interest and prioritise development/training (which in turn will support the development of the 2020 Learning and Development plan).

### Recommendations

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**Note** the analysis provided from this survey

**Yes / No**

**Agree** to proposed action plan

**Yes / No**

**Agree** to key messages back to staff

**Yes / No**

Comments:

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**Renee Graham**

Chief Executive

Date:     /     /

## Memo

To: The Leadership Team  
From: Anthea South, Principal Advisor, Human Resources  
Date: 16 August 2019  
Subject: Organisation pulse survey analysis

### Purpose

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1. This memo provides more detailed analysis on the organisation pulse survey recently completed, and seeks approval for recommended next steps.

### Background

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2. Organisational culture has been an ongoing priority for the LT, as a Ministry committed to both its people and in taking a planned and thoughtful approach to what can be achieved.
3. It was agreed that an Engagement survey should be undertaken, but adapted to smaller pulse surveys that would enable the Ministry to regular hear from staff on specific topics of interest. It was agreed to begin with a more general survey to provide a benchmark for staff engagement (repeating this at regular intervals), and that future surveys would be focused on one particular topic area.
4. The first benchmark survey was undertaken from Thursday 1 August to Thursday 8 August 2019, with a 93% response rate.

### Overview of responses

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5. Highest weighted average
  - a. I know how my work contributes to the role, purpose and vision of the Ministry for Women (4.16)
  - b. I know what constitutes good performance in my role (3.88)
  - c. I am given opportunities to use and develop my skills (3.77)
  - d. I am satisfied in the work that I'm doing (3.73)
6. Lowest weighted average questions



- a. I have access to everything I need to perform to the best of my ability (3.15)
  - b. I can see clear career progression (3.19)
  - c. I receive meaningful recognition (3.38)
7. Overall responses were distributed across individuals (i.e. mix of responses across the scale rather than individuals consistently rating high or low)
8. The only question which didn't have 'neither agree/disagree' responses was to 'I know how my work contributes'
9. The three final questions sought comment from staff and resulted in a range of responses.
10. In answer to 'what three words would you use to describe our culture?'
  - a. 69% of comments were positive, 6.5% neutral (loose, minister focused, bureaucratic), 24.5% potentially with negative connotations.
  - b. Friendly was the most repeated word (6), with other repetitions being supportive (4), inclusive (4), positive (2), loose (2) and low morale (2).
11. The following words were regularly repeated in responses to 'what things could we be doing better?'
  - a. Clarity, strategic vision/direction, support, planning, development, leadership, and diversity.
  - b. Clear communication and interactions about some of the work being undertaken and planned (by the Leadership Team, from the HR work programme and across the Ministry) should support the majority of the comments articulated in this section.
12. Overwhelming 'the people' was the response to 'what do you like most about working here?' Across the survey there came a strong sense that people are engaged with the work of the Ministry and (in the majority) appreciate the people and teams they are working with. Noting that there are comments about the need for more interactions and clarity across work, there is the opportunity to build on this strength with the Staff away day.

### **Next steps**

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13. With a range of initiatives in train, or planned, it is anticipated that we will see an increase in engagement across most measures in the next survey. It is important to show action and so the following is proposed as next steps:
  - a. Staff provided with analysis and action plan at Wednesday's Staff meeting, with graphs (Appendix One) provided for staff to review on the kitchen wall.

b. Action plan:

- i. Address “I have access to everything I need to perform to the best of my ability” through a survey (including a question about expectations of the CE). Anticipated survey release date Wednesday 28<sup>th</sup> August if incorporated into post staff away day survey.
- ii. Address ‘I can see clear career progression’ and ‘I receive meaningful recognition’ through session at staff away day. Actions to be finalised post that session.
- iii. Address workload question through a combination of Manager PDP conversations, work programme planning and Project Management review.
- iv. Consider wider internal staff engagement/communication strategy to support wider clarity and integration questions (to be scoped and discussed more fully post Staff away day).

**Recommendations**

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**Note** the analysis provided from this year's organisation pulse survey

**Yes / No**

**Agree** to proposed action plan

**Yes / No**

Comments:

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**Renee Graham**

Chief Executive

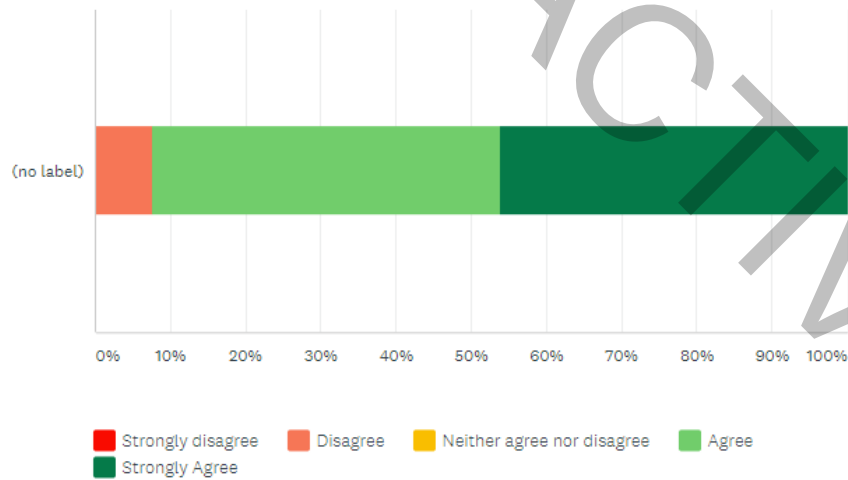
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PROACTIVE RELEASE

## Appendix One – Survey analysis by question

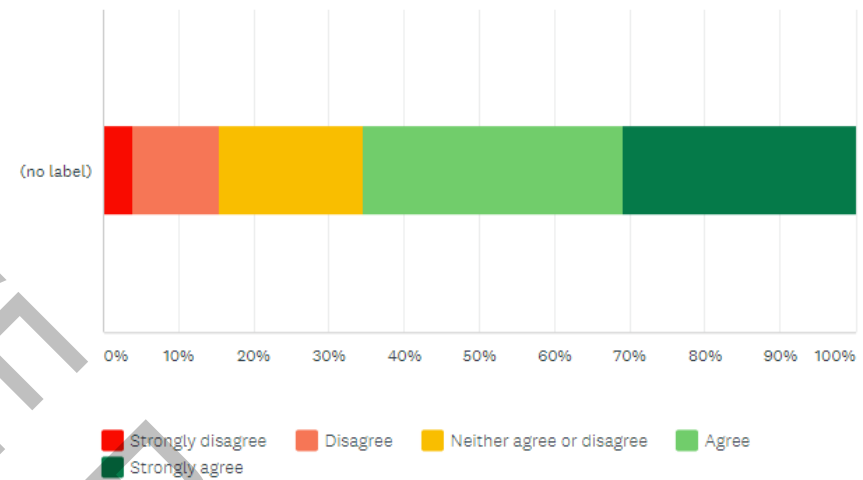
I know how my work contributes to the role, purpose and vision of the...

Answered: 26 Skipped: 0



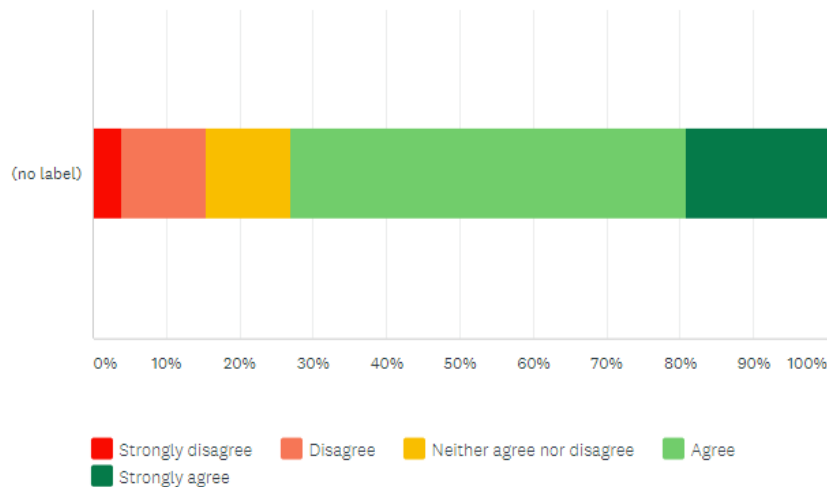
I am given opportunities to use and develop my skills

Answered: 26 Skipped: 0



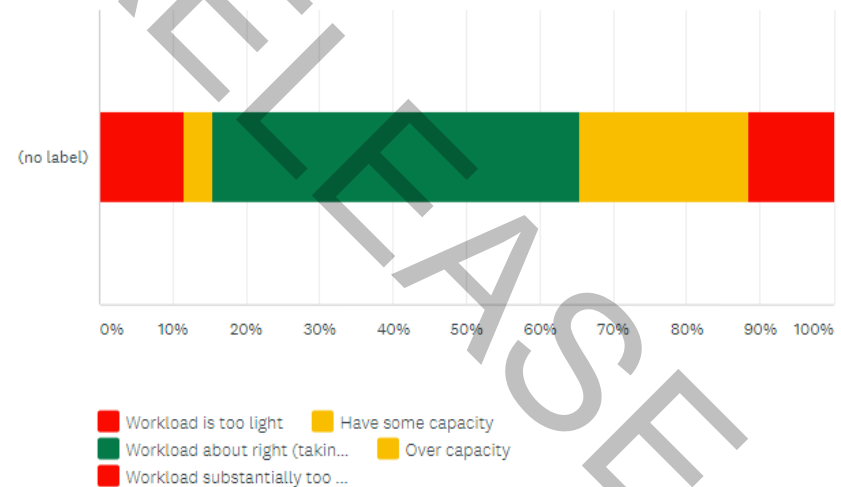
I am satisfied with the work that I'm doing

Answered: 26 Skipped: 0



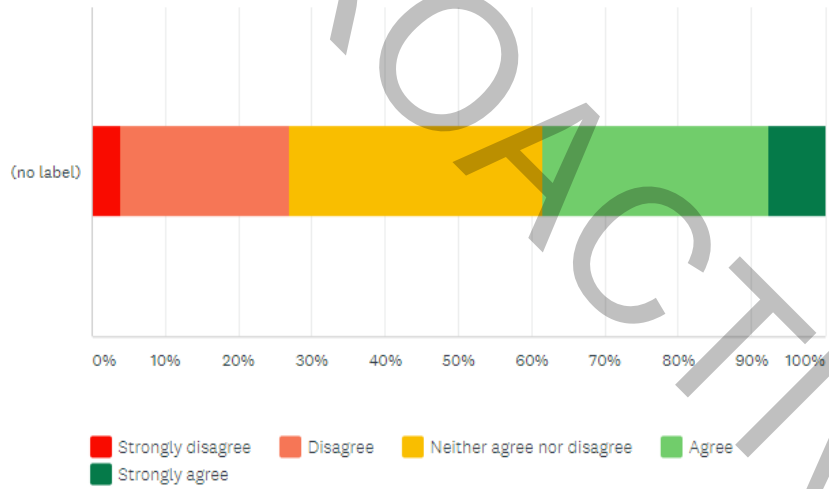
How would you rate your workload?

Answered: 26 Skipped: 0



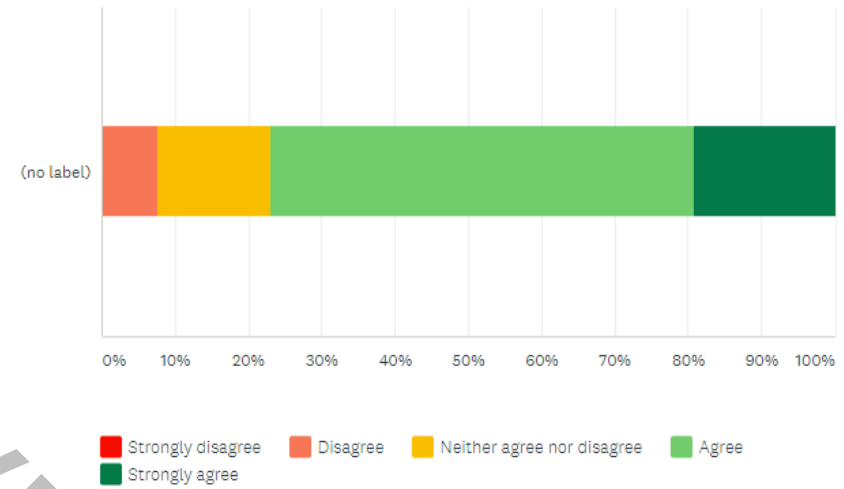
### I have access to everything I need to perform to the best of my ability

Answered: 26 Skipped: 0



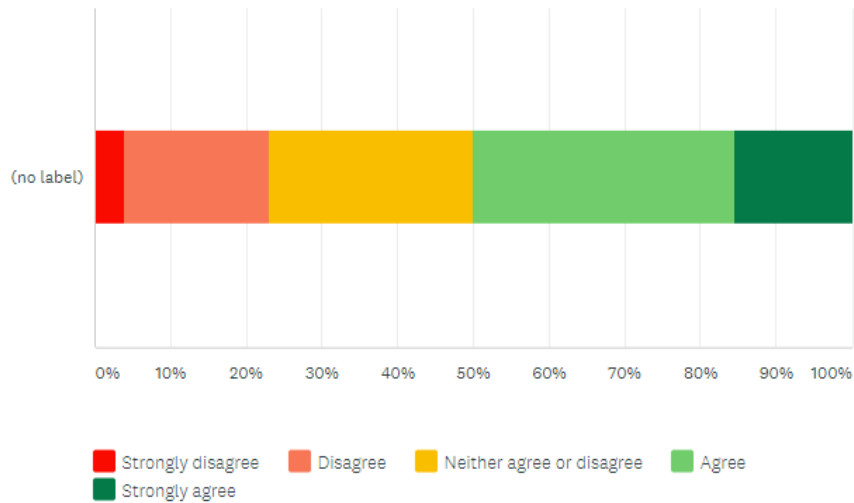
### I know what constitutes good performance in my role

Answered: 26 Skipped: 0



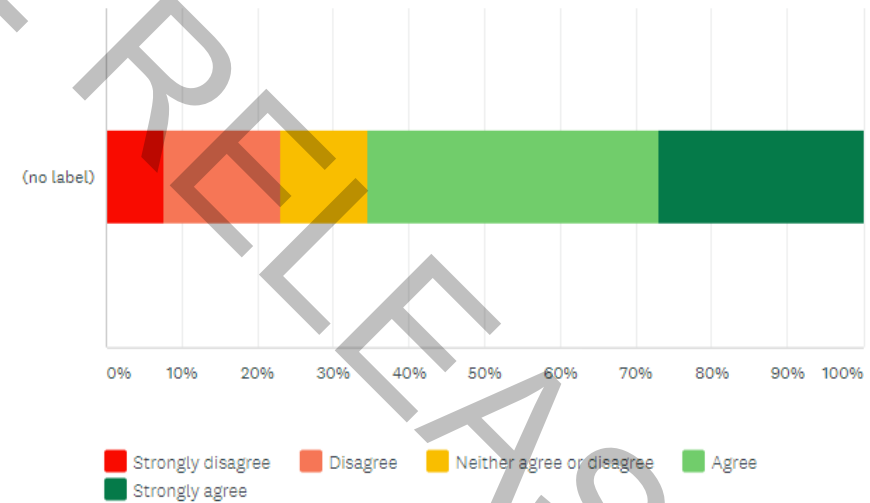
### I receive meaningful recognition for doing the work that I do

Answered: 26 Skipped: 0



### I feel comfortable giving opinions and feedback to managers

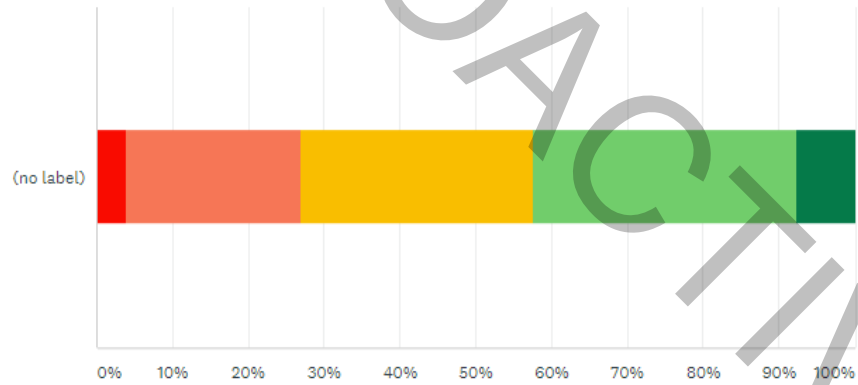
Answered: 26 Skipped: 0



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### I can see clear career progression from my role, including links to opp...

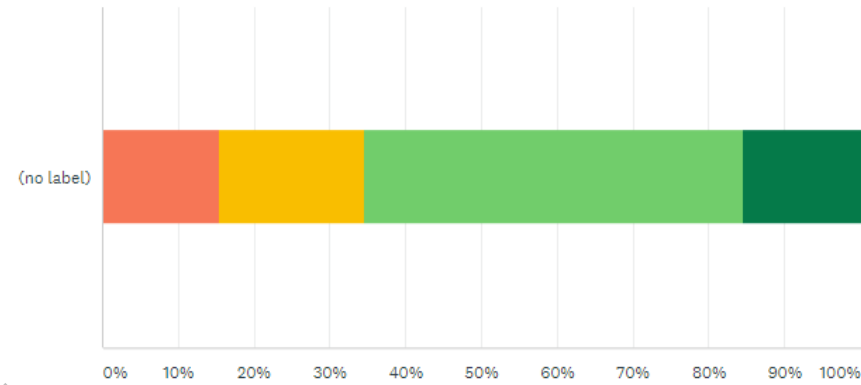
Answered: 26 Skipped: 0



Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

### I would recommend the Ministry for Women as a great place to work

Answered: 26 Skipped: 0



Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

## MEMO

To: Leadership Team  
From: Anthea South, Principal Advisor, HR  
Date: 16 August 2019  
Subject: Staff Away day (Monday 26 August 2019)

### Purpose

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1. This purpose of this meeting is to seek LT agreement to the final agenda for the upcoming staff away day.

### Key information

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**Date:** 9am – 3pm, Monday 26 August 2019

**Location:** Wellington Tribunals, 86 Customhouse Quay Level 1, Hearing Room 1

**Lunch:** Lunch will be provided, offsite at the James Cook (5 minute walk away)

**Objectives:**

- Help staff engagement and connections across team
- Support embedding of tikanga based approach
- Support integration across teams and work programme

### Summary of agenda

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2. The following table summarises the proposed agenda, for approval. NB: the sections in brackets are for your information but are not expected to be provided to staff pre session.

Time	Item	Lead
9 – 9.10am (5 mins)	<b>Welcome and expectations setting</b>	Renee
9.05 – 9.10am (5 mins)	<b>Overview of the day and housekeeping</b>	Anthea
9.10 – 9.45am (35 mins)	<b>Pepeha</b>	TBC
9.45 - 10.15am (30 mins)	<p><b>Our vision for our Ministry</b>            Questions to think about to support this session:</p> <ul style="list-style-type: none"> <li>• Who are we now?</li> <li>• Who do we want to be?</li> <li>• What do we need to do to get there?</li> </ul> <p>(Organisation culture context piece            10 min context piece (inc pulse results)            10 min post it exercise            10 min summary/theming)</p>	Kirsty
10.15 – 11am 45 mins	<p><b>Tikanga based approach to work programme</b>            Questions to think about to support this session:</p> <ul style="list-style-type: none"> <li>• Reflections post brown bag session</li> <li>• Challenges/barriers/questions</li> </ul> <p>(Context setting/recap by Rachel/Riripeti (15 mins)            Staff discussions on above questions/ potentially post it depending on how easily discussion starts            Pre reading – Whakapapa/whenua/whanau paper, Tikanga A3)</p>	TBC
11am 15 mins	<i>Break</i>	
11.15 – 11.45 30 mins	<p><b>Tikanga based approach to work programme cont</b></p> <p>(Depending on before break conversation, continue, break into small group discussions (recruitment/comms/policy) or have a staff discussion on what this means for how we induct people into the organisation.)</p>	??
11.45 – 12.15 pm (30 mins)	<p><b>As we grow how do we stay connected?</b>            Questions to think about to support this session:</p> <ul style="list-style-type: none"> <li>• What do you think we should be doing as a Ministry?</li> <li>• What might need to change to help us do that?</li> </ul> <p>(5 – 10 mins Post it exercise (actions as individuals, teams, across the Ministry)</p> <p>25 – 30 mins Grouping exercise for ‘across the Ministry’ (post its for individuals and teams written up and shared post event – option to explore further within team meetings))</p>	Meredith
12.15 – 1.15pm (1 hour)	<i>Lunch</i>	
1 – 1.15pm (15 mins)	<p><i>Optional – Dom Post quiz</i>  <i>Social opportunity for those interested and to help bring people back on time</i></p>	Josh and ?



Time	Item	Lead
1.15 – 1.45pm 30 mins	<b>Group discussions on Ministry initiatives</b> <ul style="list-style-type: none"> <li>• Project Management (Sean led)</li> <li>• Organisation culture – from survey response (Bindu led)</li> <li>• Flexi by default – what do we want that to look like and how does that support the organisation? (Jenny led)</li> </ul>	Sean
1.45 – 2.15pm 30 mins	<b>Report back</b>	Sean
2.15 – 2.45pm (30 mins)	<b>Bringing it back &amp; what do we do next?</b>  (10 mins Green/Blue dot exercise – people walk room and on flip charts (from group discussions and post it exercises) vote on priority areas to work on (green) and areas of highest priority for how we act/who we want to be (blue)  20 mins Summary. What's consistent across the post its, what should we do now?)	Aliesha  Anthea
2.45 – 3pm (15 mins)	<b>Wrap up</b>	Renee/Anthea

### Staff communications

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3. My recommendation, following LT's approval, for the next steps are:
- Tuesday morning - meet with staff leading/facilitating sessions to confirm sessions and an additional thinking/reading to be sent to staff pre the staff away day
  - Tuesday afternoon - staff sent agenda and pre-reading (in Appendices)
  - Wednesday morning – overview discussed at staff meeting, with opportunity for staff to ask any questions.

### Recommendations

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**Note** the content of this memo and the next steps

Yes / No

**Approve** the final proposed Staff away agenda, for communication with staff

Yes / No

## Appendix One: Pepeha pre-information for staff

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As previously provided by Josh the following would be resent to staff. Recognising that everyone comes from different family situations and experiences we would provide staff the opportunity to complete a full or shortened version.

On Monday we will bring our day with the opportunity for people to say their pepeha. We realise that everyone has different levels of comfort with this but want to provide this opportunity for people to practice and familiarise themselves. You may choose to do the shortened version or add more detail about family affiliations, whichever you are more comfortable with.

Below are some apps and websites that also may be helpful

- Puna Ako
- Kura
- <https://pepeha.nz/>

**Kia ora or Mōrena**

**Ko (Your Name) Ahau**

**Nō (Where you're from) Ahau**

**He (Your Work Position) Ahau**

**Speak about what you want to get out of the day etc...**

### **Pronunciation/Sounding**

**Ko (Kor) A hau (A Hoe)**

**Nō (Naw)**

**He as in He**

Feel free to include any of the below into your mihi as well.

Ko \_\_\_\_\_ te māunga  
Ko \_\_\_\_\_ te awa/roto/moana  
Ko \_\_\_\_\_ te waka \*  
Ko \_\_\_\_\_ tōku tīpuna \*  
Ko \_\_\_\_\_ tōku iwi  
Ko \_\_\_\_\_ tōku hapū  
Ko \_\_\_\_\_ tōku marae \*  
Nō \_\_\_\_\_ ahau

Ko \_\_\_\_\_ rāua ko \_\_\_\_\_ ōku mātua \*

Ko \_\_\_\_\_ tōku ingoa

The mountain that I affiliate to is \_\_\_\_\_

The river/lake/sea that I affiliate to is \_\_\_\_\_

The waka that I affiliate to is \_\_\_\_\_ \*

My (founding) ancestor is \_\_\_\_\_ \*

My tribe is \_\_\_\_\_

My sub-tribe is \_\_\_\_\_

My marae is \_\_\_\_\_ \*

I am from \_\_\_\_\_

My parents are \_\_\_\_\_ and \_\_\_\_\_ \*

My name is \_\_\_\_\_

## Appendix Two: additional pre-information for staff

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I'm also proposing that the following information is provided to staff, as an aid to support good conversations.

Language around providing this will be.... *The staff away day is designed to enable good korero about areas that we think are important for the Ministry and us working together. We all come to those conversations with different perspectives, different experiences, and sometimes different understandings. To help us hear from each other, we would like to put Brene Brown's work on 'engaged feedback' the table to support good conversations.*

*"We need shared language, skills, tools, and daily practices that can support us through the rumble.... A rumble is a discussion, conversation, or meeting defined by a commitment to lean into vulnerability, to stay curious and generous, to stick with the messy middle of problem identification and solving, to take a break and circle back when necessary, to be fearless in owning our parts, and, as psychologist Harriet Lerner teaches, to listen with the same passion with which we want to be heard. More than anything else, when someone says, "Let's rumble," it cues me to show up with an open heart and mind so we can serve the work and each other, not our egos." Brene Brown.*

### ***Daring Feedback (Brene Brown)***

#### ***THE ENGAGED FEEDBACK CHECKLIST***

I know that I'm ready to give feedback (or engage in the conversation) when ...

\_\_\_ I'm ready to sit next to you rather than across from you.

\_\_\_ I'm willing to put the problem in front of us rather than between us (or sliding it toward you).

\_\_\_ I'm ready to listen, ask questions, and accept that I may not fully understand the issue.

\_\_\_ I'm ready to acknowledge what you do well instead of picking apart your mistakes.

\_\_\_ I recognize your strengths and how you can use them to address your challenges.

\_\_\_ I can hold you accountable without shaming or blaming.

\_\_\_ I am open to owning my part.

\_\_\_ I can genuinely thank someone for their efforts rather than criticize them for their failings.

\_\_\_I can talk about how resolving these challenges will lead to growth and opportunity.

\_\_\_I can model the vulnerability and openness that I expect to see from you.

1/1

PROACTIVE RELEASE

## MEMO

To: Leadership Team  
From: Anthea South, Principal Advisor, HR  
Date: 6 December 2019  
Subject: Noting paper: Staff engagement session on HR policies

### Purpose

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1. This purpose of this paper is to:
  - a. advise the approach to be undertaken for the staff engagement session on HR policies.

### Staff Engagement on Tranche 1 of HR Policies

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2. The Ministry has a range of HR policies ratified and in place, with it agreed that staff consultation would occur in light of changes (within the system and post bargaining) to clarify:
  - a. how these policies work in practice,
  - b. the process involved and
  - c. the support available when utilising them.
3. It is currently proposed that these are reviewed in tranches, with tranche 1 focusing on:
  - i. Prevention and Response to Sexual Harassment
  - ii. Prevention and Response to Bullying and Harassment
  - iii. Speaking up Guidelines

These three policies are currently considered 'live' however it was agreed to review, as it was felt staff feedback wasn't completely incorporated in the first iteration, and worth assessing in relation to work SSC has completed on Positive and Safe workplaces

- iv. Leave policy

Leave provisions were agreed in the collective bargaining process. However it's felt appropriate to provide guidelines to clarify process and expectations particularly around volunteering hours, special leave and purchasing annual leave (a new process implemented in September).

v. Flexi by default policy

As a member of the public sector's pilot programme we are committed to clarity in this space. Initial engagement has occurred with staff which has supported the development of this proposed policy.

### **Plan for staff engagement**

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4. As discussed with the Leadership Team, we would like to engage with staff as below:
  - a. Wednesday 4<sup>th</sup> of December, heads up at staff meeting (completed)
  - b. Wednesday 4<sup>th</sup> December, engagement with the PSA (completed)
  - c. Thursday 5<sup>th</sup> December, email to staff providing ratified and drafted Policies as background reading for Four Corner's workshop
  - d. Wednesday 11<sup>th</sup> December, four Corner's workshop with one of the 'corners' being on HR Policies.
  - e. By Tuesday 17<sup>th</sup> December, email to staff summarising feedback from HR Policies discussion and seeking additional comment by Friday 24<sup>th</sup> January.
  - f. Monday 3 February, updated/new HR Policies provided to Leadership Team for approval.
  - g. Wednesday 5<sup>th</sup> February, communication to staff.
5. The overall approach will be closely tied into the Ministry's Care and Respect guidelines, in particular the agreed expectation that we are all responsible for managing ourselves.

### **~~Four~~ Three corners discussion**

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6. As agreed, this session will start with a short contextual setting piece and then staff will be broken into three groups to enable small group discussions on topics requiring engagement across the Ministry i.e. Statement of Intent (lead: Sean), Social Media Guidelines (lead: Kirsty) and HR Policies (lead: Anthea). Staff will be provided 15 minutes in each area and then circulated to the next topic/area.
7. The HR Policy session will run as follows:
  - a. 5 mins – Bullying, Harassment, Speaking Out guidelines
    - i. Staff asked to write on post its any reflections/comments on

1. What's missing from this Policy?
2. What would you like to know?
3. What's not included?
4. What's key to maintaining Fairness, Trust, Transparency and Privacy with this policy?

b. 5 mins – Flexible by default and Leave policy scenarios exercise. While people will be given the opportunity to also answer the above questions for these policies for the purpose for this short exercise is for people to respond to the following scenarios:

Initial scenarios

- i. A colleague has a cold and so doesn't want to come into the office to share germs
  - What type of arrangement would be fair?
  - Why?
  - What other considerations might there be?
- ii. A colleague is unwell
  - What type of arrangement would be fair?
  - Why?
  - What other considerations might there be?
- iii. A colleague's child is sick
  - What type of arrangement would be fair?
  - Why?
  - What other considerations might there be?
- iv. A colleague has a paper to write and would like some peace and quiet to write it
  - What type of arrangement would be fair?
  - Why?
  - What other considerations might there be?
- v. A colleague has a regular 9am half hour appointment in their neighbourhood on a Tuesday

- What type of arrangement would be fair?
  - Why?
  - What other considerations might there be?
- vi. A colleague's washing machine breaks and floods the laundry
- What type of arrangement would be fair?
  - Why?
  - What other considerations might there be?

Having completed the initial scenarios, time dependent they will be provided the following expanded scenario's

- vii. A colleague has a cold and so doesn't want to come into the office to share germs. There is a Ministry event they have responsibilities for on the day.
- What type of arrangement would be fair?
  - Why?
  - What other considerations might there be?
- viii. A colleague is unwell. They have responsibility for a briefing due in 3 days.
- What type of arrangement would be fair?
  - Why?
  - What other considerations might there be?
- ix. A colleague's child is sick. There is an external meeting (related to their work programme) that day and a Leadership Team paper due.
- What type of arrangement would be fair?
  - Why?
  - What other considerations might there be?
- x. A colleague's washing machine breaks and floods the laundry the night before. A plumber is booked for midday.
- What type of arrangement would be fair?
  - Why?
  - What other considerations might there be?



c. 5 mins – wrap up discussion. Probing questions being:

- i. What do the Principles of Fairness, Trust and Transparency (vs Privacy) mean when we aim to support work deliverables and balance life requirements?
- ii. What do you expect for yourself and from others?

8. Across all flipcharts there will be a box so people can chose to put their information in more discretely than on a page.
9. Because this is going to be undertaken in a rapid fire way I would like to keep the flip charts up and available to continue to comment on over the next two days (i.e. Wednesday – Thursday).
10. On Friday I will analyse and summarise information gained, with the intention that by the following Tuesday a summary will be provided back to staff (with any additional information provided) to support good feedback received.
11. Assuming Sulu-Danielle is comfortable and available (Margaret confirming) I will also work with her to review the policies and draft initial one page information sheets on each policy.

### **Recommendations**

---

**Note** that the session will be undertaken as listed above

**Yes / No**

**Discuss** and agree proposed HR 'Four/Three corners' discussion as identified in this paper

**Yes / No**

---

*ministry for* **Women**  
minitatanga mō ngā  
Wāhine 

# IBM Kenexa Best Workplaces Survey 2015

*Survey insights and recommendations*

*November 2015*



Smarter Workforce

Presented by Kelly Bennion  
Senior Consultant, IBM

## What we will cover in this session

1

Understanding  
the Survey

2

Headline  
Results

3

Employee  
Engagement

4

Recommended  
Focus Areas

5

Insight to  
Action

# 1

## Understanding the Survey



## Survey Administration

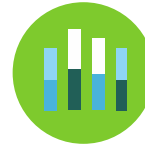
Survey period  
5<sup>th</sup> - 16<sup>th</sup> October 2015

All online survey completion



## Participation

77% response rate  
(24 employees)



## Methodology

68 rating scale questions

Five-point scale:  
Strongly Disagree to  
Strongly Agree

Scores reported in  
Level of Agreement

10 points used to  
determine meaningful  
differences at the total  
organisation level



## Benchmarking

**Internal:**  
Ministry for Women  
2013

**External:**  
BWPS 2015 All Orgs  
BWPS 2015 Top 25%  
State Sector  
Benchmark Q4 2015

# 2

## Headline Results

*Summary of findings*

PROACTIVE RELEASE

## Summary of findings

- Employee **Engagement at MFW** has seen an **improvement** since 2013, and is on par with BWPS 2015 All Orgs benchmark.
- **Strong improvements** in perceptions of most aspects of working at MFW, in particular:
  - **Work environment: physical environment, resources available, decision making and flexibility**
  - **Teams working better together**
  - **Being ‘in the know’ about MFW and its activities**
  - **Good performance being better recognised and rewarded**
  - Improved sense of **‘common purpose’** and **confidence in MFW’s senior leadership**
- **Comparison with Benchmarks:**
  - **State Sector:** higher or on par in all areas, except for 3 items:
    - (i) Rarely think about looking for a new job, (ii) work makes full use of knowledge & skills, (iii) feel I am working for a successful organisation.
  - **Best Workplaces:**
    - **Areas for improvement:** ‘Quality and performance focus’, ‘open and honest communication’, ‘utilisation of employee skills’ as well as ‘career development opportunities’.
    - On par with the top 25% of NZ organisations: Areas of **reward and recognition, feeling informed** about MFW’s activities, satisfaction with the **physical work environment** and **sense of commitment** to MFW.
- **Recommended Focus Areas:**

Develop MFW as a successful Ministry by ***ensuring people feel valued, engaged, and committed by:***

  - Encouraging continuous improvement;
  - Involving all your people by better utilising the skills and knowledge they have to offer;
  - Listening to your people’s opinions, views and thoughts.

# 2

## Headline Results

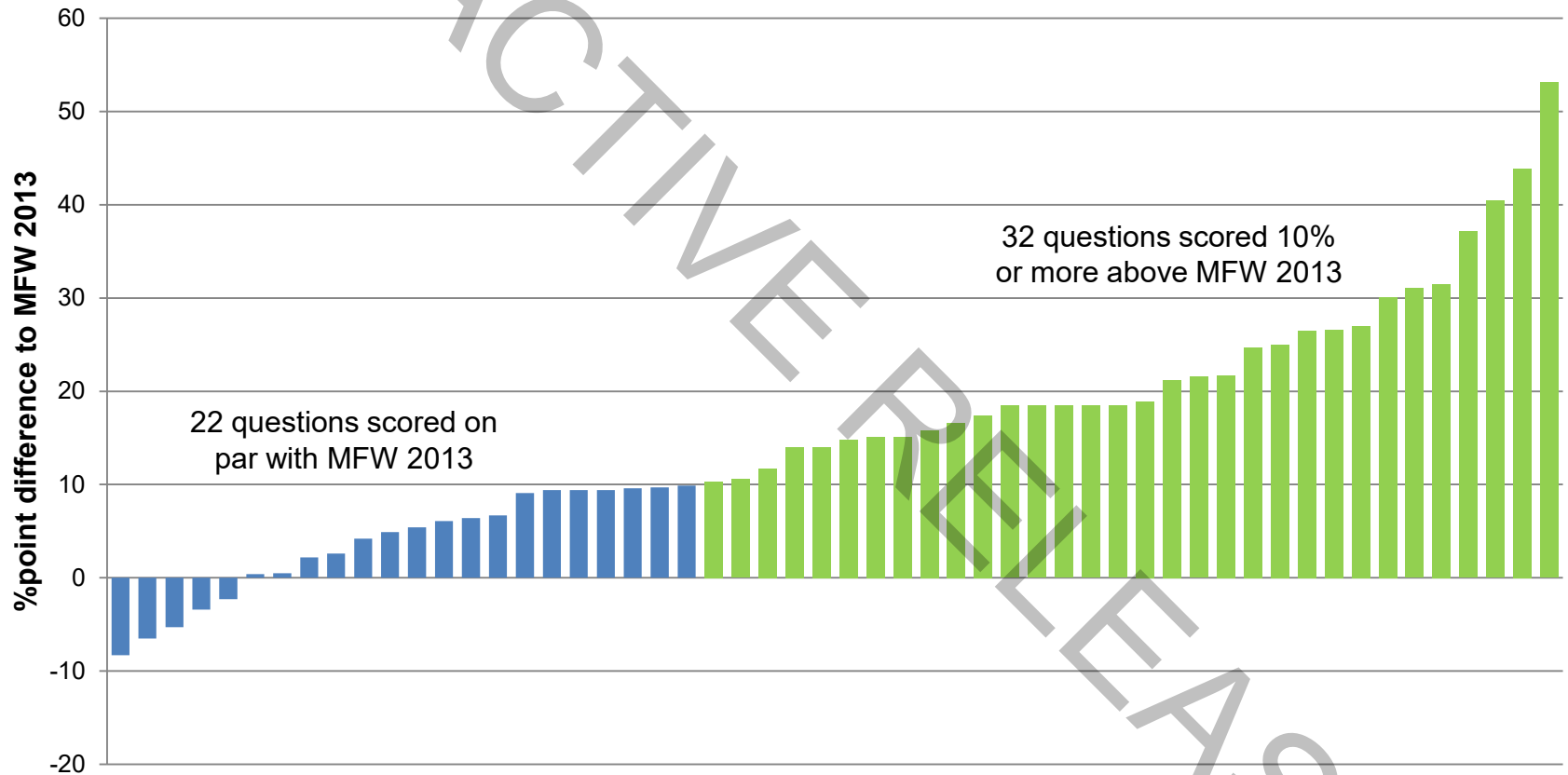
*Comparison to MFW 2013*

PROACTIVE RELEASE



# Significantly improved perceptions of most aspects of the workplace

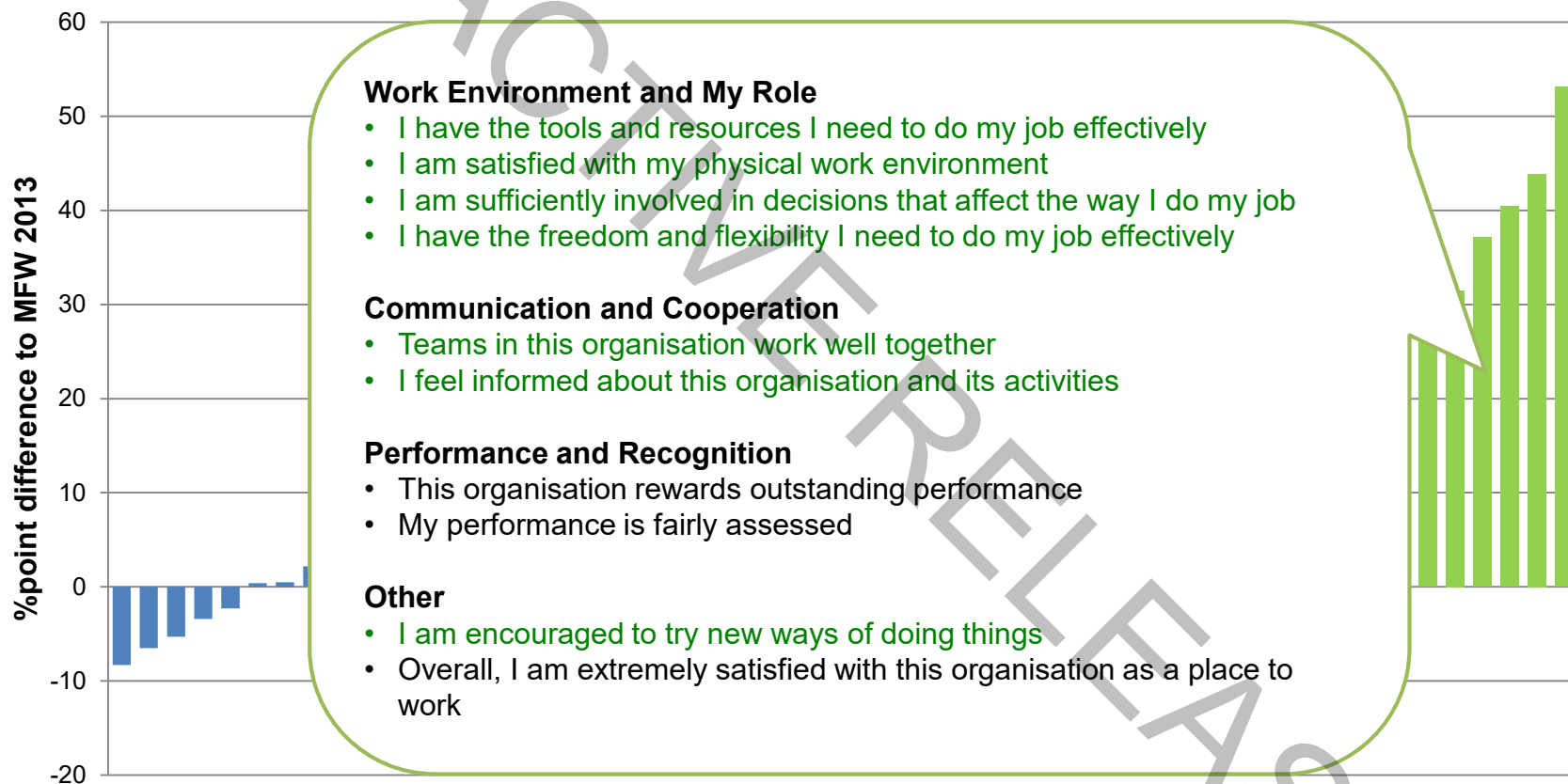
### Question score comparison - MFW 2015 vs MFW 2013



*Differences of +/- 10 points can be considered meaningful*

## Significantly improved perceptions of most aspects of the workplace

### Question score comparison - MFW 2015 vs MFW 2013



Differences of +/- 10 points can be considered meaningful; items in green are on par with the BWPS Top 25% Benchmark

# 2

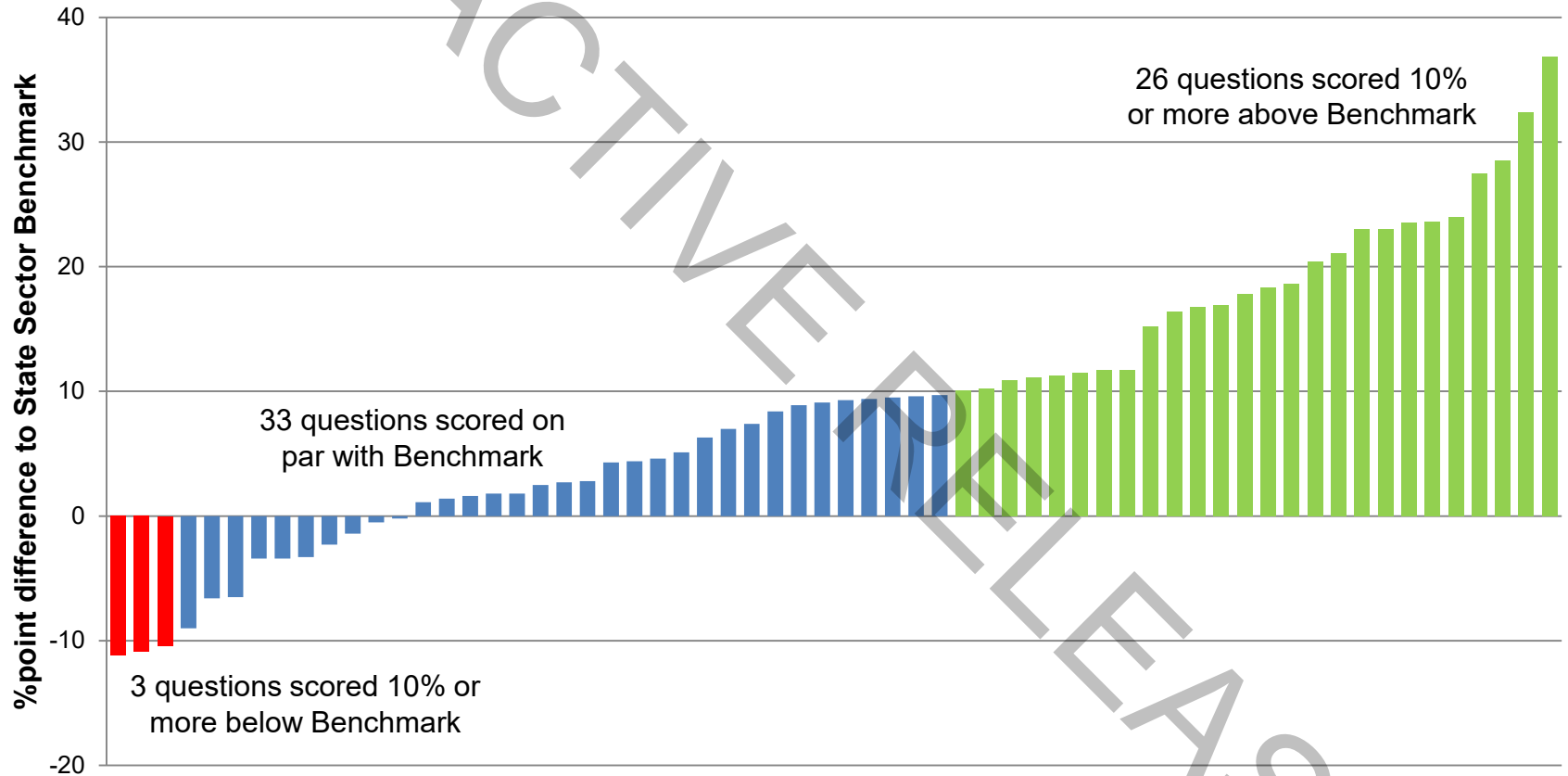
## Headline Results

*Comparison to State Sector Benchmark*

PROACTIVE RELEASE

## Comparison to State Sector Benchmark

### Question score comparison - MFW 2015 vs State Sector Benchmark



*Differences of +/- 10 points can be considered meaningful*

## Comparison to State Sector Benchmark

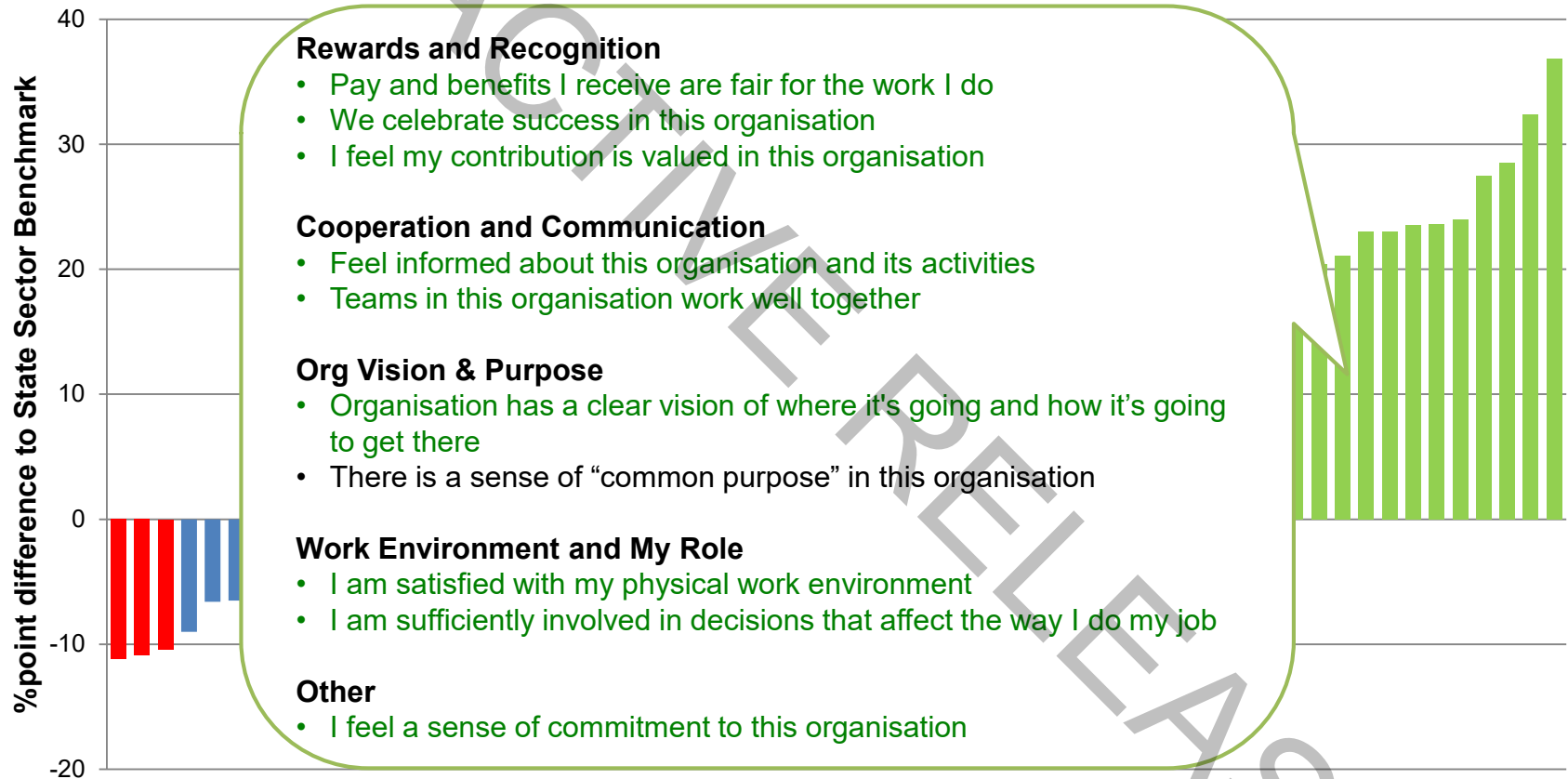
**Question score comparison -  
MFW 2015 vs State Sector Benchmark**



*Differences of +/- 10 points can be considered meaningful*

## Comparison to State Sector Benchmark

### Question score comparison - MFW 2015 vs State Sector Benchmark



Differences of +/- 10 points can be considered meaningful; items in green are on par with the BWPS Top 25% Benchmark

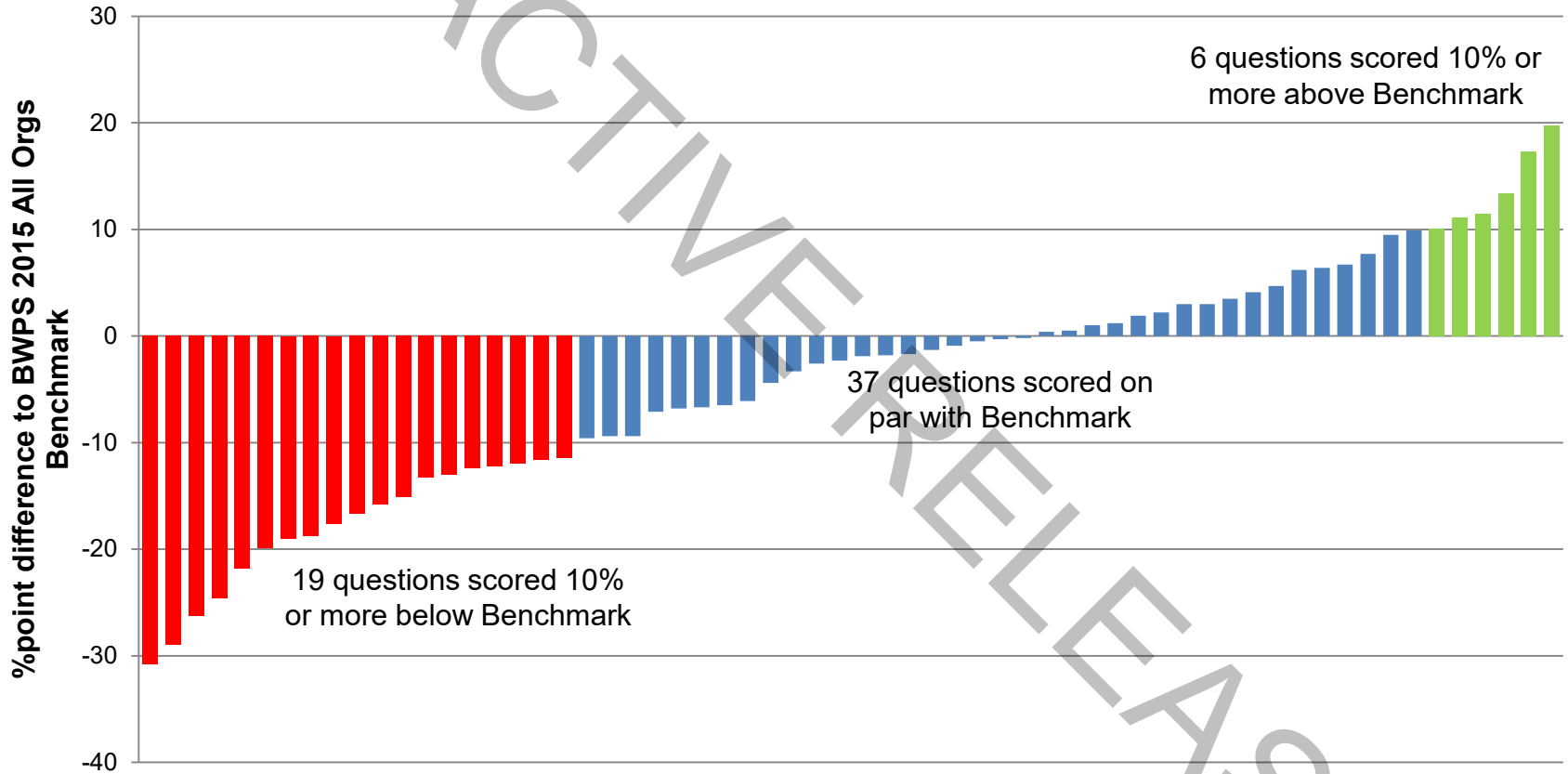
# 2

## Headline Results

*Comparison to 2015 Best Workplaces – All Orgs*

## Comparison to 2015 BWPS – All Orgs Benchmark

### Question score comparison - MFW 2015 vs BWPS 2015 All Orgs Benchmark

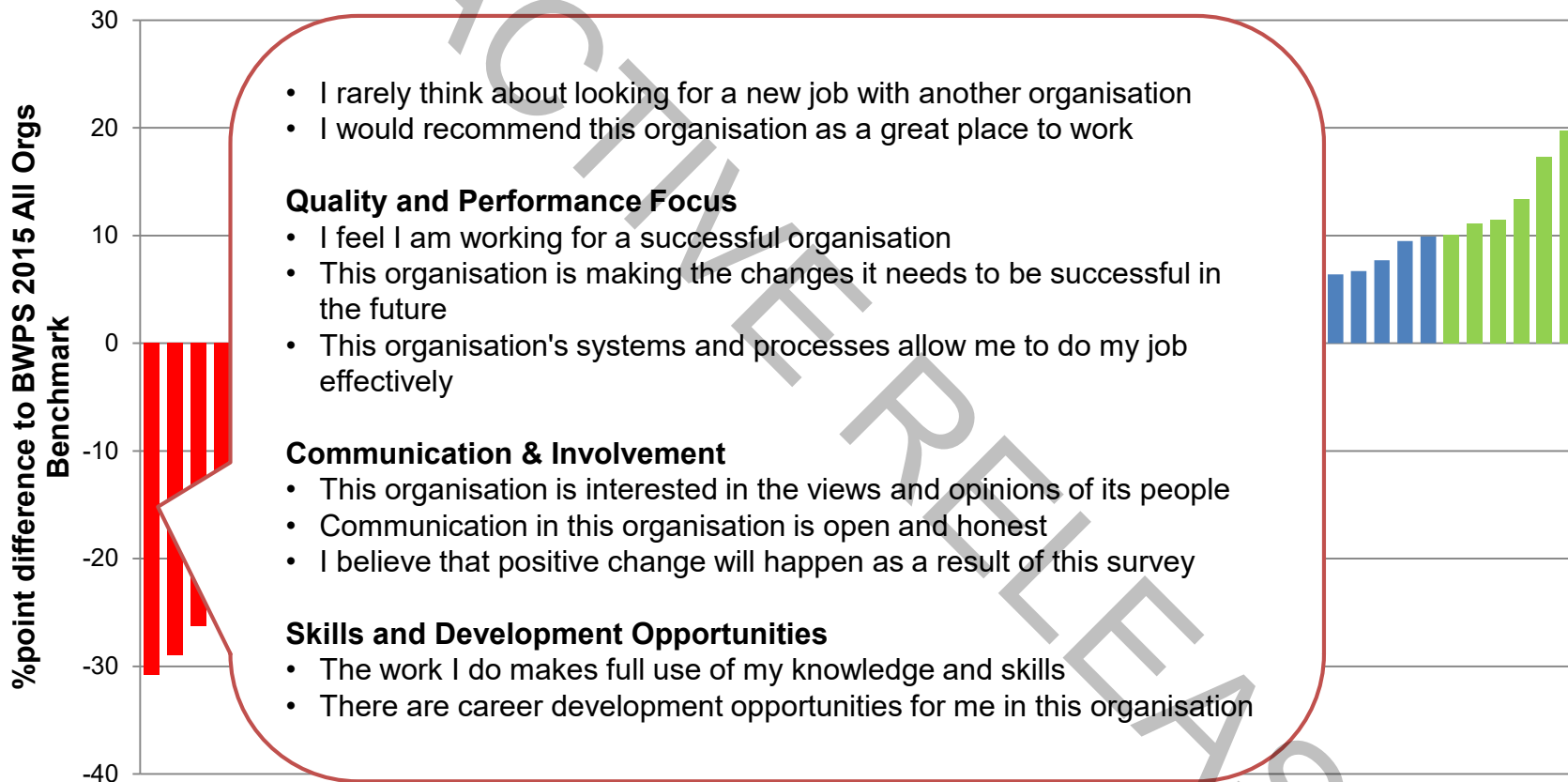


*Differences of +/- 10 points can be considered meaningful*



## Comparison to 2015 BWPS – All Orgs Benchmark

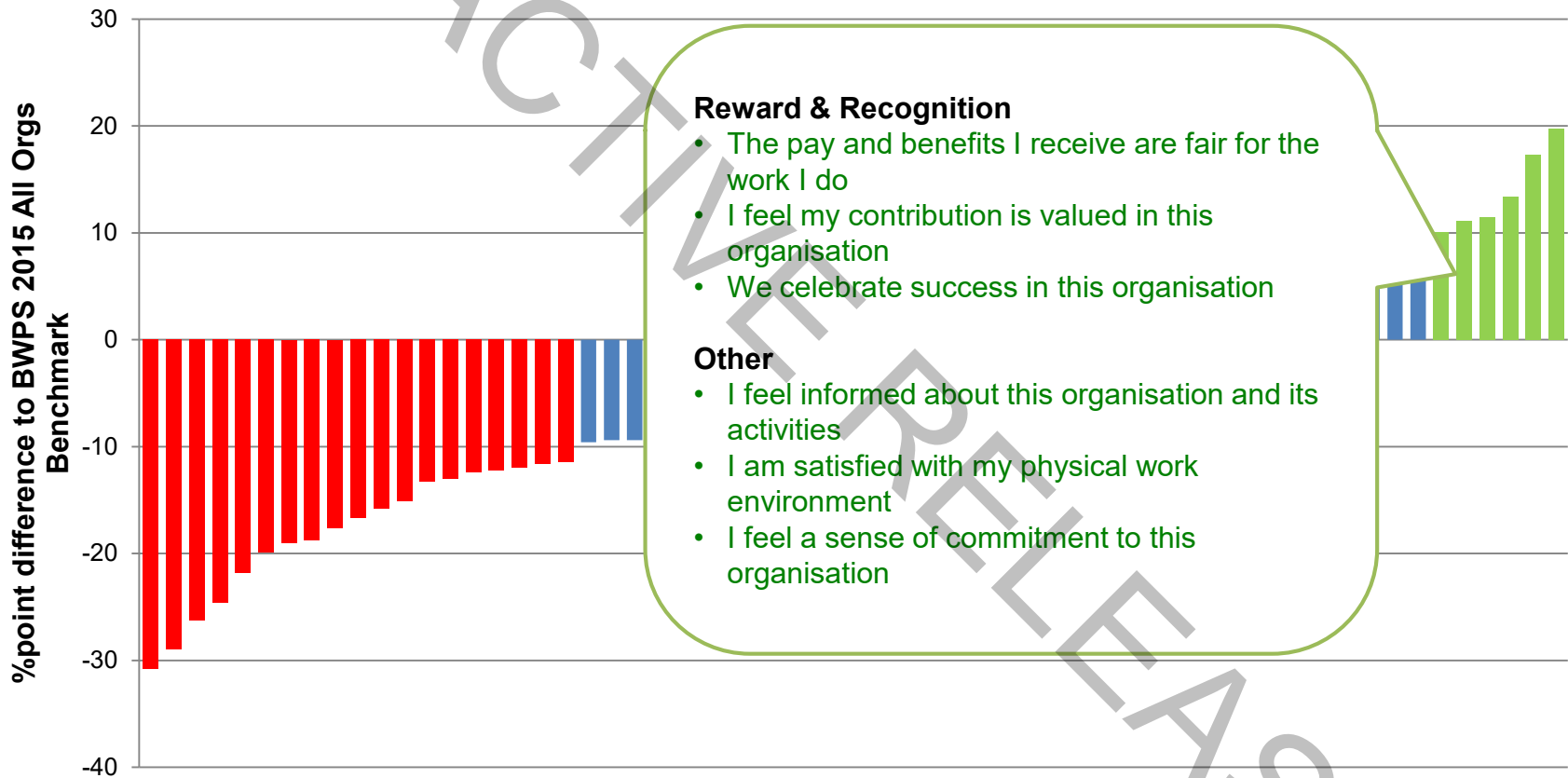
### Question score comparison - MFW 2015 vs BWPS 2015 All Orgs Benchmark



*Differences of +/- 10 points can be considered meaningful*

## Comparison to 2015 BWPS – All Orgs Benchmark

### Question score comparison - MFW 2015 vs BWPS 2015 All Orgs Benchmark



Differences of +/- 10 points can be considered meaningful; items in green are on par with the BWPS Top 25% Benchmark



# What makes MFW a great place to work already...

9(2)(a)

9(2)(a)

9(2)(a)

9(2)(a)

9(2)(a)

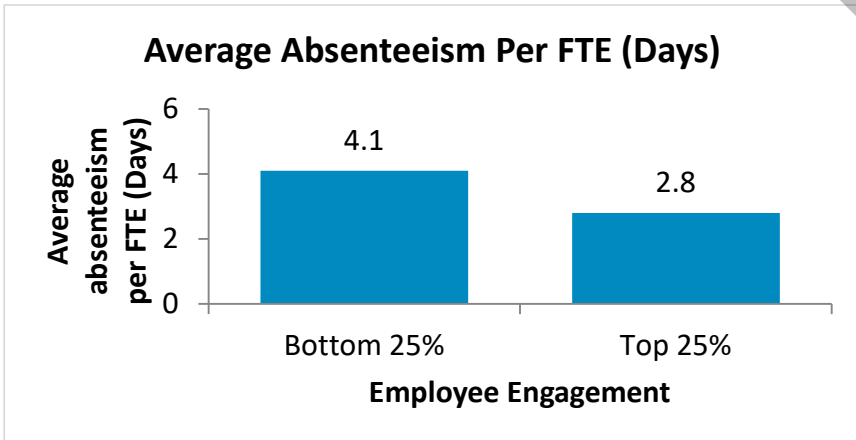
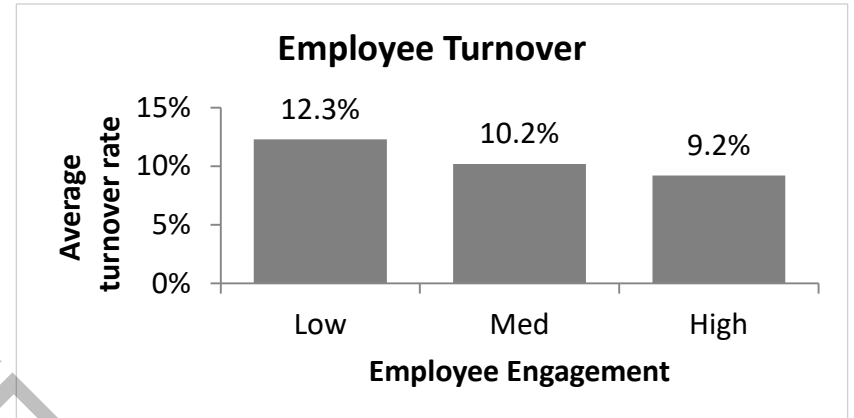
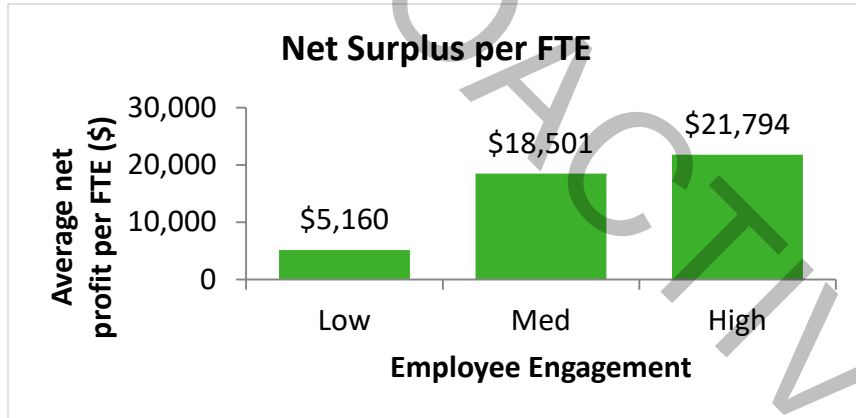
9(2)(a)

3

# Employee Engagement

PROACTIVE RELEASE

# Why does engagement matter?



**Sources:**

- *Strengthening Your Roots: Growing an engaged workforce through growing leaders.* Kenexa NZ, 2012
- *Empower Your People.* Kenexa NZ, 2013

## What is employee engagement?

The extent to which employees are ***motivated to contribute*** to organisational success, and are ***willing to apply discretionary effort*** to accomplishing tasks important to the ***achievement of organisational goals***.

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

Overall, I'm satisfied with my job

I take an active interest in what happens in this organisation

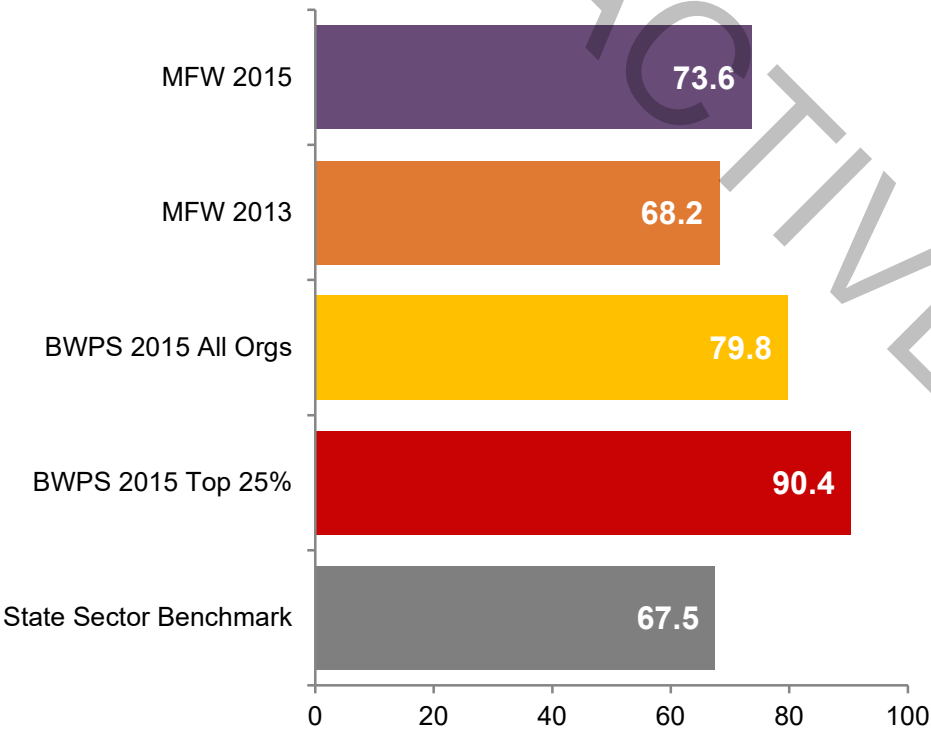
I feel a sense of commitment to this organisation

I would recommend this organisation as a great place to work

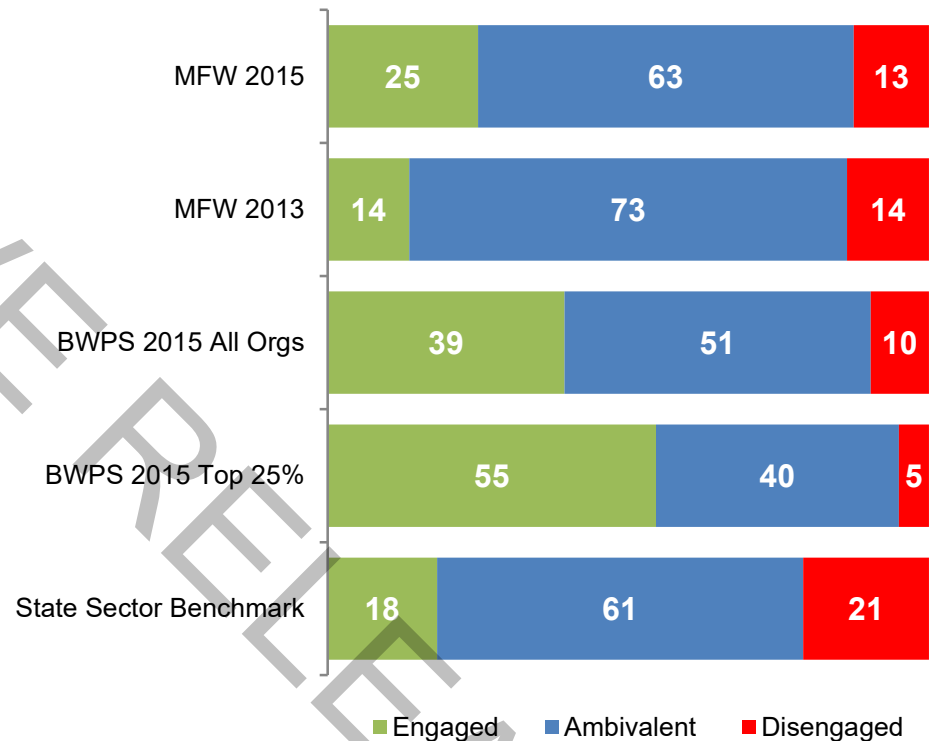
Your Engagement Index score is the average of these 6 questions

# Engagement level is on par with MFW 2013, BWPS 2015 All Orgs and State Sector BMs

### Engagement Index



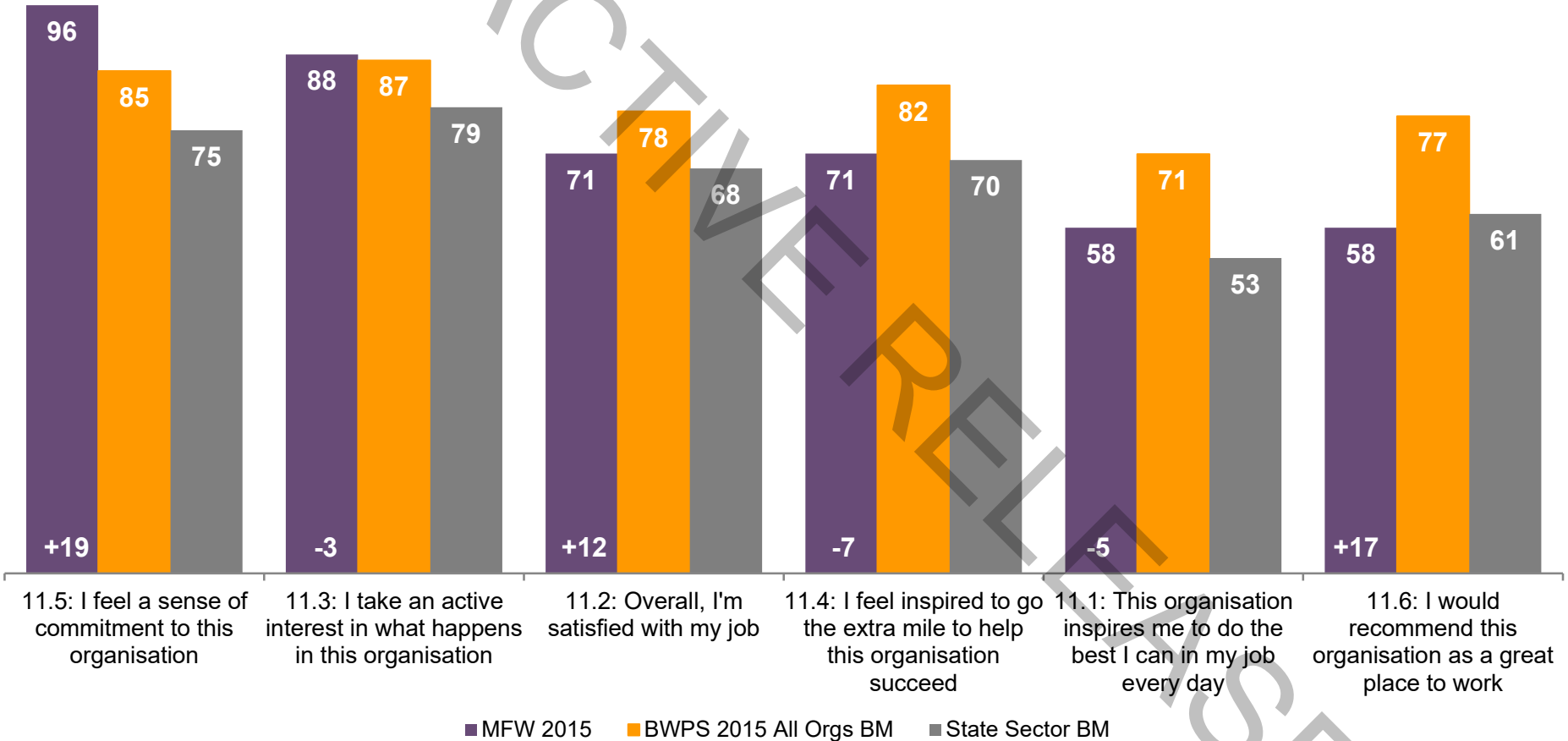
### Engagement Profile



9(2)(a)

## Very high commitment to MFW

### Employee Engagement Items

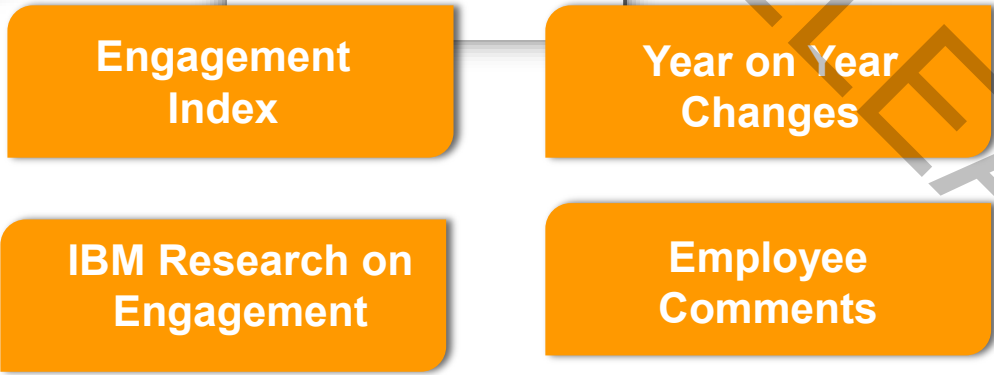




4

## Recommended Focus Areas

# Sources of evidence to build our recommended focus areas



## Recommended Focus Areas

*Build a successful Ministry by:*

1.

**Encouraging  
continuous  
improvement**

2.

**Involving  
everyone**

3.

**Listening to  
everyone**

## Recommended Focus Areas

*Build a successful Ministry by:*

1.

**Encouraging  
continuous  
improvement**

2.

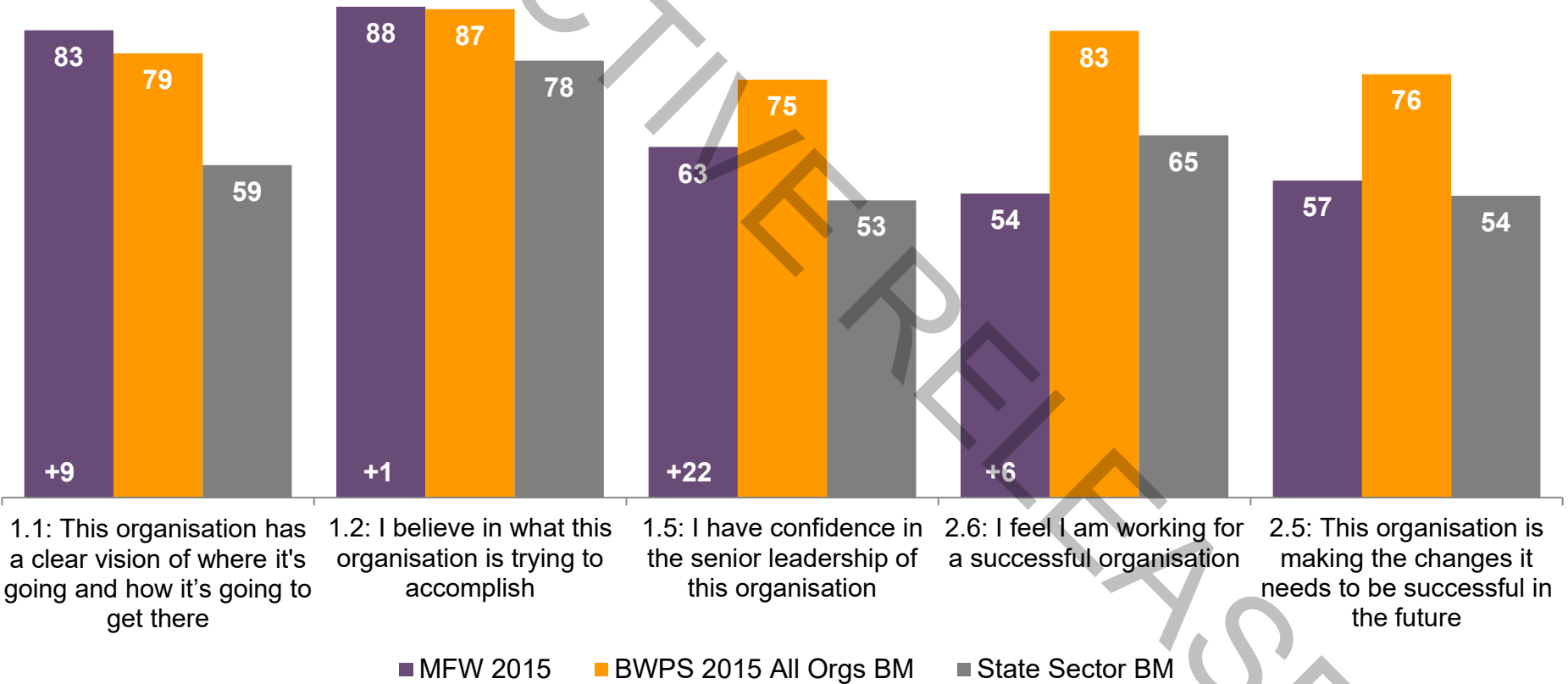
Involving  
everyone

3.

Listening to  
everyone

# Sense of disconnect between confidence level in Ministry's purpose and perception of working for a successful organisation

## People's Belief in the Ministry's Vision for the Future



**Insight:**

- *Substantial increase in confidence in senior leadership is evident in the results. People are also very positive about the Ministry's vision for the future.*
- *Many though, do not feel that the Ministry is successful. There appears to be a lack of confidence that the Ministry is taking the required steps to achieve the vision.*

**Example Actions:**

- *Invite thoughts and feedback to develop a better understanding of **what** your people define as 'successful' and **how** they envisage the Ministry achieving this success.*
- *Construct small, achievable, measurable goals utilising people's input to design the path to being successful.*
- *...*

## Recommended Focus Areas

*Building a successful Ministry by:*

1.

Encouraging  
continuous  
improvement

2.

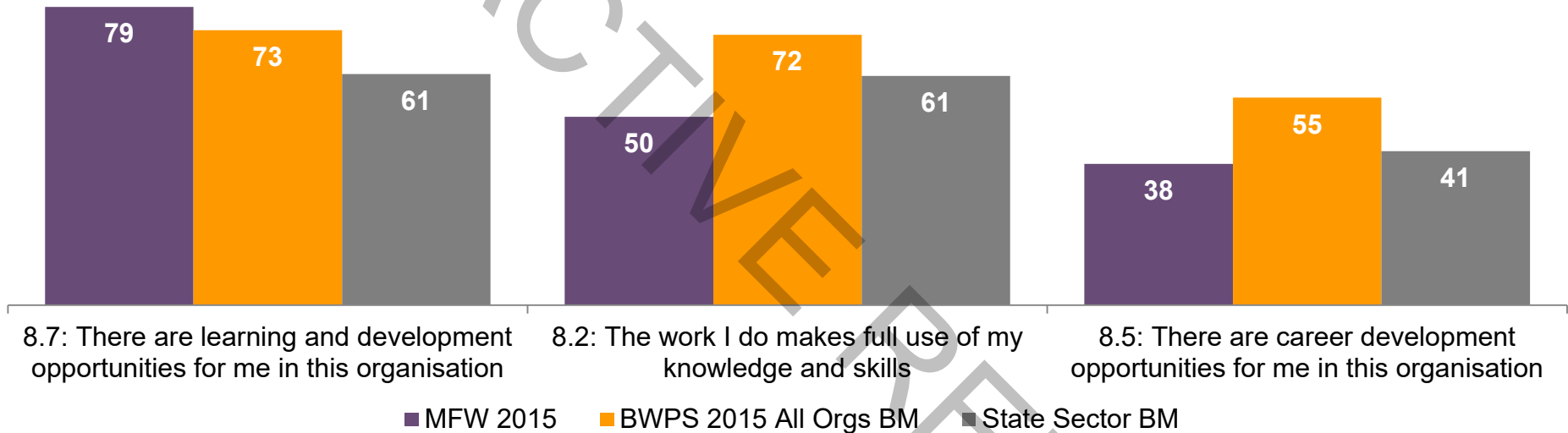
Involving  
everyone

3.

Listening to  
everyone

People feel they have a lot more to contribute to the Ministry.

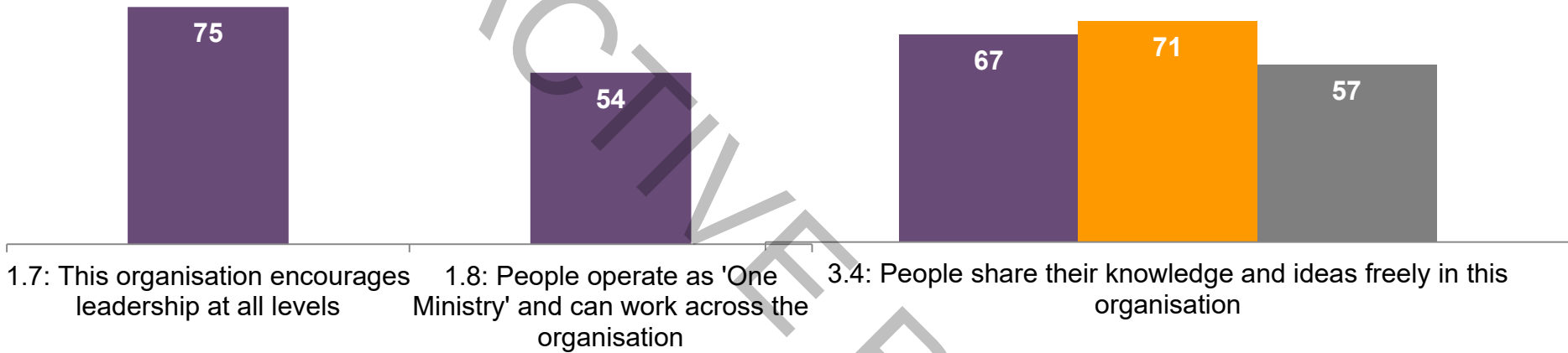
### People's Views on Utilisation of their Skills, Opportunities for Development and being Involved across the Ministry





There is strong support for leadership being *encouraged* at all levels within the Ministry.

### People's Views toward Knowledge Sharing and 'One Ministry'



9(2)(a)

9(2)(a)

■ MFW 2015   ■ BWPS 2015 All Orgs BM   ■ State Sector BM



## What needs to change?

9(2)(a)

9(2)(a)

9(2)(a)

9(2)(a)

**Insight:**

- *Most people recognise that there are learning and development opportunities within the Ministry.*
- *They acknowledge that ideas and knowledge are being shared freely.*
- *Responses reflect the belief that people have skills and knowledge they feel could be better utilised by the Ministry on a day-to-day basis to be able to work as 'One Ministry'.*

**Example Actions:**

- *With a small number of employees at the Ministry, encourage peer-to-peer assistance and on-the-job learning. Involve people across various Ministry projects and areas – working cross-functionally.*
- *Identify opportunities for mentoring , opportunities to step up or thought leadership.*
- *...*

## Recommended Focus Areas

*Building a successful Ministry by:*

1.

Encouraging  
continuous  
improvement

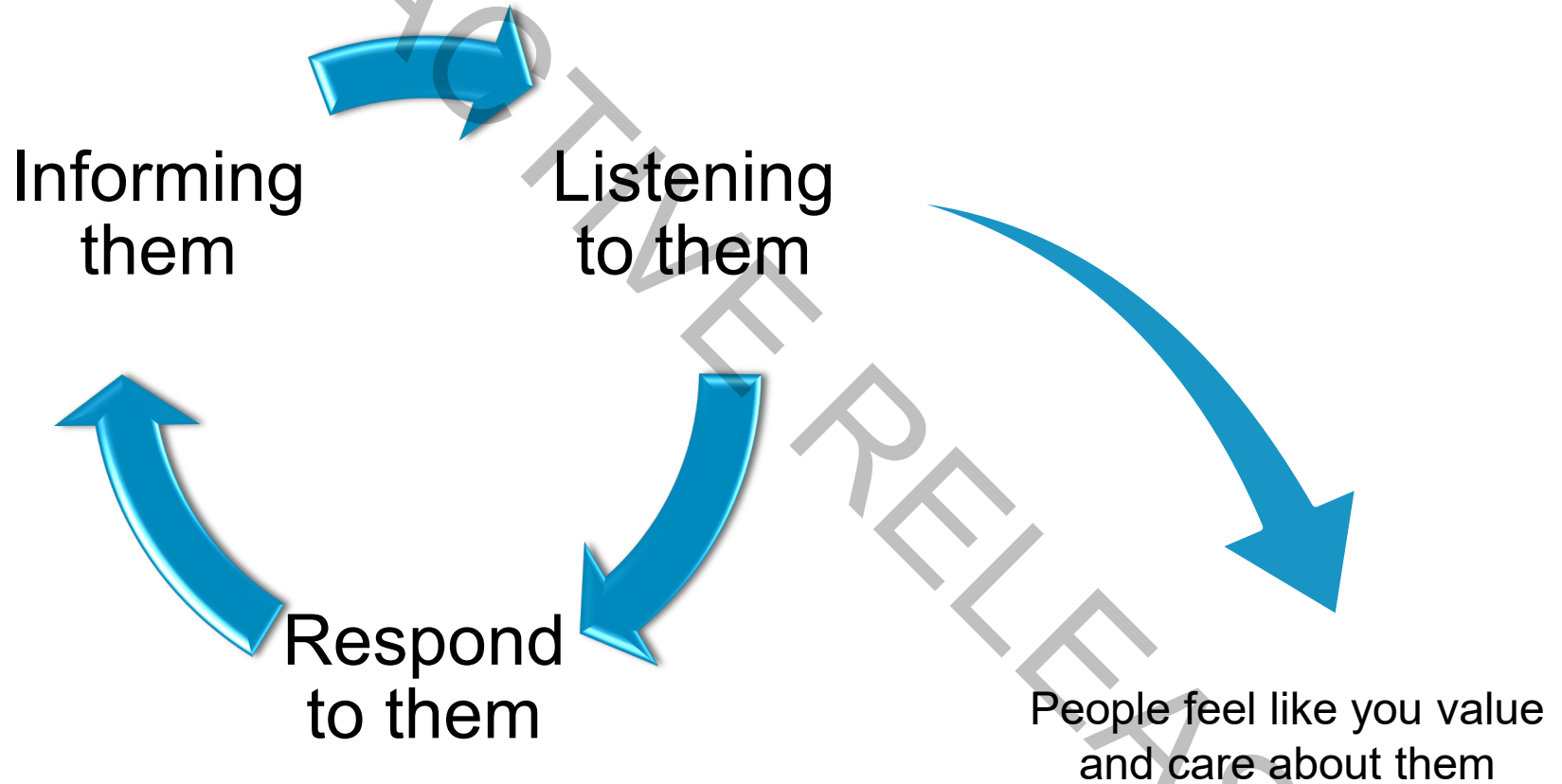
2.

Involving  
everyone

3.

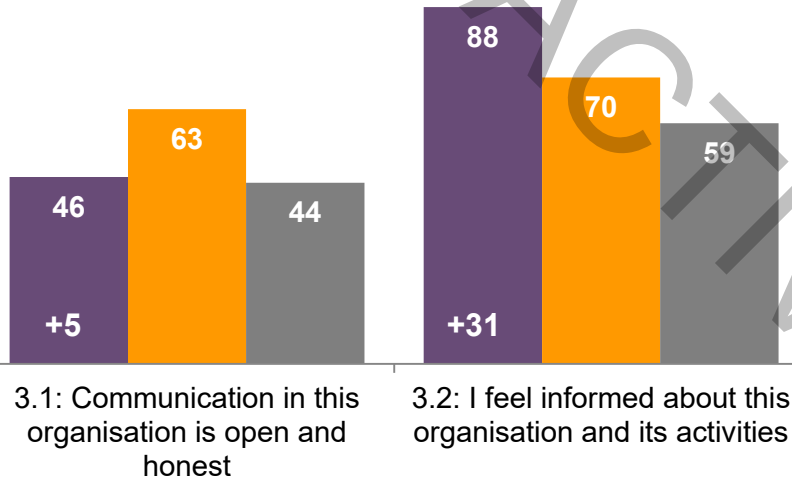
Listening to  
everyone

## Aspects of making people *feel* involved

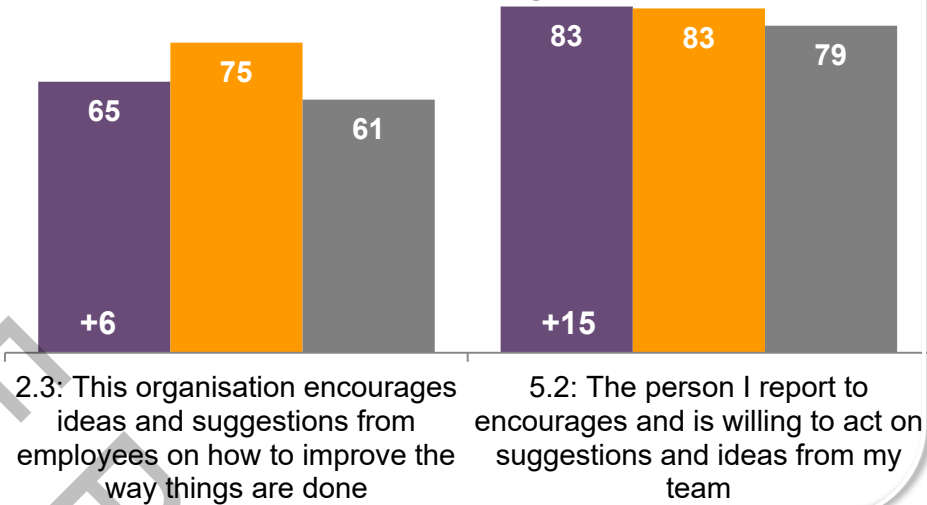


Strong improvement in top-down communication. People express a desire to be heard.

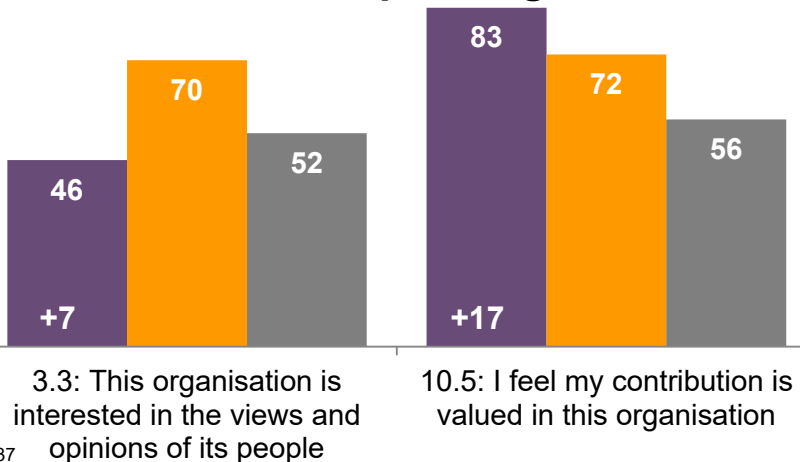
### Informing



### Listening



### Responding

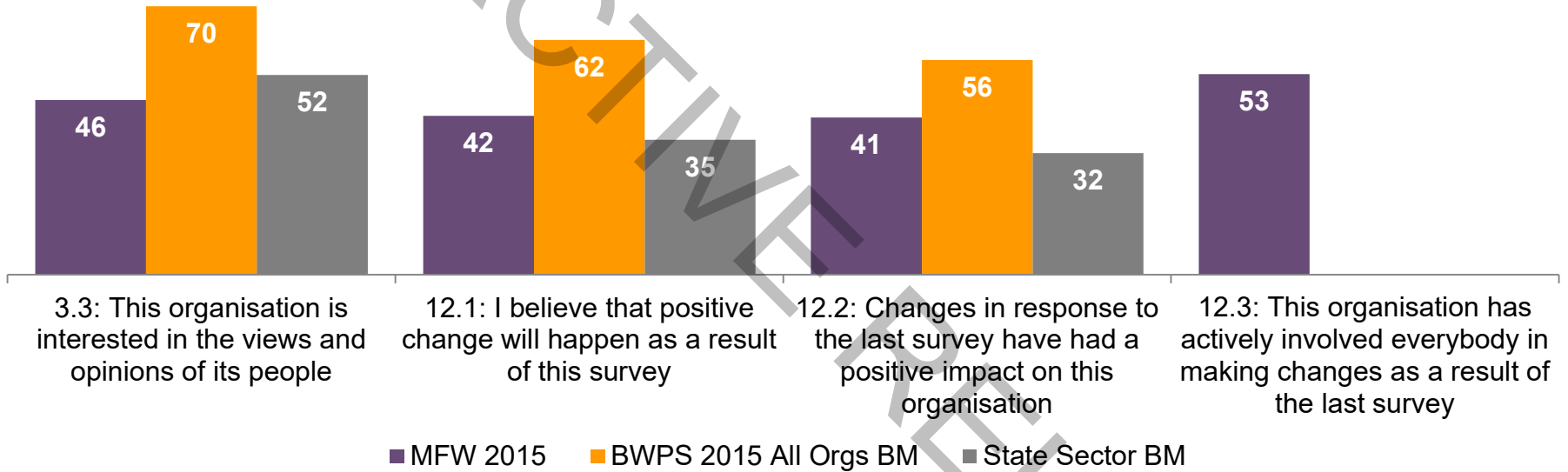


- MFW 2015
- BWPS 2015 All Orgs BM
- State Sector BM

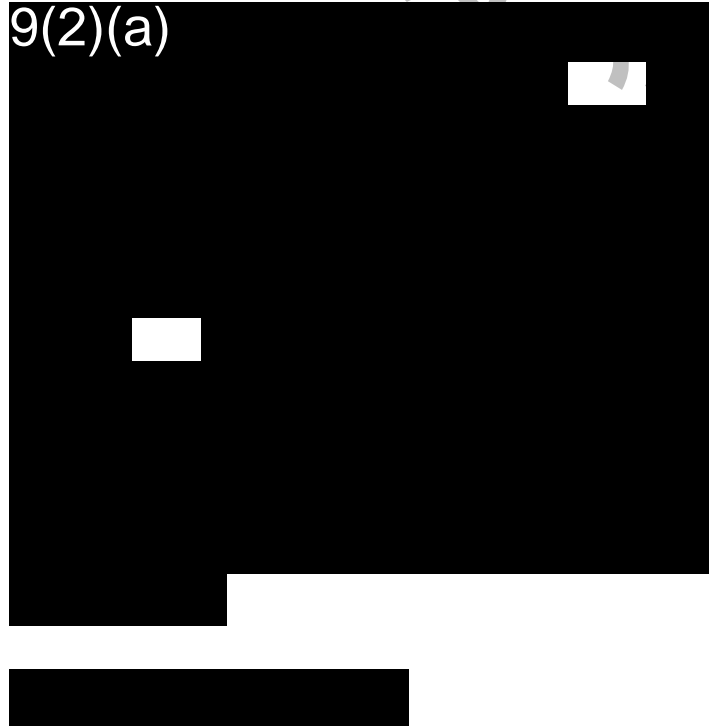
Number at bottom of bar indicates change to MFW 2013 scores; Differences of +/- 10 points would be considered meaningful

People express a desire to be heard and involved: There is some scepticism that change will come about as a result of people voicing their views and opinions.

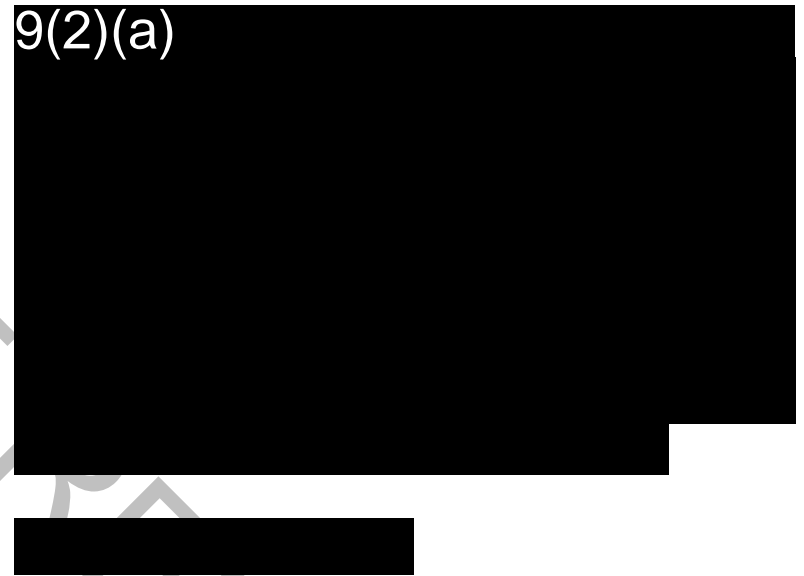
### People's Views toward Survey Action



9(2)(a)

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9(2)(a)

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**Insight:**

- *People feel a lot more informed about the organisation's activities and are encouraged to share their ideas with their manager(s).*
- *However, they are not feeling 'heard' or involved in organisational decisions; belief that positive post-survey changes will happen is low.*

**Example Actions:**

- *Continue to share information about the organisation, encourage open communication.*
- *Have a forum where people can make suggestions and initiate change. Communicate to all your people when suggestions have been taken on board, actioned or used in making higher level decisions.*
- *Implementing changes to the Ministry's vision, goals, operations based on people's opinions will help to bolster a feeling of working for an organisation that values its people.*
- ...

# 5

## Insight to action

*Summary of findings*

PROACTIVE RELEASE

## People are expecting change



9(2)(a)

## Summary of findings

- Employee **Engagement at MFW** has seen an **improvement** since 2013, and is on par with BWPS 2015 All Orgs benchmark.
- **Strong improvements** in perceptions of most aspects of working at MFW, in particular:
  - **Work environment: physical environment, resources available, decision making and flexibility**
  - **Teams working better together**
  - **Being 'in the know' about MFW and its activities**
  - **Good performance being better recognised and rewarded**
  - Improved sense of '**common purpose**' and **confidence in MFW's senior leadership**
- **Comparison with Benchmarks:**
  - **State Sector:** higher or on par in all areas, except for 3 items:
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  - **Best Workplaces:**
    - **Areas for improvement:** 'Quality and performance focus', 'open and honest communication', 'utilisation of employee skills' as well as 'career development opportunities'.
    - On par with the top 25% of NZ organisations: Areas of **reward and recognition, feeling informed** about MFW's activities, satisfaction with the **physical work environment** and **sense of commitment** to MFW.
- **Recommended Focus Areas:**

Develop MFW as a successful Ministry by ***ensuring people feel valued, engaged, and committed by:***

  - Encouraging continuous improvement;
  - Involving all your people by better utilising the skills and knowledge they have to offer;
  - Listening to your people's opinions, views and thoughts.

## Taking successful action on your people's feedback

- **Narrow it down to 2-3 key implementable ideas focusing on high impact initiatives** – easy and hard. No one expects all ideas to be done. But they do expect something to be done.
- **Hold yourself as leaders and your managers accountable for taking action and the results.** How do you do this? Put in performance objectives? Incentivise? Talk about it regularly?
- **Monitor your progress.** Make engagement an agenda item to report on. Pulse check?
- **Connect communications:** Make clear all initiatives and programmes are linked and put in place to re-engage.

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# Appendix

PROACTIVE RELEASE

# Taking Action

PROACTIVE RELEASE

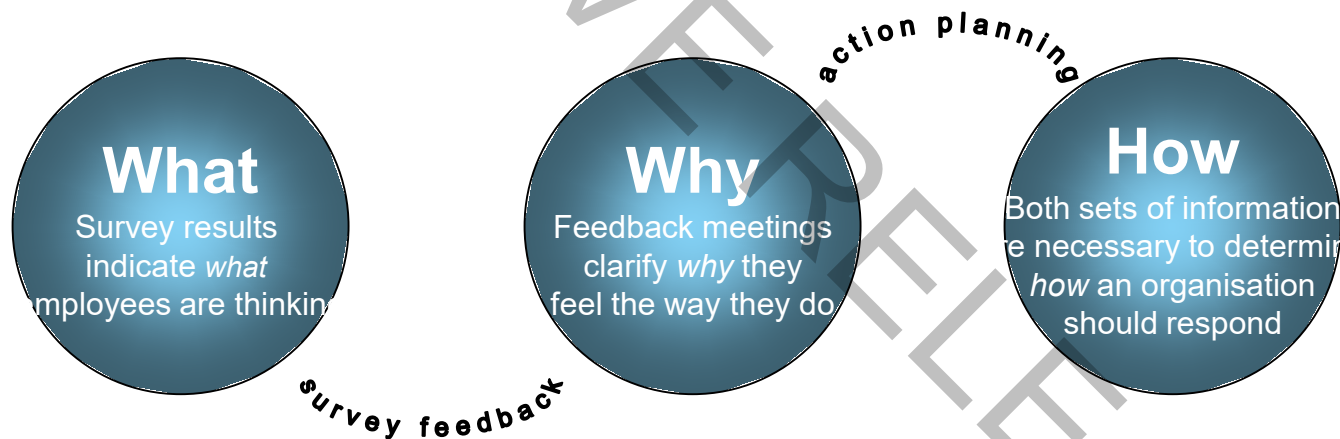
## Taking successful action on your people's feedback

- Open and honest survey communications
- Laser focus on 2-3 priorities
- Targeted action planning in teams
- Take action, not just plan action
- Leaders and managers accountable for action and results
- Involvement of all staff
- Connect the action and impact to people's feedback
- Monitor and sustain the momentum



## Taking successful action on your people's feedback

- **Acknowledge** people's feedback and share the results
- Select and **share your priority areas** as being the areas that are of most importance to your people
- In the priority areas, **clarify "why"** they scored "what" they did to know "how" to respond



- **Be open** to determining "how" to respond – the solutions. What are the ideas at leadership levels, in business units, and in teams?

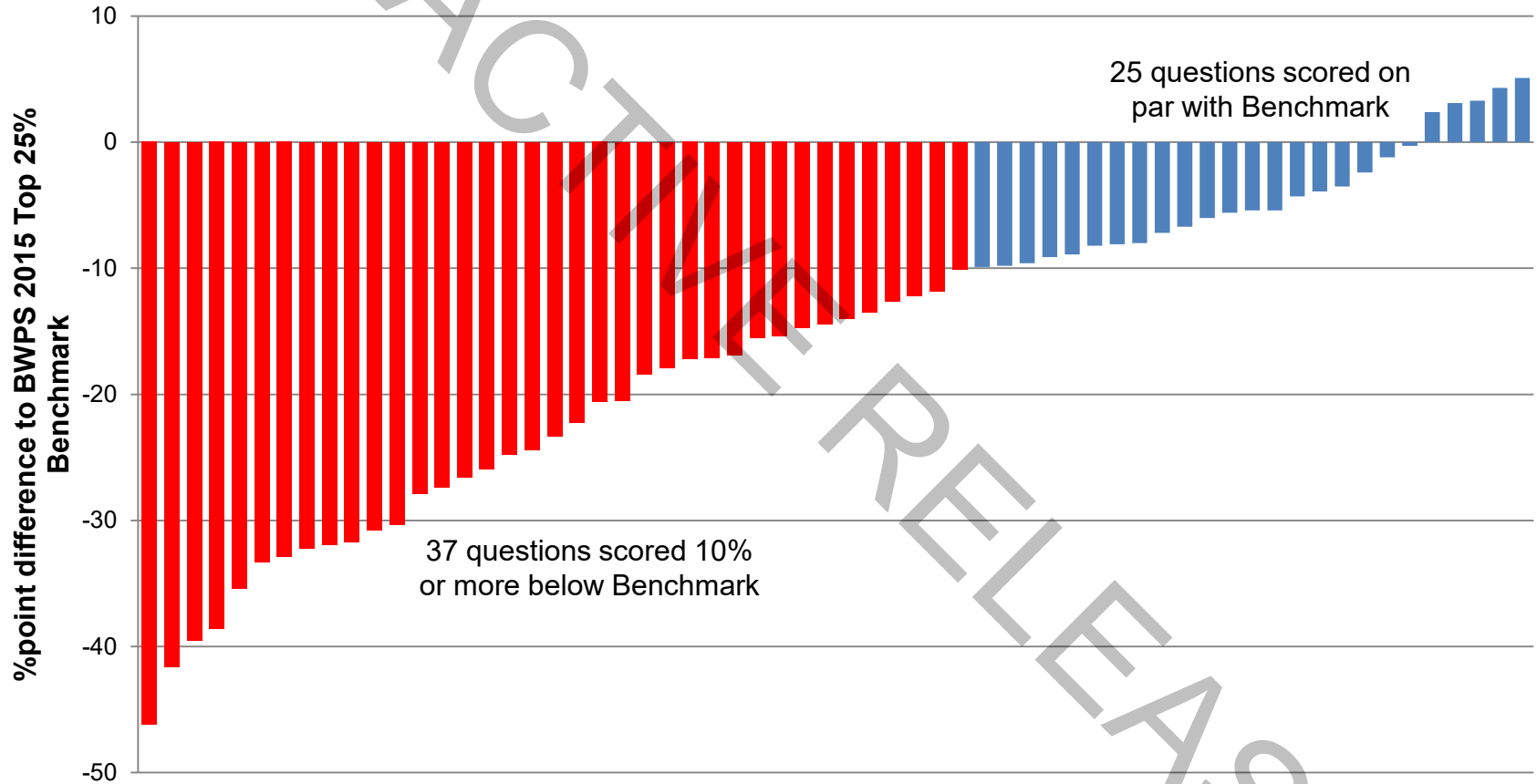
# 2

## Headline Results

*Comparison to Best Workplaces – Top 25%*

## Comparison to 2015 BWPS – Top 25% Benchmark


**Question score comparison -  
MFW 2015 vs BWPS 2015 Top 25% Benchmark**



*Differences of +/- 10 points can be considered meaningful*



1. Quick wins... Take the lead on good ideas, easy to implement, let's just do them			
What?	Who?	When?	Progress
<b>Health and Wellbeing</b> ➤ Continue our focus on health and wellbeing and embed ongoing initiatives from Health and Wellness Week.	<b>Lead</b> Helen  <b>Contributors</b> Jessica, Lucy, Grant, Paula	2015 and ongoing	Health and wellbeing is an action in our People Plan  Health and Wellbeing week Nov 2015 was a great success.
<b>Social Club</b> ➤ More opportunity for social engagements between staff through a social club.	<b>Lead</b> Lily  <b>Contributors</b> Anna	2015 and ongoing	
<b>Staff profiles</b> ➤ Improve communication and get to know the background, skills and current work focus of our colleagues through staff profiles.	<b>Lead</b> Lucy  <b>Contributors</b> Maria, Lily, Penny	2016	
2. Work in progress... Important areas of our work and it is already a work in progress or an upcoming project			
<b>Leadership</b> ➤ Explore what leadership means for the Ministry and the leadership expectations of individual roles.	<b>Lead</b> Jessica  <b>Contributors</b> Working group tbc. Staff input will be sought	2016	Defining and embedding our leadership framework is an action in our People Plan.
<b>Utilising staff skills and knowledge</b> ➤ Making better use of the existing skills and knowledge of our people, resourcing and exploring career development opportunities.	<b>Lead</b> Jessica  <b>Contributors</b> Working group tbc. Staff input will be sought	2016	Career development, talent management and improved resourcing are actions in our People Plan and will be explored further in 2016.
<b>Systems and processes</b> ➤ Ensuring our systems and processes are as efficient as possible and easily accessible and communicated to all staff.	<b>Lead</b> Maria/Paula  <b>Contributors</b> Penny	Ongoing	
3. It's a priority... We have identified this as our current area of focus that will help improve our organisation			
<b>Planning and communication</b> ➤ Improve our understanding and communication of how planning and reporting happens at different levels of the Ministry, including exploring an annual staff planning day.	<b>Lead</b> Jenny Coleman-Walker  <b>Contributors</b> Principals	2016	Principals group will do some initial testing on our planning and reporting framework and then seek wider staff input.


# December 2014 Session Outcomes




Activity / Item	Outcome/s	Status	Assigned to
<b>Build confidence in leadership and foster employee involvement through: Two-way Communication</b>			
<p><b>Having clear guidelines for hosting visitors</b></p> <ul style="list-style-type: none"> <li>- Greeting/meeting visitor processes</li> <li>- Areas they can go to</li> <li>- Meeting our HSE obligations</li> </ul> <p>How do we greet people to make sure they are well looked after and not wandering at will around the floor?</p>	<p>As access to our floor is locked-off, you need to advise your guest/s of the following:</p> <ul style="list-style-type: none"> <li>• use the designated phone in the foyer reception to call your DDI</li> <li>• you will then collect them from the foyer reception</li> <li>• on meeting your guest, you are responsible for their safety within our workplace, advise them that in event of an emergency to follow you to exit the building</li> </ul> <p>Guest swipe card/s from our Business Support Administrators (BSA's). Please see Fleur, Bindu or Margaret to arrange this and they will give you the relevant guest swipe card instructions.</p> <p>Should unescorted guest/s arrive on the 9<sup>th</sup> floor, you are to:</p> <ul style="list-style-type: none"> <li>• greet them and ask who they are visiting</li> <li>• seat them in the reception area &amp; offer a refreshment while they wait (as appropriate)</li> <li>• advise the Ministry staff member their guest/s have arrived</li> </ul> <p>Our floor is locked-down for security reasons. If anyone hops on the lift with you and needs to be on the 9<sup>th</sup> floor:</p> <ul style="list-style-type: none"> <li>• ask who and/or what the purpose of their visit is</li> <li>• seat them in reception (refer above)</li> </ul>	<p>Solved</p> 	<p>All Staff</p>



<sup>1</sup> means the solutions provided are now '**how we just do it**' in our workplace

Activity / Item	Outcome/s	Status	Assigned to
<b>Build a caring and respectful workplace: Care &amp; Respect</b>			
<p><b>Being proud of our new premises</b></p> <ul style="list-style-type: none"> <li>- How do we want to change our profile with our new accommodation?</li> <li>- How do we foster the shared accountability for maintaining our new workplace?</li> <li>- What values do we want to present?</li> </ul> <p>What does this mean for our practices?</p>	<ul style="list-style-type: none"> <li>• Logo in the lift – underway</li> <li>• Shared accountability for workspace               <ul style="list-style-type: none"> <li>- <i>Printer:</i> <ul style="list-style-type: none"> <li>› stay at printer and collect printing, rather than leaving it to accumulate</li> <li>› stay at printer to tell others how long your printing will take to finish and let them know when the printer is free</li> </ul> </li> <li>- <i>Meeting rooms/booths:</i> <ul style="list-style-type: none"> <li>› leave them in a tidy condition for those following, removing rubbish, cups etc., cleaning whiteboards and putting seats back in</li> <li>› it is the responsibility of the staff member leading the meeting to set and clean-up meeting rooms</li> <li>› any queries/assistance requirements see our BSA's</li> </ul> </li> <li>- <i>Kitchen/staff area:</i> <ul style="list-style-type: none"> <li>› clean up after yourself, put all your dishes in the dishwasher, wipe benches etc.</li> <li>› turn on dishwasher when the drawer is full and empty when it has finished</li> </ul> </li> </ul> </li> <li>• Thumbs up because we're already:               <ul style="list-style-type: none"> <li>› sending messages when things go wrong</li> <li>› cleaning the whiteboard walls</li> <li>› keeping the kitchen/staff area tidy</li> </ul> </li> </ul>	<p>Solved</p> 	<p>All Staff</p>
<p><b>Managing noise</b></p> <ul style="list-style-type: none"> <li>- Talking spaces</li> <li>- Defined 'quiet' areas</li> <li>- Listening to videos/music with headphones?</li> </ul> <p>Use of spaces in work areas for discussion</p>	<ul style="list-style-type: none"> <li>• Take responsibility and go to an enclosed space when having long/involved conversations</li> <li>• Keep voice levels low (at desk/tables)</li> <li>• Use headphones to listen to music and audio items sent electronically</li> <li>• It is OK to signal that the noise level is getting loud and this is not to be taken personally:               <ul style="list-style-type: none"> <li>› a 'shush' signal/visual cue – need to work out what this</li> </ul> </li> </ul>	<p>Solved</p> 	<p>All Staff</p>

Activity / Item	Outcome/s	Status	Assigned to
	<ul style="list-style-type: none"> <li>› might be</li> <li>› instant message function on phone to ask people to keep the noise down (can also be used to interrupt someone who's listening to music/videos through headphones)</li> </ul>		
<p><b>Eating protocols ~ eating at your desk</b></p> <ul style="list-style-type: none"> <li>- only defined areas?</li> <li>- food in meeting rooms?</li> <li>- catering arrangements for meetings?</li> <li>- lunch area?</li> </ul>	<ul style="list-style-type: none"> <li>• Eating at your desk               <ul style="list-style-type: none"> <li>› the kitchen/staff room is the defined area for eating</li> <li>› eating non-intrusive snacks at your desk is o-kay; i.e. smell/ease of eating</li> </ul> </li> <li>• Catering Meetings               <ul style="list-style-type: none"> <li>› catering arrangements are to be made through our BSA's, providing good advance notice of the meeting requirements</li> </ul> </li> <li>• Meeting Room               <ul style="list-style-type: none"> <li>› eating in meeting rooms is permitted for meetings only, i.e. they are not alternative staff eating areas</li> <li>› set &amp; clean-up is the responsibility of the staff member leading the meeting (see being proud of our new premises)</li> </ul> </li> </ul>	<p>Solved</p> 	<p>All Staff</p>
<p><b>Office decoration and clutter</b></p> <ul style="list-style-type: none"> <li>- What is allowed on screens by desks?</li> <li>- What is allowed on walls/windows?</li> <li>- How much is allowed around desks?</li> <li>- Where do we display any internal messages?</li> </ul>		<p>To be done</p>	
<p>Increase the meaningfulness of people's work through: <b>Greater skill and knowledge utilisation</b></p>			
<p><b>Emergency arrangements? HSE Plan</b></p> <ul style="list-style-type: none"> <li>- Any changes to the wardens or health and safety arrangements?</li> </ul>	<ul style="list-style-type: none"> <li>• Place Warden and First-aider details on staff notice board</li> <li>• Identify locations of defibrillators (see Gill's e-mail of Thursday 18/12/2014)</li> </ul>	<p>To be done Completed</p>	<p>TBA Gill</p>

Activity / Item	Outcome/s	Status	Assigned to
Wardens, evacuation plans etc. need to be confirmed			
<b>Show people they are valued through: Improved processes and collaboration to reduce workplace stress</b>			
<p><b>Meeting room process and protocols</b></p> <ul style="list-style-type: none"> <li>- What to use them for?</li> <li>- How to use them efficiently – we will have fewer rooms-</li> </ul> <p>How do we want to leave the room after we have used them; ready for those following us?</p>	<ul style="list-style-type: none"> <li>• E-book your meeting room</li> <li>• Check if meeting room is free in the Outlook calendar before using an empty meeting room/booth</li> <li>• Be ready to vacate a meeting room/booth if you are not the person who has it booked</li> <li>• Clean up after using the meeting room (see being proud of our new premises)</li> </ul>	<p>Solved</p> 	<p>All Staff</p>
<p><b>Information management/storage processes</b></p> <ul style="list-style-type: none"> <li>- What should we store?</li> <li>- How can we do that?</li> </ul> <p>What goes in which storage room?</p>	<ul style="list-style-type: none"> <li>• There is a collective responsibility to not use the storage room as a dumping zone.</li> <li>• Items are not to be placed in front of filing cabinets and/or lockers</li> <li>• Revisit IS matters in new year once we have been in the building a little longer</li> </ul>	<p>Solved</p>   <p>To be done</p>	<p>All Staff</p>  <p>TBA</p>
<p><b>Personal secure storage</b></p> <ul style="list-style-type: none"> <li>- Should we have a lockable drawer for our bags or wallets at our desks?</li> <li>- Or a locker?</li> <li>- Use of lockers? How will they be allocated, to whom and when will keys be available.</li> <li>- Storage of bikes?</li> </ul>	<ul style="list-style-type: none"> <li>• Lockers <ul style="list-style-type: none"> <li>› same process as previous building</li> <li>› suggested ballot to allocate lockers on a six-monthly basis</li> </ul> </li> <li>• Lock our personal items away in the provided lockable drawers or cabinets</li> </ul>	<p>In progress</p> 	<p>Rachael</p>  <p>All Staff</p>  <p>Von</p>





# 2015 Engagement Action Teams

Theme Team	Two-way Communication	Care & Respect	Greater skill and knowledge utilisation	Improved processes and collaboration to reduce workplace stress
<b>Project Sponsor</b>	Lynette Dixon	Denise Lievore	Lucy Alcock	Jo Cribb
<b>Team Members</b>	Aidan Fitzgerald Angela Davis Riripeti Reedy Stephanie Nichols Deborah Malcolm Von Burton	Margaret Retter Maria Williamson Margaret Sissons Ruth Naudé Chris Gilman Team Leader – Executive Support <sup>2</sup>	Rachael Manson Helen Potiki Kirsty Anderson Ruth Wilkie Lynzi Armstrong Theresa Fabricius	Amy White Gill Palmer Sean Molloy Bindu Armstrong Kay Jones Senior Policy Analyst
<b>EPM</b>	Jessica Mooney (Principal Advisor, HR)			
<b>CFO<sup>3</sup></b>	Jenny Coleman-Walker			
<b>2015 Engagement Activities</b>	<ul style="list-style-type: none"> <li><b>Induction</b> Creating our induction programme; reviewing policy, process and tools to provide an effective induction experience for new employees. <i>(continued over page)</i></li> </ul>	<ul style="list-style-type: none"> <li><b>2015 Workplace Engagement Survey</b> Implementing the 2015 Workplace Survey, targeted for undertaking in April. <i>(continued over page)</i></li> </ul>	<ul style="list-style-type: none"> <li><b>Strategy for increased effectiveness for Māori and Pacifica Women</b> Assisting Helen Potiki and Theresa Fabricius implement the approved strategy.</li> </ul>	<ul style="list-style-type: none"> <li><b>HSE in the Workplace</b> Identifying &amp; implementing changes resulting from the HSE Act amendments, incorporating any change of premise requirements into our policies and procedures; ensuring the Ministry's compliance activities are being undertaken.</li> </ul>

<sup>2</sup> New employees/Vacant positions have been assigned to a team

<sup>3</sup> The Engagement Programme Manager (EPM) and CFO accountabilities span across all teams and activities. Therefore they are not assigned into a specific team and are a resource to be drawn upon as required by the activity. The level of their support/involvement will vary across activities.

Theme Team	Two-way Communication	Care & Respect	Greater skill and knowledge utilisation	Improved processes and collaboration to reduce workplace stress
	<ul style="list-style-type: none"> <li>• <b>Our BBQ Story &amp; Values</b></li> </ul> <p>Identifying initiatives to embed our BBQ story and values into all we do.</p>	<ul style="list-style-type: none"> <li>• <b>Engagement Action Team Review</b></li> </ul> <p>Review the employee engagement management system implemented for driving engagement across the Ministry and identifying improvements. This may include creating a system to replace staff leaving a team with new staff coming into the Ministry.</p> <ul style="list-style-type: none"> <li>• <b>Office decoration and clutter</b></li> </ul> <p>Determine, what is allowed on screens by desks? What is allowed on walls/windows? How much is allowed around desks? Where do we display any internal messages?</p>		