



27 March 2026

Ref: OIA-2025/26-0565

Tēnā koe [REDACTED],

Official Information Act request relating to workplace wellbeing survey results

Thank you for your Official Information Act 1982 (the Act) request, which was received by the Department of the Prime Minister and Cabinet (DPMC) on 8 March 2026. You requested:

1. *Any internal or external workplace wellbeing survey results for surveys taken in the last 2 years for your respective organisations; and/or*
2. *Any other similar information related to staff perception/experience of workplace culture, wellbeing, reputation, etc., within that same period.*

I have interpreted your request as being for the results of surveys taken in the 2024 and 2025 calendar years. While DPMC did not conduct specific 'wellbeing surveys' during this period, an internal staff engagement survey called *Kōrero Mai* was run in March 2024, as well as a targeted 'pulse survey' on workplace behaviours in November 2024. Additionally, DPMC participated in the Public Service Commission's *Te Taunaki Public Service Census* in March 2025.

Information being released

I have decided to release the relevant parts of the documents related to those surveys that are held by DPMC. Information that is not in scope of your request is marked accordingly in the table below and on the attached documents.

Item	Date	Document description	Decision
1	10 May 2024	DPMC Executive Leadership Team memorandum regarding the 2024 <i>Kōrero Mai</i> survey results	Release relevant information.
2	2024	DPMC 2024 <i>Kōrero Mai</i> survey results	Release in full
3	2024	DPMC 2024 <i>Kōrero Mai</i> survey results – Workplace behaviours results	Release in full
4	2024	DPMC 2024 <i>Kōrero Mai</i> survey results – Thematic analysis of verbatim comments	Release in full
5	2024	DPMC <i>Kōrero Mai</i> Pulse Survey (November 2024) results	Release in full
6	9 June 2025	DPMC Executive Leadership Team memorandum regarding the 2025 Public Service Census results	Release relevant information.

Information publicly available

One attachment to a document, *Attachment A: Te Taunaki Department of the Prime Minister and Cabinet Agency Report*, has been published on the Public Service Commission’s website. Accordingly, I have refused your request for this document under section 18(d) of the Act – the information requested is publicly available.

Item	Date	Document description	Website address
1	2025	Public Service Commission – Department of Prime Minister and Cabinet Public Service Census results for 2025	https://www.publicservice.govt.nz/assets/Census/Dept_Prime_Minister_Cabinet_agency_report.pdf

Additional information about staff experience was reported in the Department’s 2024/25 Annual Review on page 24. You can read this on the DPMC website here:

<https://www.dPMC.govt.nz/publications/annual-report-2025?full=#outcome-an-influential-agile-high-performing-organisation-in-which-our-people-feel-empowered-valued-and-engaged>

You have the right to ask the Ombudsman to investigate and review my decision under section 28(3) of the Act.

This response will be published on the Department of the Prime Minister and Cabinet’s website during our regular publication cycle. Typically, information is released monthly, or as otherwise determined. Your personal information including name and contact details will be removed for publication.

Nāku noa, nā



Alan Cassidy
Deputy Chief Executive, Corporate and Chief People Officer



Memorandum

KÖRERO MAI SURVEY

To	Executive Leadership Team (ELT)	Prepared by	Jude Urlich, Director Organisation Direction and Development; and Richard Hall, Advisor, Strategy, Governance and Engagement
From	Clare Ward, Executive Director Strategy, Governance and Engagement	Date	10/05/2024

Purpose

1. This paper provides an analysis of the Department of the Prime Minister and Cabinet's (DPMC) Kōrero Mai 2024 staff experience survey results to support decisions on key actions and communications.

Recommendation

[Not in Scope]

Background and interpretation

3. Each year, DPMC and NEMA each carry out a staff engagement survey called Kōrero Mai. This year's survey was open from 11-20 March 2024¹. The survey uses a standard set of 21 questions to generate the DPMC people score, which we benchmark to the state sector to enable us to compare ourselves with similar organisations. The survey also includes six additional questions about workplace behaviours, four custom questions that cover our internal priorities and privacy and security obligations, and two free text questions.
4. This paper considers DPMC's results not NEMA's. The results in this paper are shown as follows:

¹ The Child Wellbeing and Poverty Reduction Group was part of DPMC when the survey was taken. Their results are included in the results reported in this paper. They could be removed.

- a. **Standard questions:** percentages, calculated as weighted averages, with 'don't know' responses excluded.
 - b. **Workplace behaviours questions:** percentages, based on the number of people who selected that response.
 - c. **Score spread:** the number of percentage points between the highest and lowest scores.
5. At a department level we understand a move of four percentage points would be considered statistically significant. With smaller sample sizes we have not tested statistical significance, therefore, differences in scores between groups and years should be treated with caution.
6. The Kōrero Mai survey is a snapshot of the experience of our staff. It also needs to be looked at alongside results from previous years, and feedback from our other surveys, meetings, and conversations. This broader approach gives us the most actionable insights.

Overall result

7. ELT has previously been provided with the DPMC results report. We have reattached this for your information (**Attachment 1**).
8. 281 people in DPMC were invited to participate and 233 (83%) responded. This participation rate is slightly higher than last year (81%) and well above the state sector benchmark participation rate of 63%.
9. DPMC's people score (similar to a traditional engagement score) is 61% which is the same as last year and on par the state sector benchmark of 62%. There are variations by business group which are discussed later in the paper.

Standard questions

Organisation-wide results

10. The standard questions in the survey are grouped into three categories – leadership, culture, and performance development. Our results in these categories are shown in the table 1 below. This shows that our performance in each of the categories is similar to previous years.

Table 1: Category scores 2020-2024

People Score	2020	2022	2023	2024
DPMC	63%	64%	61%	61%
Culture	66%	67%	66%	66%
Leadership	64%	66%	63%	62%
Performance Development	58%	59%	56%	56%

11. Looking at the questions within these categories, the top results show people rate most highly team culture and the people they work with, and connection to the work they do. Our lowest results are concentrated in the areas of leadership and development including managing poor performance, and elements of the working environment such as empowerment and remuneration.
12. Our scores on many of the individual question are similar in 2023 and 2024. However, some are different. The questions with the largest shifts are shown in table 2. Pleasingly some of

the increases are in areas where the previous ELT decided to focus, in particular remuneration, and development. This is not to say that there is not more to do in these areas. The biggest falls are in progressing our internal priorities which is disappointing and perhaps reflects pressures on the organisation in the last year.

Table 2: Questions where there are differences between 2023 and 2024

Questions	2023	2024	Diff.
Increases			
DPMC's remuneration structure is appropriate relative to the market	44%	53%	9%
There is a strong focus on how we can work together better as a team	58%	63%	5%
People in DPMC are confident that people leaders will implement our purpose, strategic objectives and values successfully	56%	59%	3%
I have regular and effective feedback and quality conversations about my performance	60%	63%	3%
Decreases			
In my team we are focused on improving te ao Māori capability	67%	57%	-10%
In my team we are focused on improving cultural competency/diversity and inclusion	69%	61%	-8%
I feel safe to tell the truth even when it is unpopular	62%	58%	-4%
DPMC provides opportunities for me to develop my skills and capabilities and actively encourages career development	57%	54%	-3%

13. When comparing our performance against other state sector agencies (table 3), there are some positive results in relation to how we work in our teams, however, most other areas are lower suggesting room for improvement.

Table 3: DPMC compared to the state sector 2024

Questions	DPMC	State sector	Diff.
DPMC provides opportunities for me to develop my skills and capabilities and actively encourages career development	54%	63%	-9%
I enjoy working for DPMC	67%	75%	-8%
DPMC is a great place to work	62%	70%	-8%
In DPMC we have effective development opportunities that enhance the performance, development and growth of individuals	50%	58%	-8%
The contributions of individuals are recognised in my team	75%	68%	7%
People leaders deliver hard decisions in an effective way	58%	62%	-4%
Honesty and directness are valued in DPMC	57%	61%	-4%
We celebrate achievements as a team	70%	67%	3%
There is a strong focus on how we can work together better as a team	63%	66%	-3%
I feel safe to tell the truth even when it is unpopular	58%	60%	-2%
DPMC's remuneration structure is appropriate relative to the market	53%	55%	-2%
Poor performance is managed effectively in DPMC	43%	45%	-2%

I have regular and effective feedback and quality conversations about my performance	63%	63%	0%
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Business group results

14. Table 4 shows the people score by business group in 2023 and 2024. Given changes in the national security and risk area in 2023, we do not have results for the Risk and Systems Governance Group in 2023, and these staff are included in the National Security Group's numbers for that year². It is also worth noting that the Cyclone Recovery Unit was going through a restructure and the time of the 2024 survey.

Table 4: Business Group People Scores – 2023 and 2024

Business Group	2023	2024	Diff.
DPMC	61%	61%	0%
Advisory	69%	63%	-6%
Cabinet Office	70%	70%	0%
Child Wellbeing and Poverty Reduction ³	70%	74%	4%
Cyclone Recovery	72%	57%	-15%
Government Houses	63%	70%	7%
National Security Group	55%	55%	0%
Risk and Systems Governance Group	-	54%	-
Strategy, Governance and Engagement	61%	58%	-3%

15. Looking at the questions in more depth, there is some variety of experience across business groups. The questions for which there are the biggest differences are shown in table 5.

Table 5: Business group people scores in more detail

Business Group	Managing poor performance	Effective development opportunities	Culture of empowerment
DPMC	43%	50%	52%
Advisory	51%	55%	56%
Cabinet Office	53%	56%	62%
Child Wellbeing and Poverty Reduction	60%	69%	69%
Cyclone Recovery	44%	47%	45%
Government Houses	49%	58%	63%
National Security Group	32%	46%	45%
Risk and Systems Governance Group	33%	39%	41%
Strategy, Governance and Engagement	44%	44%	49%

² It may be possible to split these out but we have not done so for this report.

16. With our internal priorities questions, we see some significant decreases overall compared to 2023 results, particularly for cultural competency and te ao Māori capability. The results by business group for these questions are shown in table 6. The 2024 scores are almost all between 50% and 70%.

Table 6: Business group – internal priorities

Business Group	In my team we are focused on improving:					
	cultural competency		policy quality		te ao Māori capability	
	2023	2024	2023	2024	2023	2024
DPMC	69%	61%	72%	73%	67%	57%
Advisory	71%	59%	85%	82%	74%	52%
Cabinet Office	75%	65%	68%	72%	74%	68%
Child Wellbeing and Poverty Reduction	73%	68%	78%	83%	75%	58%
Cyclone Recovery	72%	49%	88%	68%	64%	51%
Government Houses	63%	76%	59%	67%	73%	74%
National Security Group	55%	58%	71%	75%	61%	49%
Risk and Systems Governance Group	-	48%	-	68%	-	47%
Strategy, Governance and Engagement	61%	63%	67%	67%	70%	60%

Team results

17. Table 7 shows the people scores for each team within business groups. Only those teams with five or more responses have results reported.

Table 7: Team People Scores 2024

Business Group	Team	People Score
DPMC		61%
Advisory	Policy Advisory Group	68%
Cabinet Office	Business Support (Cabinet Office)	67%
	Constitutional & Honours	67%
	Secretariat	74%
Child Wellbeing and Poverty Reduction		74%
Cyclone Recovery	Engagement & Liaison	46%
	Strategic Policy & Legislation	67%
Government Houses	Engagement & Communications	69%
	Facilities Management	64%
National Security Group	Intelligence & Assessment	56%
	National Risk Unit	63%

	National Security Group	65%
	National Security Policy	48%
	National Security Policy (Cyber)	54%
	Security & Intelligence Policy	56%
Risk and Systems Governance Group	Joint Office	55%
	National Security Systems	52%
Strategy, Governance and Engagement	Legal Services	61%
	Ministerial Services	50%
	Organisation, Direction & Development	71%
	Strategy, Governance & Engagement Group	66%

Alignment between ELT and other staff

- 18. ELT’s scores are consistently higher than others which is a normal in surveys of this nature. Commonly in organisations senior people experience more autonomy, are closer to decision-making, and have a stronger connection to the organisation’s overall purpose.
- 19. Across all questions ELT scores are on average 16% higher than for other staff. Of the 21 standard questions used to generate the people score, 11 have a difference of 20-percentage points or more; and 17 have a difference of 10-percentage points or more. The largest misalignments are spread evenly across the areas of culture, development and leadership. These results are shown in table 8.

Table 8: Largest differences between and ELT and other staff

Questions	ELT	Non-Exec	Diff.
I enjoy working for DPMC	87%	66%	-21%
I clearly understand the purpose, vision, principles and values for DPMC	90%	69%	-21%
People in DPMC are confident that people leaders will implement our purpose, strategic objectives and values successfully	80%	58%	-22%
DPMC is a great place to work	83%	61%	-22%
DPMC provides opportunities for me to develop my skills and capabilities and actively encourages career development	80%	54%	-26%
Honesty and directness are valued in DPMC	83%	56%	-27%
I feel safe to tell the truth even when it is unpopular	87%	57%	-30%
Poor performance is managed effectively in DPMC	76%	42%	-34%

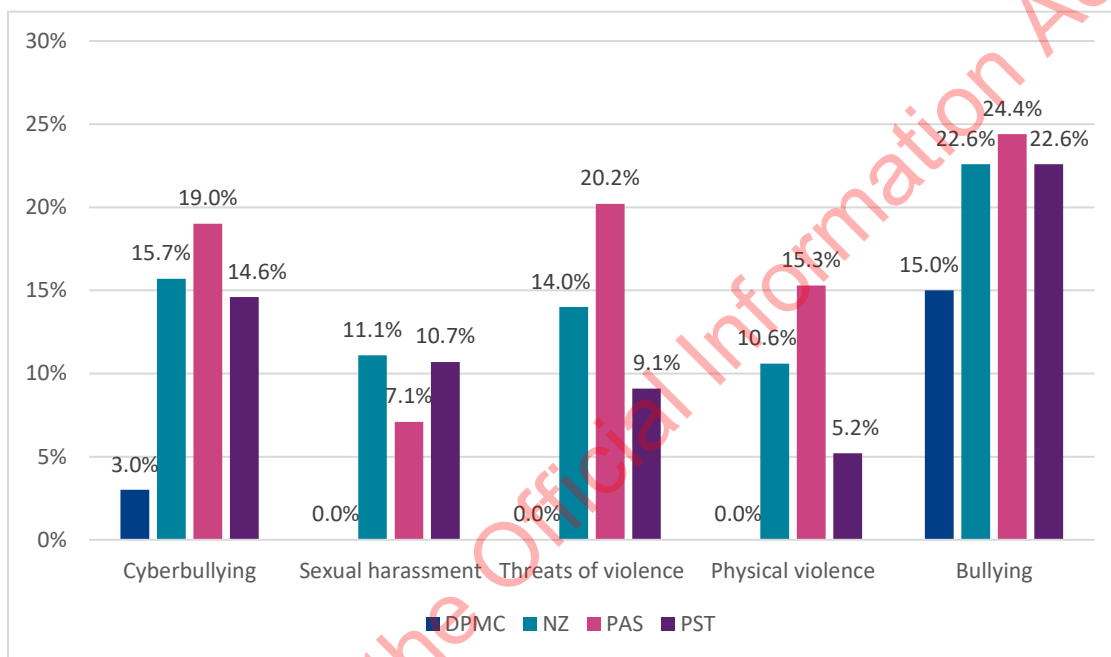
Workplace behaviour questions

- 20. We asked the same set of questions about workplace behaviours as last year to find the percentage of respondents who said they were exposed (observed or experienced) to a particular behaviour at least once in the past 12 months. These questions come from a tool

used to measure workplace psychosocial risk called the Copenhagen Psychosocial Questionnaire (COPSOQ).

- 21. The wording we have used for the bullying question is slightly different to the WorkSafe definition. This is because COPSOQ is designed for international use. What's key to the definition of bullying is the use of the word 'repeated' in terms of someone being exposed to or experiencing unpleasant behaviour.
- 22. Our results are shown in Figure 1 as a percentage of survey respondents (n=233), alongside the results from the New Zealand study conducted by WorkSafe in 2021; NZ workers (n=3,612), Public administration and safety (PAS; n=218), and Professional, scientific and technical services (PST; n=325).

Figure 1: DPMC's performance on workplace behaviours compared to other groups



- 23. These results show us that we do not have an outsized problem in these areas compared to the New Zealand study data. While there will usually be data to report in such survey questions, we want to reduce the prevalence. Compared to 2023 DPMC's results have positively decreased.
- 24. When compared to last year (table 9), there were fewer people who said they were exposed (observed or experienced) to these workplace behaviours at least once in the past 12 months compared to 2023.

Table 9: Workplace behaviours 2023 and 2024

Question	2023	2024	Diff.
Cyberbullying	7%	3%	-4%
Sexual harassment	1%	0%	-1%
Threats of violence	0%	0%	0%
Physical violence	0%	0%	0%
Bullying	17%	15%	-2%

25. Table 10 shows the number of responses for these questions. There was one 'Yes' response for both the threats of violence and undesired sexual attention questions however, this is reported as 0-percentage points as a proportion of respondents.

Table 10: Workplace behaviour responses 2024

Question	No	Yes, a few times	Yes, monthly	Yes, weekly	Yes, daily
Cyberbullying	227	2	4	0	0
Sexual harassment	232	1	0	0	0
Threats of violence	232	1	0	0	0
Physical violence	233	0	0	0	0
Bullying	197	27	4	3	2

26. For the questions with enough data to report there are follow-up questions about where the nature of the exposure (table 11) and where the behaviour came from (table 12).

Table 11: Workplace behaviour nature of exposure 2024

Questions	If yes, has the behaviour been: (count)		
	Exp. & observed	Observed	Exp.
During the last 12 months, have you been exposed to work-related harassment by email or text messages, or on social media (for example, Facebook)? Cyberbullying	5	0	1
Bullying means that a person repeatedly is exposed to unpleasant or degrading treatment, and that the person finds it difficult to defend themselves against it. Have you been exposed to bullying at your workplace during the last 12 months? Bullying	17	8	11

27. If a respondent answered yes to either of these questions, they were asked who they experienced this from. These responses are shown in table 12. This shows that most of the behaviours being experienced are coming from within the department, both managers/leaders and colleagues. This is behaviour we have direct influence over, with policies and systems to support action to address it. This behaviour needs to be dealt with when observed or experienced, and/or reported on for action.

28. There is also bullying behaviour alleged to have come from stakeholders, defined in this survey as people outside the organisation. Under the Health and Safety at Work Act we have an obligation to protect our people from harm.

Table 12: Source of workplace behaviour and nature of exposure 2024

Questions	If yes, has the behaviour been: (count)			
	Stake-holders	Coll-eagues	Mgr / leader	Direct reports
During the last 12 months, have you been exposed to work-related harassment by email or text messages, or on social media (for example, Facebook)? Cyberbullying	3	1	2	0
Bullying means that a person repeatedly is exposed to unpleasant or degrading treatment, and that the person finds it difficult to defend themselves against it. Have you been exposed to bullying at your workplace during the last 12 months? Bullying	3	17	17	3

Additional question – behaviours

- 29. We asked a further COPSQQ question: “How often do you feel unjustly criticised, bullied or shown up in front of others by your colleagues or your manager/leader?”. This question takes a more subjective experience of broader behaviours, some of which are not included in the other questions. It is more specific about the source of the behaviour.
- 30. These are inappropriate behaviours that create a negative culture, don’t support a positive and inclusive workplace, and may be precursors to more serious issues. If these behaviours become repeated they may meet the WorkSafe definition of bullying.
- 31. For this question we had 34% of people (78 people, or one in three respondents) say they had experienced these behaviours. Results compared to 2023 are show below (table 13).

Table 13: Frequency of experiencing behaviours asked about 2023 and 2024

Question	2023	2024	Diff.
Never	64%	67%	-3%
Less than once a year	20%	14%	-6%
A few times a year	8%	14%	6%
A few times a month	6%	5%	-1%
At least once a week	2%	1%	-1%
Almost every day	0%	0%	0%

Comments

- 32. Verbatim comments for the free-text questions are available to you in the AskYourTeam system⁴. **Attachment 2** gives a thematic analysis of the two main questions. The issues raised in the free-text questions reflect the scores we are seeing in the Agree-Disagree questions.
- 33. For the question “What do you enjoy or value most about working here?” the main themes are below. The top three are the same as 2023 (table 14).

⁴ This are provided to ELT only and are not to be shared any wider. We committed to protecting the anonymity of staff.

Table 14: Key themes – what do you most enjoy/value about working here

Themes	N
The people	74
Nature of the work	69
The work context	20
Learning and development	6
Workplace culture	4
Work arrangements	4
Physical environment	2

34. For the question “If you could choose one thing to change in the organisation, what would it be?” the main themes are in table 15. Leadership is the leading theme as it was in 2023; ‘Career progression and development’ also remains in the top three. The biggest shift is ‘Funding, resourcing and workloads’ which was the sixth most prominent theme in 2023.

Table 15: Key themes – one thing you’d change

Themes	N
Leadership	37
Funding, resourcing and workloads	24
Career progression and development	21
Connection and collaboration	16
Policies, processes and practices	12
Vision and purpose	6
Business support systems	4
Work arrangements	4
Health and wellbeing	4
Workplace culture	4
Remuneration	3
Diversity and inclusion	2
Physical environment	2
Other	5

35. Compared to the 2023 Kōrero Mai survey the most notable comparisons are:

- a. Leadership. Comments have increase from 27 in 2023 to 37 in 2024 and remains the most prominent theme.
- b. Funding, resourcing and workloads. Comments have almost doubled and has jumped from sixth in 2023.
- c. Career progression and development. Comments are steady across years, showing continued value and importance.
- d. Collaboration and connection across the department. Comments also remain steady.

- e. Remuneration. Comment numbers have dropped significantly (2023=17) perhaps due to implementation of Public Sector Pay Adjustment (PSPA).

Demographic analysis – standard questions

36. This analysis looks at some small group sizes which makes significant differences difficult to pinpoint. The data (see **Attachment 4**) will be shared and further explored over the coming months with the Culture and Engagement Network to factor into network activities.
37. For some demographic questions there is a 'Prefer not to say' option. These results are not included in this analysis although, in general, this group's scores are lower than others.

Age

38. There has been a significant shift in the age bracket 30-39 (approximately one-quarter of respondents) which has generally scored lower than other age groups as observed in the 2022 and 2023 surveys. In 2024 people in this age group had a similar people score to the whole (61%), suggesting targeted actions for this group are not required. All age brackets scored between 60-70% with people 60+ years being the lowest at 60% and people 50-59 years the highest 70%.
39. There are seven questions with gaps of 15 or more percentage points where the 50-59 age group rates the highest and 60+ the lowest. These seven questions relate to organisational culture and people's confidence in leadership.

Disability

40. Overall, the experiences appear similar between those who identify as being disabled and those who don't. People with disabilities (18 people) are less likely to think there are effective opportunities that enhance performance, growth, and encourage career development. However, they are more positive about honesty and directness being valued.

Gender

41. Overall, the experiences of females and males appear similar. Men report less agreement with the statement about their remuneration being market appropriate and are less confident people leaders will implement our purpose, strategic objectives and values successfully.

Length of Service

42. People who have been at DPMC less than one year (approximately one-quarter of respondents) are substantially more satisfied than those here a year or more. When the results for new staff are removed, the differences between high and low scores for each question decrease by an average of 5%.
43. The majority rated the questions relating to remuneration and access to development opportunities the lowest. 'Poor performance is managed effectively in DPMC' received the lowest rating across all groups.

LGBTQIA+

44. 23 people identified themselves as belonging to this group. Experiences appear similar between those who identify as belonging to the LGBTQIA+ community and those who don't.

45. Questions relating to celebrating achievements as a team and understanding DPMC's purpose, vision and values both had the largest difference of nine percentage points. Those who identify as belonging to the LGBTTQIA+ community rated these lower.

Ethnicity

46. Of the 233 respondents for the survey, 161 have ethnicity data available. There are 148 NZ European, 8 Māori, and 5 Other European. The remaining respondents either do not have ethnicity recorded in Āwhina or there are not enough responses to reach the minimum reporting threshold of five. These sample sizes are not large enough to draw conclusions about the experience of staff in these ethnic groups.


Actions from the survey

[Not in Scope]



Engaging with people about our results

[Not in Scope]



Communications

[Not in Scope]

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DPMC Kōrero Mai Survey 2024

What to do with your results?

✓ Do:

Understand your feedback. What surprises you most? What has been confirmed for you? What themes or discussion points emerge that you can discuss with your team?

Share the feedback with your teams quickly. A shared understanding provides the foundation to reach agreement on focus areas and for designing good actions. Don't forget to celebrate the successes!

✗ Don't:

Keep the feedback to yourself. Let people know the findings and you'll ensure their participation next time.

Over-analyse the feedback. We know some people love exploring and dissecting the data in detail. But we suggest taking a simple approach, focusing on the obvious areas and saving time to develop actions with your teams.

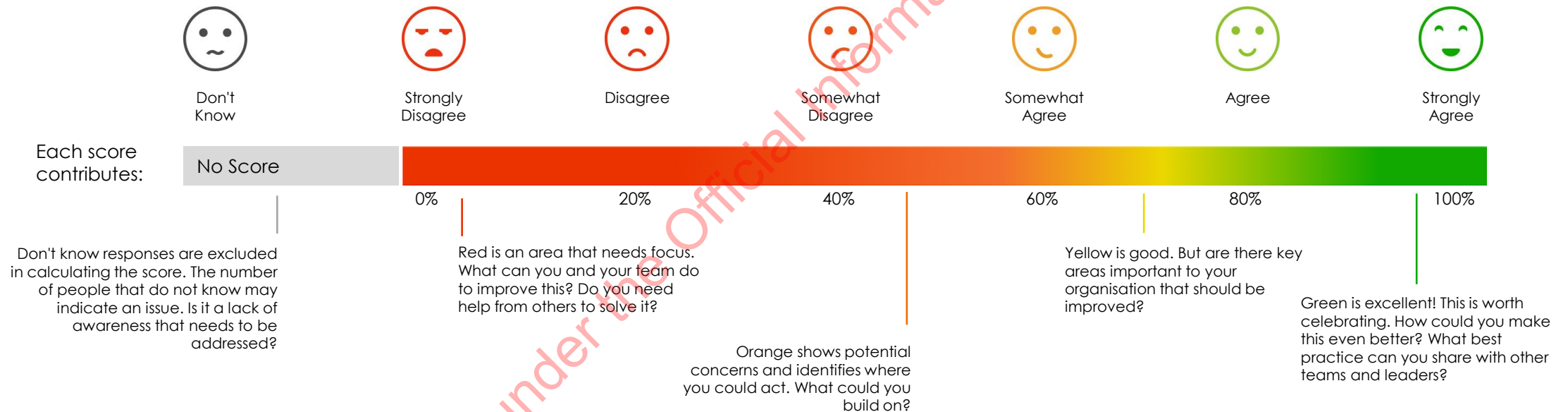
Take the results personally. This can be easier said than done! It can be confronting, and it takes courage to openly discuss the feedback sometimes.

Get into debates about whether the data is right or wrong. There is a natural tendency to rationalise away information we don't agree with.

 [Learn more](#)

Understanding your results

How Strongly Agree to Strongly Disagree Likert scale questions are scored



Each response on this scale contributes a score as outlined below. The responses are then averaged to give your overall question score as a %. For example, if 5 people selected 'Strongly Agree' and 5 people selected 'Strongly Disagree' the score would be 50%

5 x Strongly Agree responses at 100% = 500% | 5 x Strongly Disagree responses x 0% = 0%

Score = 500% / 10 responses = 50%

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Our method moves the needle

Don't guess. Ask.

The AskYourTeam framework is borne out of insights from leading organisational models from around the world, and refined through 10 years of active collaboration with our customers.

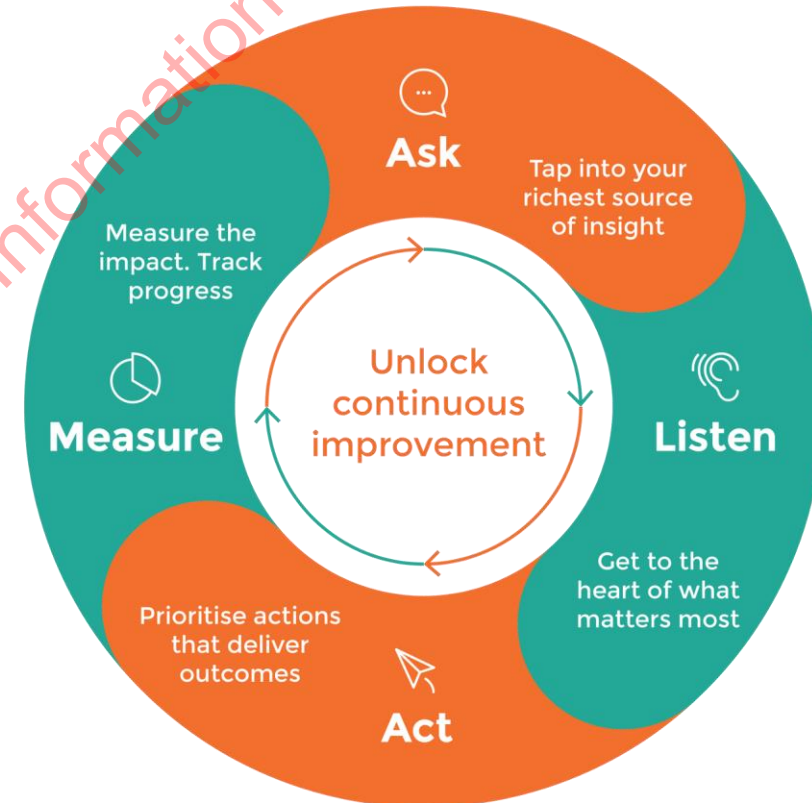
Ask: Don't guess. Ask your richest source of insight.

Listen: Get to the heart of what matters most with relevant, actionable insights.

Act: Make smarter decisions, faster and prioritise actions that will deliver the best outcomes.

Measure: Measure the impact of your actions. Celebrate success or course correct if you need to.

Do it all again and again to create a sustainable loop of continuous improvement.



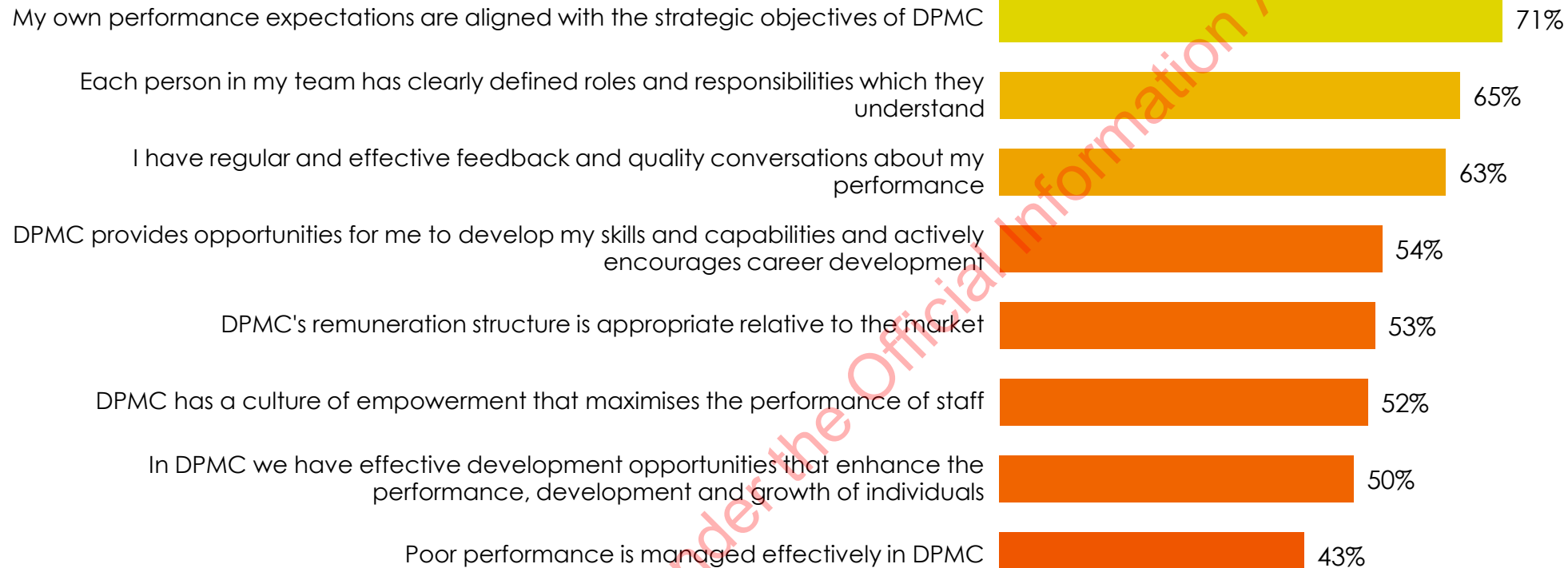
Average Category Score



The category average is calculated using the score of each question in that category. Categories only apply to the Strongly Agree to Strongly Disagree Likert scale question types. The 'Custom' category is made up of customised questions and not based on AskYourTeam's recommended question set.

Average Question Score by Category

Performance development

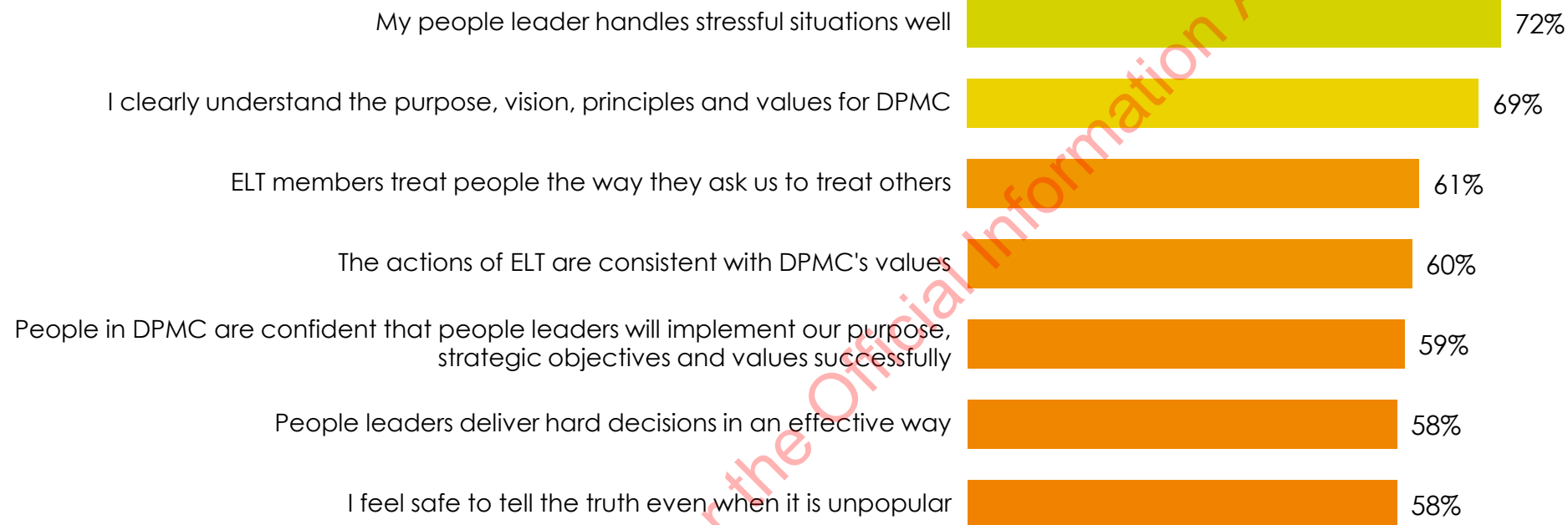


This is a Strongly Agree – Strongly Disagree Likert scale question type. See 'Understanding your results' slide for more information on how these scores are calculated.



Average Question Score by Category

Leadership

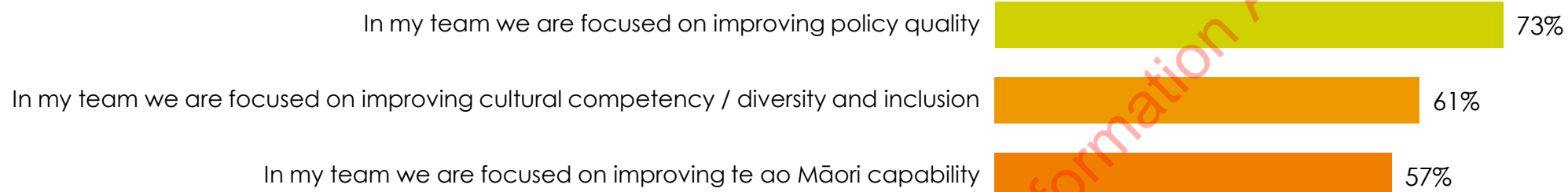


This is a Strongly Agree – Strongly Disagree Likert scale question type. See 'Understanding your results' slide for more information on how these scores are calculated.



Average Question Score by Category

Internal Priorities



This is a Strongly Agree – Strongly Disagree Likert scale question type. See 'Understanding your results' slide for more information on how these scores are calculated.



Average Question Score by Category

Culture



This is a Strongly Agree – Strongly Disagree Likert scale question type. See 'Understanding your results' slide for more information on how these scores are calculated.



Average Question Score by Category

Privacy

I understand what my personal security and privacy obligations are as a DPMC staff member  84%

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This is a Strongly Agree – Strongly Disagree Likert scale question type. See 'Understanding your results' slide for more information on how these scores are calculated.

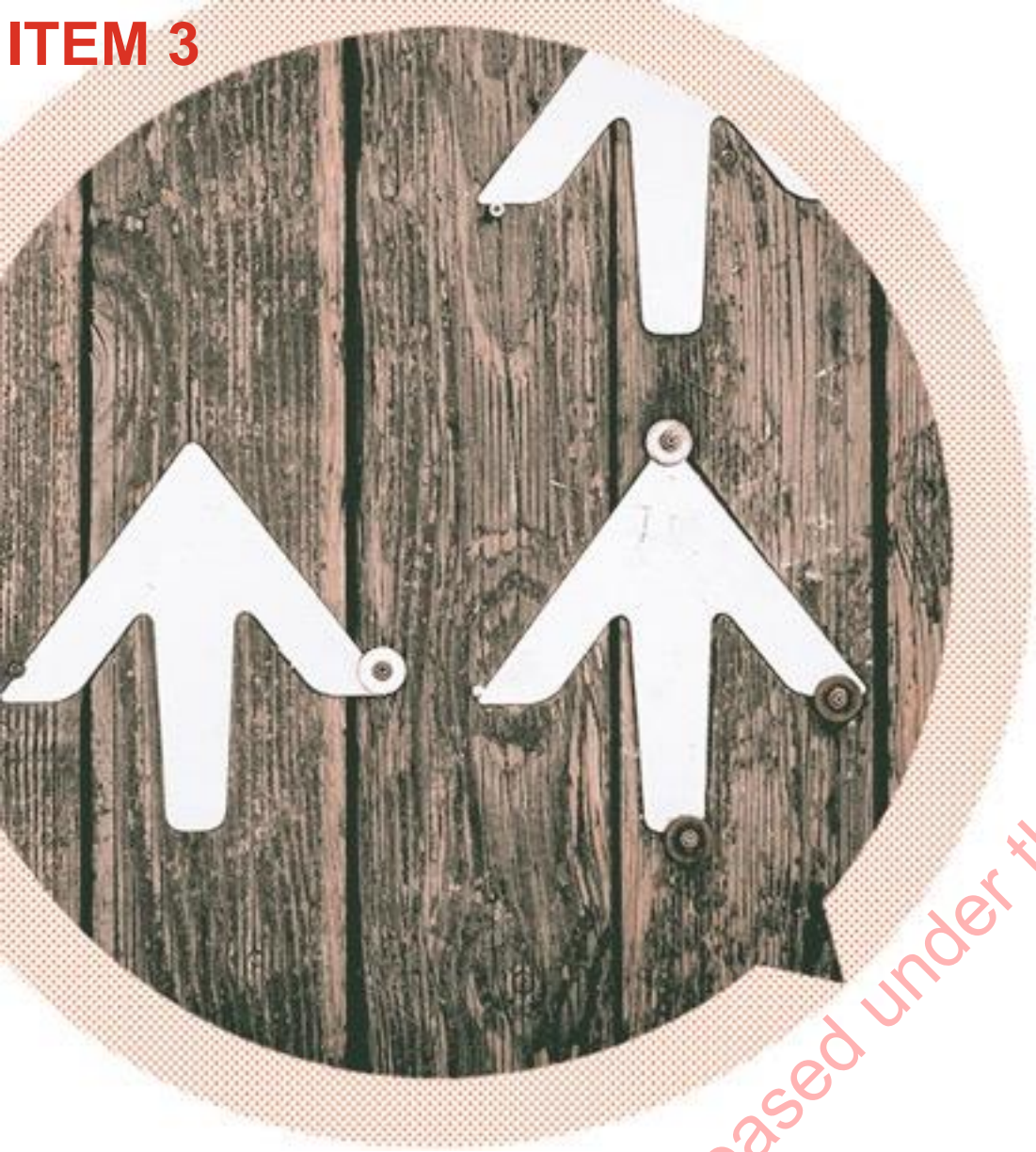


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- ▶ Take a look at our [Manager's guide to reviewing feedback and taking action](#)



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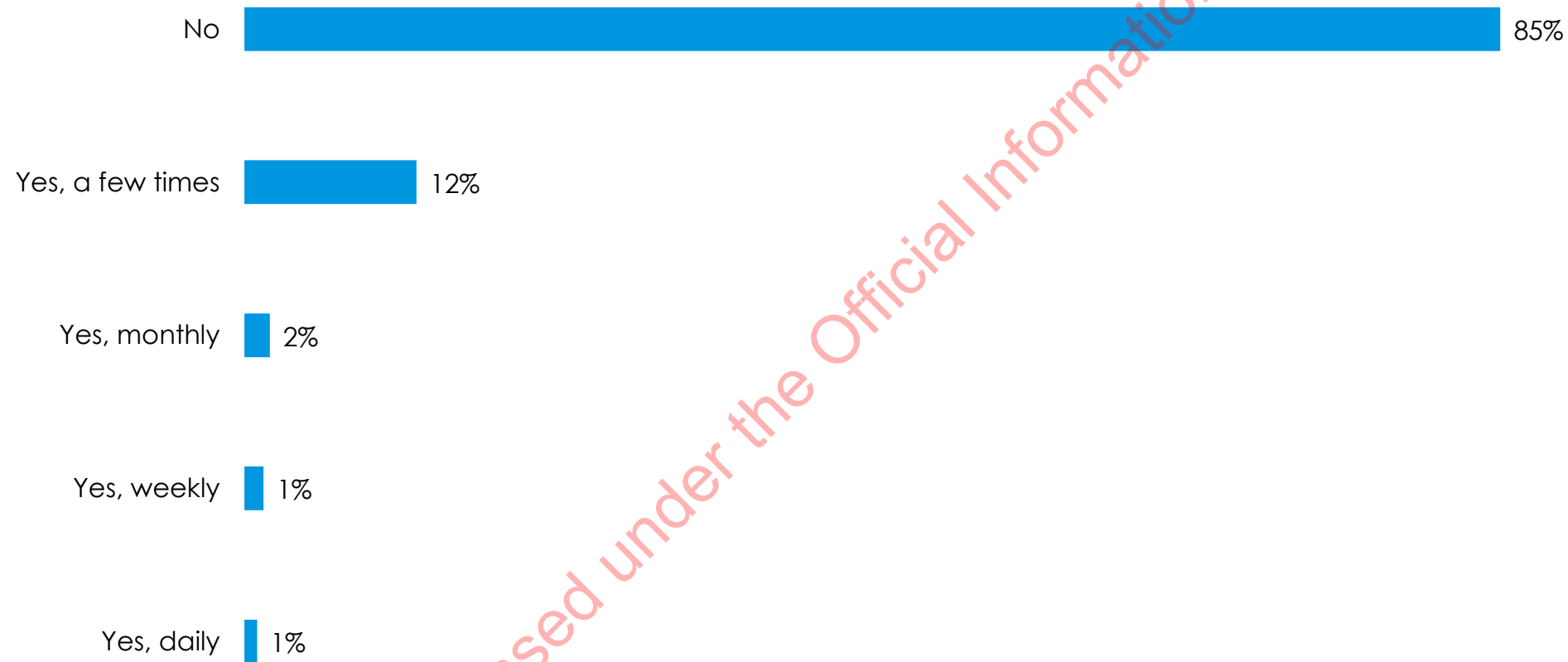
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Kōrero Mai Survey 2024

DPMC Workplace behaviours results

Multi-choice Question

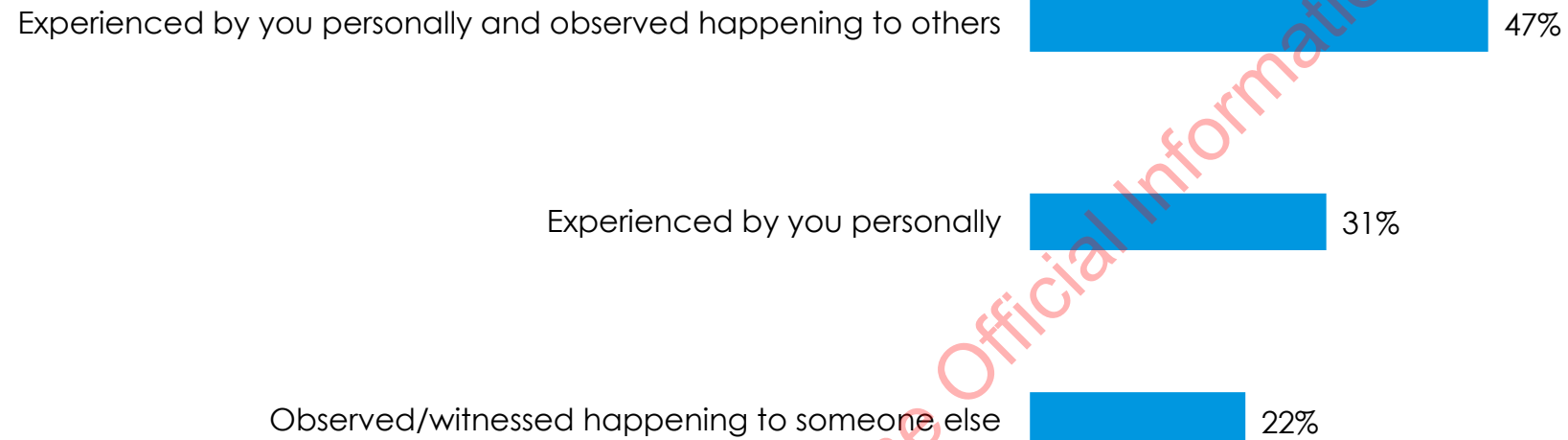
Bullying means that a person repeatedly is exposed to unpleasant or degrading treatment, and that the person finds it difficult to defend themselves against it. Have you been exposed to bullying at work during the last 12 months?



This question allowed 1 choice. It is calculated by dividing the count of responses for an option by the total number of people that completed the question, then converting to a %. Note for single answer question the total may not equal 100% due to rounding to the nearest whole number. For multi-answer questions, the total percentage will be higher than 100%

Multi-choice Question

Has the bullying been:

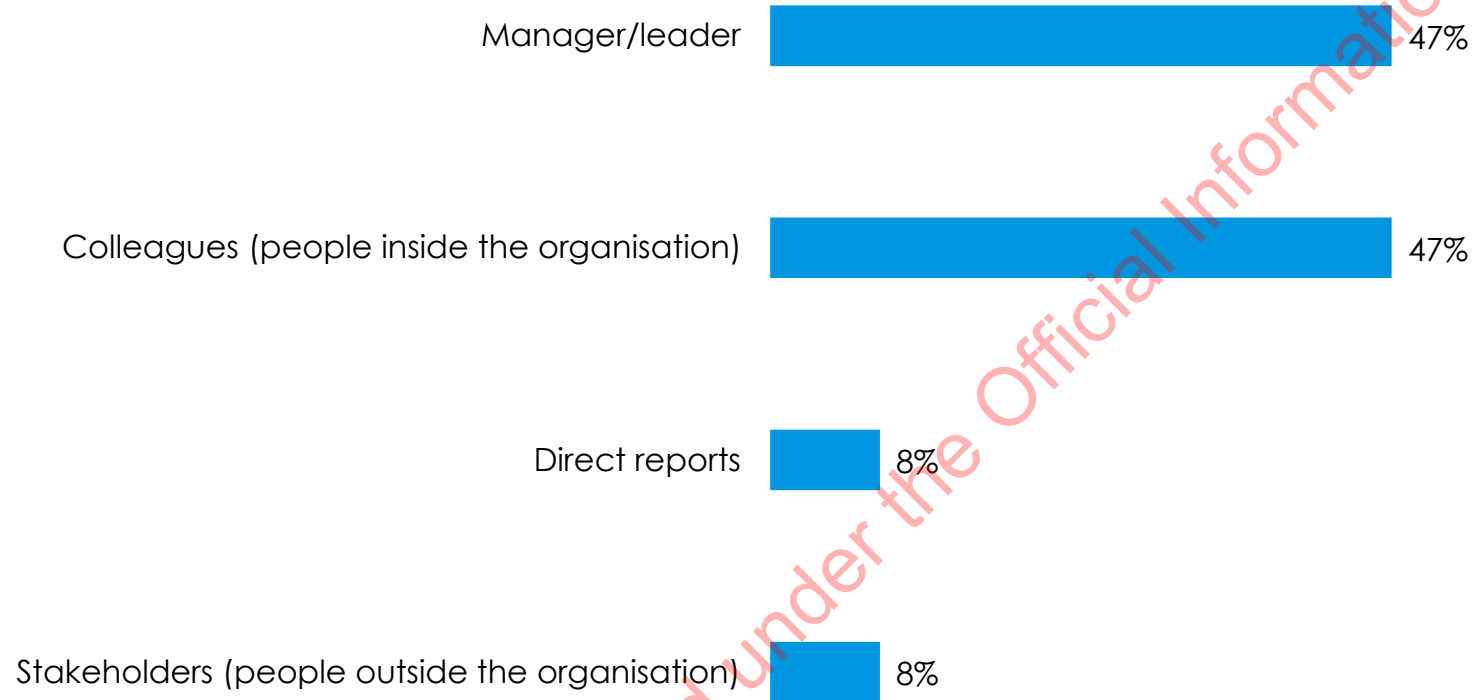


This question allowed 1 choice. It is calculated by dividing the count of responses for an option by the total number of people that completed the question, then converting to a %. Note for single answer question the total may not equal 100% due to rounding to the nearest whole number. For multi-answer questions, the total percentage will be higher than 100%



Multi-choice Question

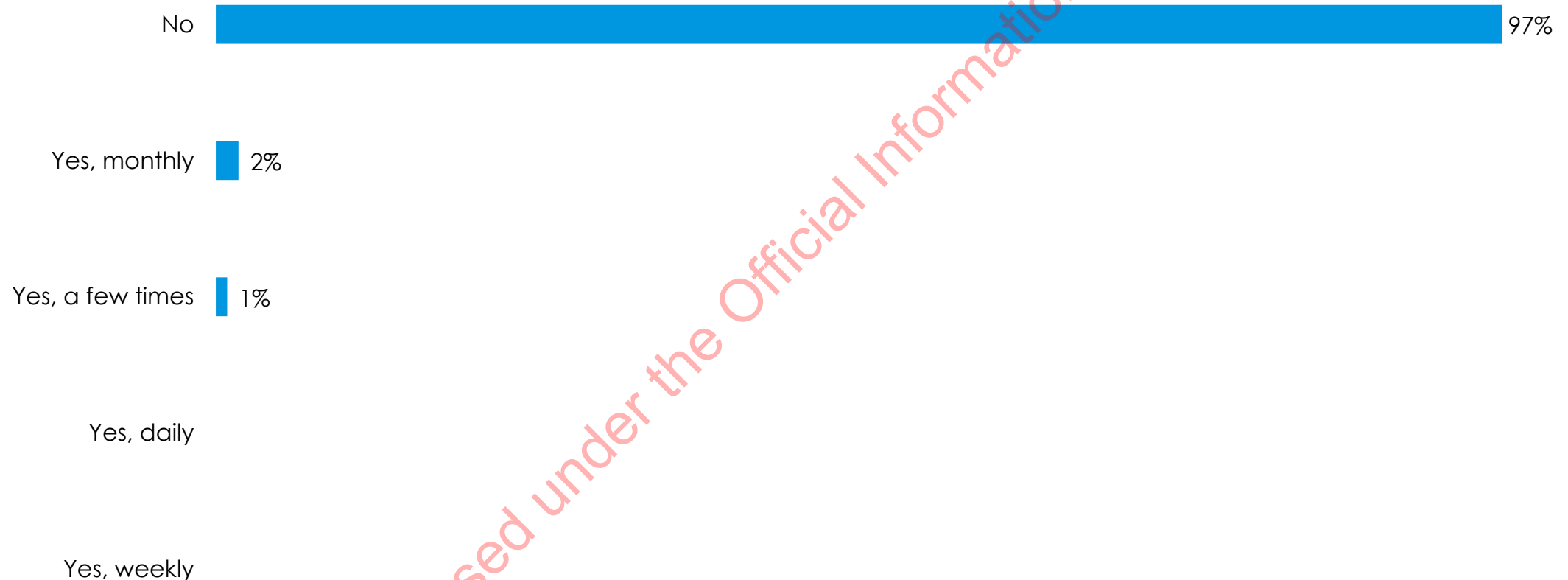
From whom have you been exposed to bullying at work during the last 12 months?



This question allowed up to 4 choices. It is calculated by dividing the count of responses for an option by the total number of people that completed the question, then converting to a %. Note for single answer question the total may not equal 100% due to rounding to the nearest whole number. For multi-answer questions, the total percentage will be higher than 100%

Multi-choice Question

During the last 12 months, have you been exposed to work-related harassment by email or text messages, or on social media (for example, Facebook)?



This question allowed 1 choice. It is calculated by dividing the count of responses for an option by the total number of people that completed the question, then converting to a %. Note for single answer question the total may not equal 100% due to rounding to the nearest whole number. For multi-answer questions, the total percentage will be higher than 100%

Multi-choice Question

Has the work-related harassment been:

Experienced by you personally and observed happening to others 83%

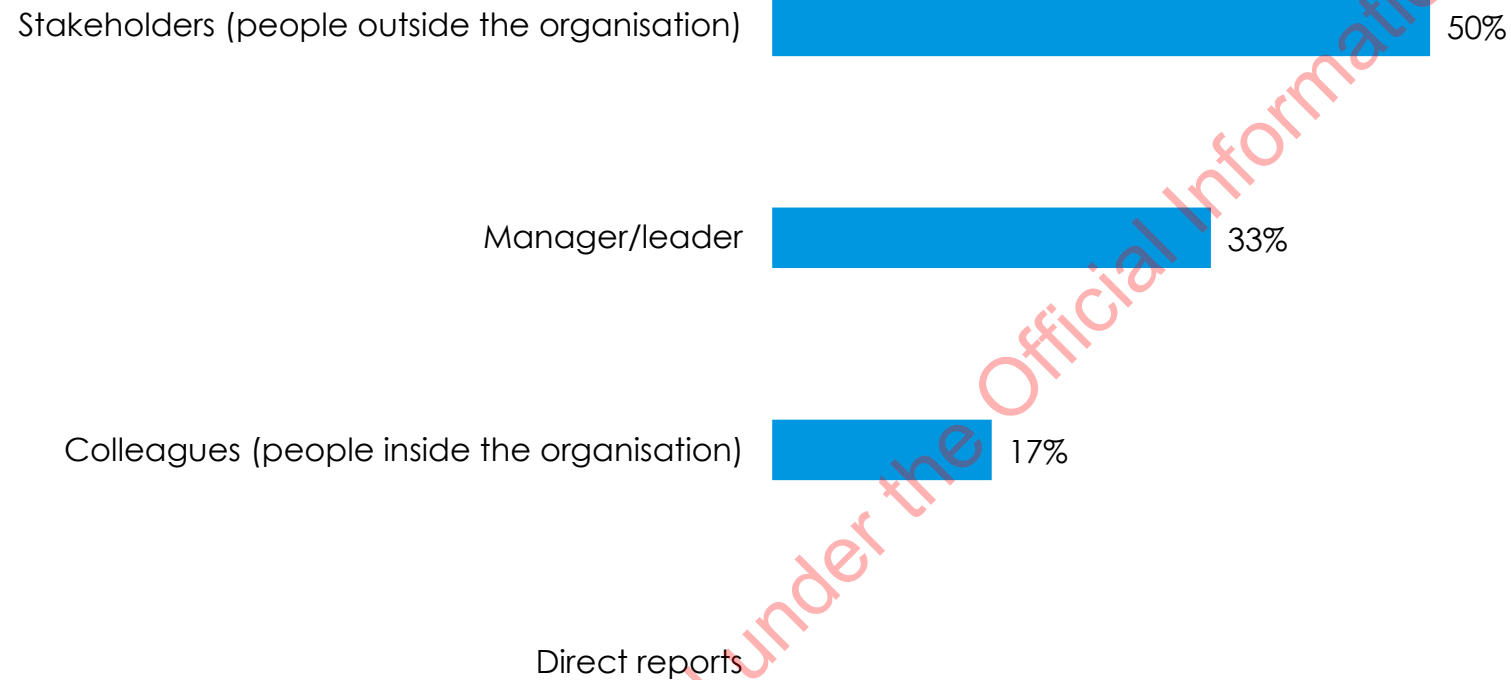
Experienced by you personally 17%

Observed/witnessed happening to someone else

This question allowed 1 choice. It is calculated by dividing the count of responses for an option by the total number of people that completed the question, then converting to a %. Note for single answer question the total may not equal 100% due to rounding to the nearest whole number. For multi-answer questions, the total percentage will be higher than 100%

Multi-choice Question

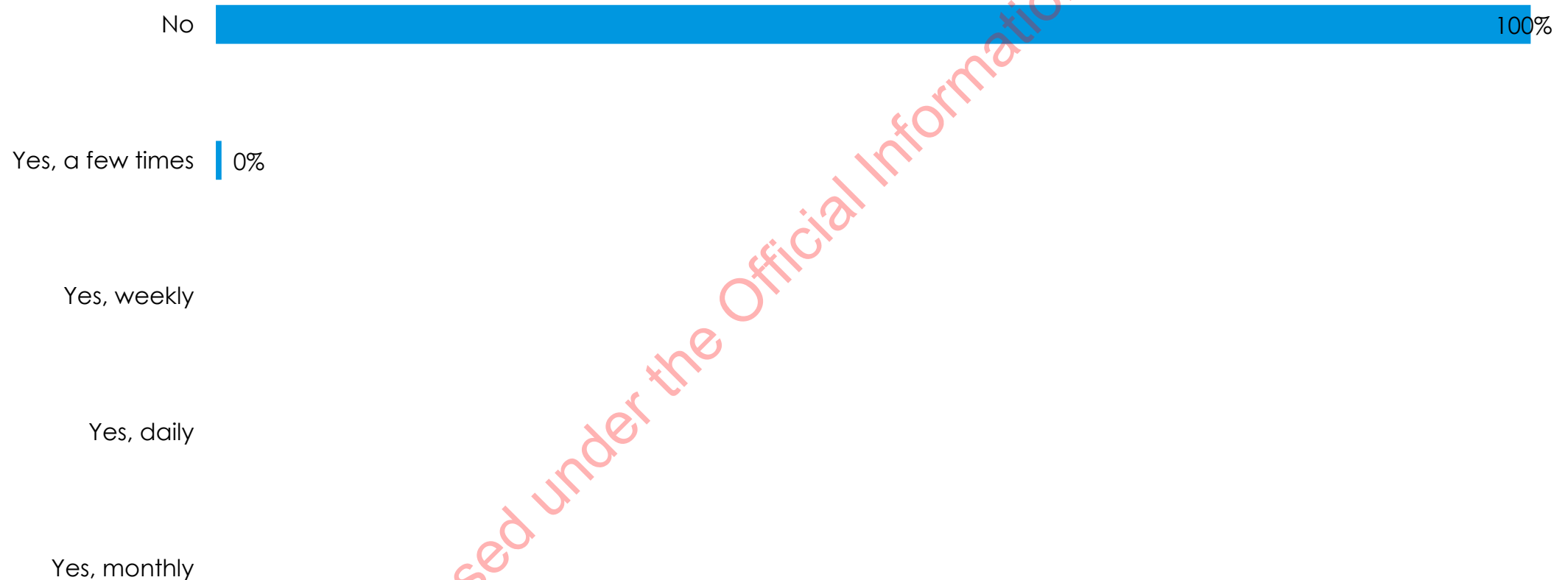
From whom have you been exposed to work-related harassment during the last 12 months?



This question allowed up to 4 choices. It is calculated by dividing the count of responses for an option by the total number of people that completed the question, then converting to a %. Note for single answer question the total may not equal 100% due to rounding to the nearest whole number. For multi-answer questions, the total percentage will be higher than 100%

Multi-choice Question

Have you been exposed to threats of violence at work during the last 12 months?



This question allowed 1 choice. It is calculated by dividing the count of responses for an option by the total number of people that completed the question, then converting to a %. Note for single answer question the total may not equal 100% due to rounding to the nearest whole number. For multi-answer questions, the total percentage will be higher than 100%

Multi-choice Question

Has the threats of violence been:

Experienced by you personally and observed happening to others

Observed/witnessed happening to someone else

Experienced by you personally

This question allowed 1 choice. It is calculated by dividing the count of responses for an option by the total number of people that completed the question, then converting to a %. Note for single answer question the total may not equal 100% due to rounding to the nearest whole number. For multi-answer questions, the total percentage will be higher than 100%

Multi-choice Question

From whom have you been exposed to threats of violence at work during the last 12 months?

Direct reports

Stakeholders (people outside the organisation)

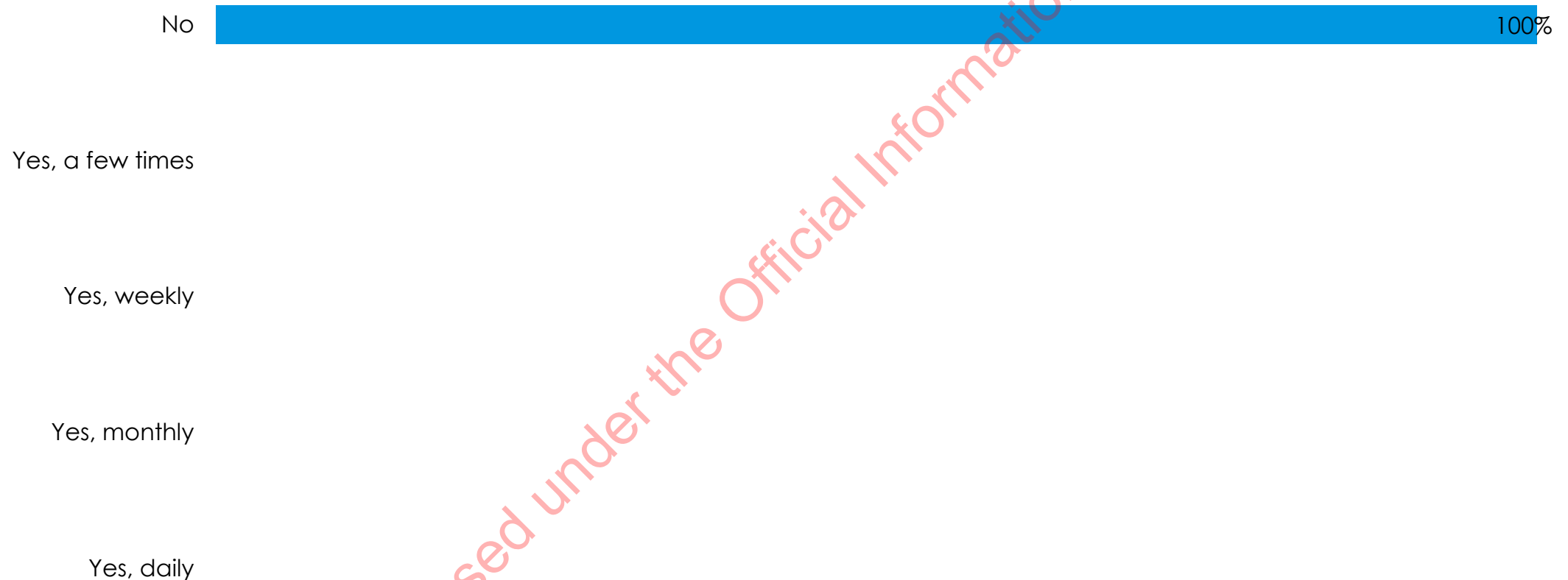
Colleagues (people inside the organisation)

Manager/leader

This question allowed up to 4 choices. It is calculated by dividing the count of responses for an option by the total number of people that completed the question, then converting to a %. Note for single answer question the total may not equal 100% due to rounding to the nearest whole number. For multi-answer questions, the total percentage will be higher than 100%

Multi-choice Question

Have you been exposed to physical violence at work during the last 12 months?



This question allowed 1 choice. It is calculated by dividing the count of responses for an option by the total number of people that completed the question, then converting to a %. Note for single answer question the total may not equal 100% due to rounding to the nearest whole number. For multi-answer questions, the total percentage will be higher than 100%



Multi-choice Question

Has the physical violence been:

Experienced by you personally

Observed/witnessed happening to someone else

Experienced by you personally and observed happening to others

This question allowed 1 choice. It is calculated by dividing the count of responses for an option by the total number of people that completed the question, then converting to a %. Note for single answer question the total may not equal 100% due to rounding to the nearest whole number. For multi-answer questions, the total percentage will be higher than 100%

Multi-choice Question

From whom have you been exposed to physical violence at work during the last 12 months?

Colleagues (people inside the organisation)

Direct reports

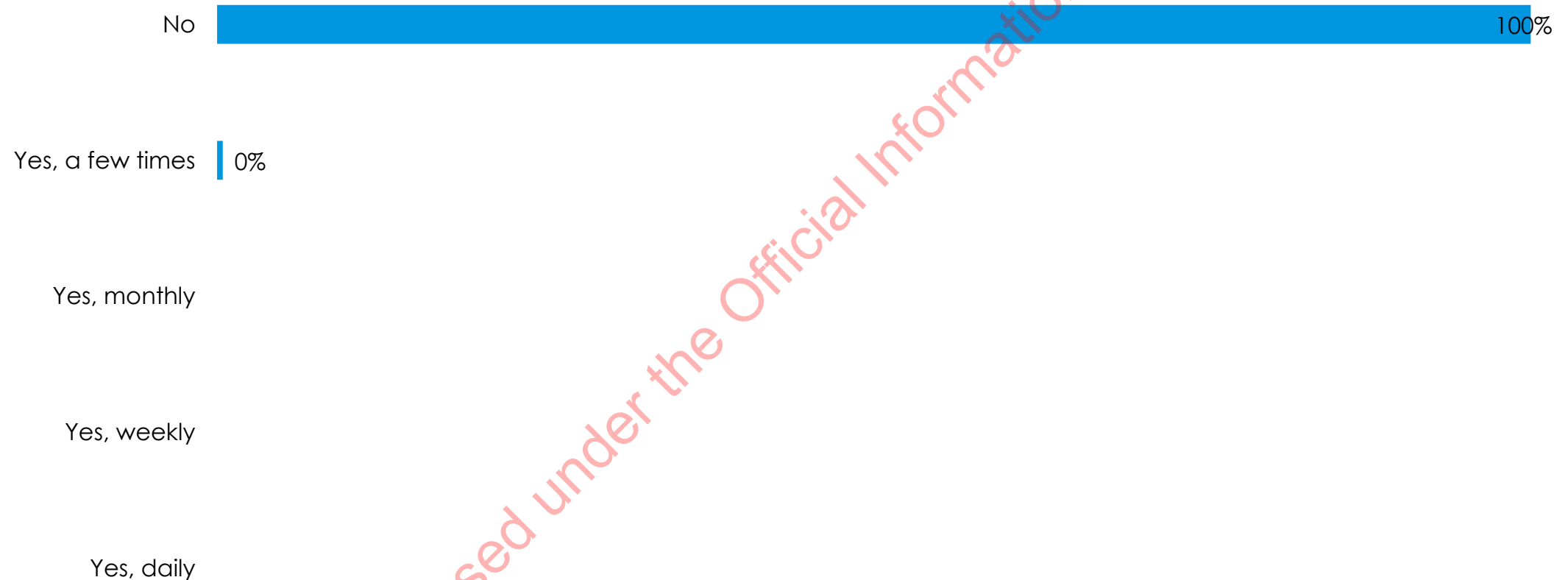
Manager/leader

Stakeholders (people outside the organisation)

This question allowed up to 4 choices. It is calculated by dividing the count of responses for an option by the total number of people that completed the question, then converting to a %. Note for single answer question the total may not equal 100% due to rounding to the nearest whole number. For multi-answer questions, the total percentage will be higher than 100%

Multi-choice Question

Have you been exposed to undesired sexual attention at work during the last 12 months?



This question allowed 1 choice. It is calculated by dividing the count of responses for an option by the total number of people that completed the question, then converting to a %. Note for single answer question the total may not equal 100% due to rounding to the nearest whole number. For multi-answer questions, the total percentage will be higher than 100%

Multi-choice Question

Has the undesired sexual attention been:

Experienced by you personally

Experienced by you personally and observed happening to others

Observed/witnessed happening to someone else

This question allowed 1 choice. It is calculated by dividing the count of responses for an option by the total number of people that completed the question, then converting to a %. Note for single answer question the total may not equal 100% due to rounding to the nearest whole number. For multi-answer questions, the total percentage will be higher than 100%

Multi-choice Question

From whom have you been exposed to undesired sexual attention at work during the last 12 months?

Stakeholders (people outside the organisation)

Manager/leader

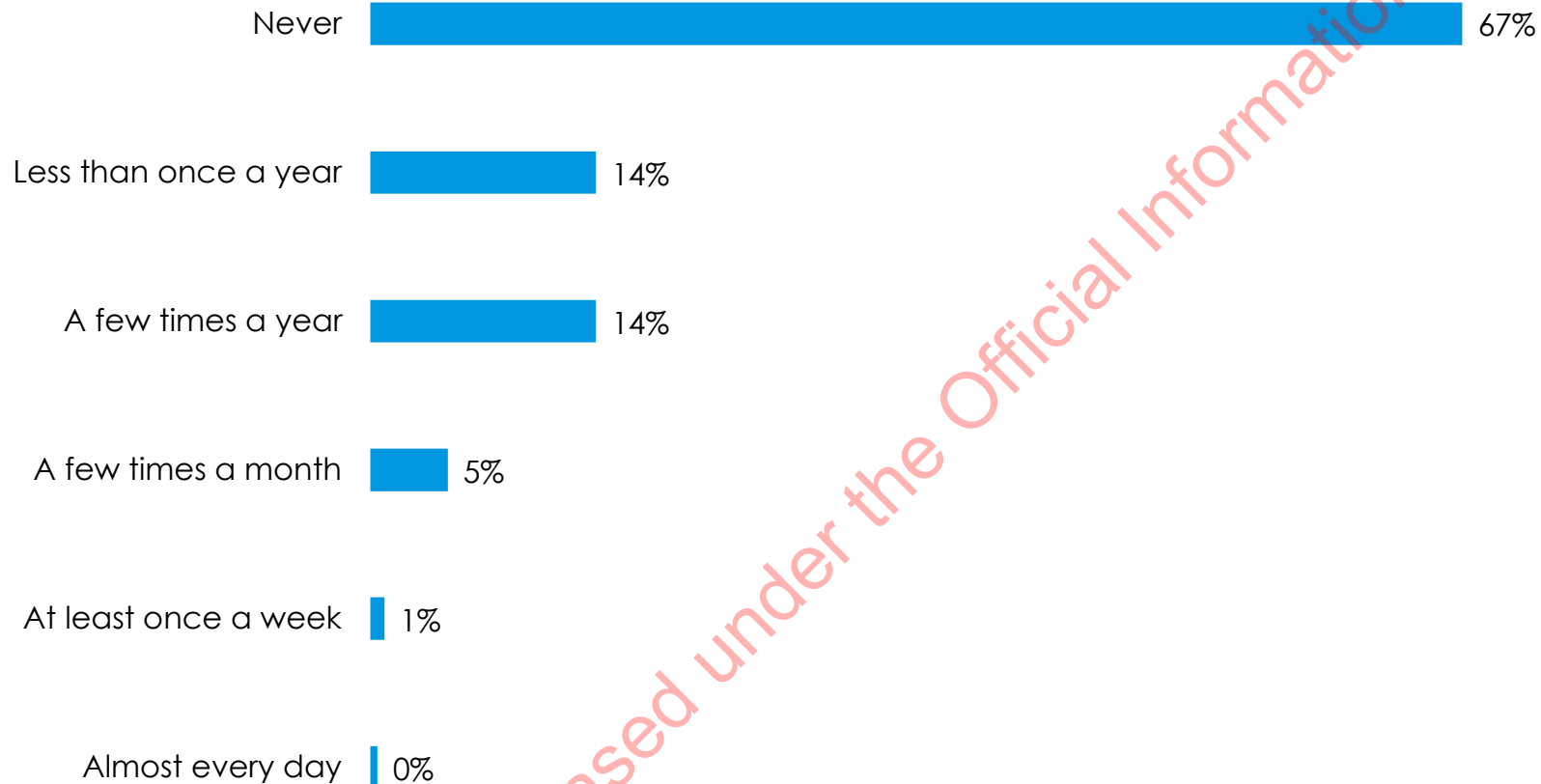
Direct reports

Colleagues (people inside the organisation)

This question allowed up to 4 choices. It is calculated by dividing the count of responses for an option by the total number of people that completed the question, then converting to a %. Note for single answer question the total may not equal 100% due to rounding to the nearest whole number. For multi-answer questions, the total percentage will be higher than 100%

Multi-choice Question

How often do you feel unjustly criticised, bullied or shown up in front of others by your colleagues or your manager/leader?



This question allowed 1 choice. It is calculated by dividing the count of responses for an option by the total number of people that completed the question, then converting to a %. Note for single answer question the total may not equal 100% due to rounding to the nearest whole number. For multi-answer questions, the total percentage will be higher than 100%



Kōrero Mai 2024

Thematic Analysis of Verbatim Comments

Summary

The tables below list the themes from responses to the two open questions in DPMC's Kōrero Mai 2024 survey:

1. What do you enjoy or value most about working here?
2. If you could choose one thing to change in the organisation, what would it be?

Note that the total number of responses across themes may not equate to the total number of respondents, as some respondents commented on more than one theme.

What people enjoy or value most about working at DPMC

Themes	N
The people	74
Nature of the work	69
The work context	20
Learning and development	6
Workplace culture	4
Work arrangements	4
Physical environment	2

What people would change in the organisation

Themes	N
Leadership	37
Funding, resourcing and workloads	24
Career progression and development	21
Connection and collaboration	16
Policies, processes and practices	12
Vision and purpose	6
Business support systems	4
Work arrangements	4
Health and wellbeing	4
Workplace culture	4
Remuneration	3
Diversity and inclusion	2
Physical environment	2
Other	5

1. What do you enjoy or value most about working here?

One hundred and twenty-eight (128) respondents provided comments about what they most enjoy or value about working at DPMC. Table 1 lists the themes in order of number of comments associated with that theme. The total number of responses across themes may not equate to the total number of respondents, as some respondents commented on more than one theme.

Table 1: What people enjoy or value most

Themes	N
The people	74
Nature of the work	69
The work context	20
Learning and development	6
Workplace culture	4
Work arrangements	4
Physical environment	2

The People (74)

Over half of the responses received (74) related to “the people”, “the team” or “colleagues” as being what they enjoy or value most about working at DPMC. Some respondents did not expand on this broad theme, while others used terms such as “reliable”, “supportive”, “capable”, “talented”, “kind”, “responsible”, “hard-working”, “caring”, “respectful” or “professional” to describe those people.

Ten (10) comments in this category referenced valuing effective (and in some cases, improved) leadership, or their manager or team leader. Some specifically indicated the qualities that they value in the people in those roles, including “honesty”, “kindness”, “responsible”, “level-headed”, “respectful”.

Nature of the Work (69)

Likewise, over half of the responses received (69) related to the work people are involved in. These comments primarily related to the subject matter or nature of that work (for example, “interesting” and “meaningful”) and the variety of the work they are exposed to. Many people indicated that the contribution their work makes to New Zealand, that “making a difference”, or “adding value” is what they enjoy or value most about working at DPMC.

The Work Context (20)

Twenty (20) comments related to DPMC’s position “at the heart” of government, with respondents valuing: opportunities to work with, influence or support decision-makers; the system view it provides; and the exposure provided.

Learning and Development (6)

Six (6) respondents indicated that they value the learning and development opportunities that they get at DPMC. For the most part the comments did not provide further detail about these opportunities, though one referred to “learn[ing] more about the Public Service” and another indicated that being regularly challenged in their role provides these opportunities. Another valued their development “.. within an environment where it is safe for me to fail.”

Workplace Culture (4)

Four (4) comments related broadly to the workplace culture of DPMC. Two (2) referenced organisational values and others related to a “positive and supportive” work environment and the “excellent team culture and individual contributions are valued and respected”. One (1) respondent valued the diversity and inclusion efforts at DPMC and another valued the “reputation and perks”.

Working Arrangements (4)

Four (4) respondents valued the working arrangements at DPMC. Two (2) focused on work/life balance, one (1) on the emphasis on wellbeing and flexibility, and the other (1) on the “freedom and flexibility to be creative and energised”.

Physical Environment (2)

Two (2) respondents indicated that they value the physical workplace environment.

2. If you could choose one thing to change in the organisation, what would it be?

One hundred and forty-one (141) respondents provided comments about what they would like to change at DPMC. Table 2 lists the themes in order of number of comments associated with that theme. The total number of responses across themes may not equate to the total number of respondents, as some respondents commented on more than one theme.

Table 2: What people would change in the organisation

Themes	N
Leadership	37
Funding, resourcing and workloads	24
Career progression and development	21
Connection and collaboration	16
Policies, processes and practices	12
Vision and purpose	6
Business support systems	4
Work arrangements	4
Health and wellbeing	4
Workplace culture	4
Remuneration	3
Diversity and inclusion	2
Physical environment	2
Other	5

Leadership (37)

Thirty-seven (37) respondents suggested that change is needed in the leadership approach at DMPC.

Within this category, there were some clear sub-categories, which are outlined below.

Change Management

Eight (8) comments related to change management at DPMC. These comments suggested: improving engagement and communication; providing clearer information; following through on commitments; conducting “genuine and authentic consultation”; and actively listening to constructive feedback. Two (2) comments were broader and called for “no more change processes” and a change to the “uncertainty in the current climate”.

Two areas where recent change has occurred were specifically referenced in some comments – National Security Group and Strategy Unit.

Communication

In addition to the comments specific to change related communications, three (3) further comments asked for better or clearer communication. One invited leadership to “share more about what’s going on to help inform the work of DPMC staff” and to “[d]ial up the honesty, frankness and apply less spin”.

Performance Management

Seven (7) comments within this sub-category related to the management of poor behaviour (including bullying). While one (1) comment suggested removing leaders who “portray double standards”, others were more general and requested that poor performance and behaviour be addressed when it occurs, including in leaders and managers.

Transparency

Five (5) respondents suggested that greater transparency is needed from leaders. Some were more specific about where and when, including decision-making, “... a sense of ELT as a team, their strategy and focus areas”, and transparency about when issues that have been raised will be addressed and when they are not a priority.

Understanding

Three (3) comments suggested that senior leadership gains a better understanding of the work that various groups undertake and “what is happening inside the organisation”.

Woven through the themes outlined above, as well as in additional comments, were suggestions relating to the values that DPMC leaders display. Occasionally DPMC values were referred to (eg. “ensur[e] we have leaders that represent the values of DPMC”), but more often they were not specific to organisational values and suggested focusing on core values such as enhancing honesty, openness, fairness, transparency and respect.

Other comments not covered in the areas above were related to:

- ensuring leaders and managers have the capability and time to carry out their people leadership roles;
- micro managing staff; and
- “focus[ing] on delivering for NZ through the core outputs of DPMC and not focus inward on patch protection and empire building”

While many comments in this category were not specific to a particular leadership group, at least twelve (12) identified ELT and three (3) mentioned middle management or people leaders where change is needed. One (1) comment mentioned specific roles without any further information.

Funding, Resourcing and Workloads (24)

Twenty-four (24) responses suggested changes related to funding, resourcing or workloads. Several suggested that there is a need to address DPMC's fiscal sustainability and provide adequate funding and resourcing at the organisational or group level. Many addressed the issue from a workload perspective, commenting on "excessive workloads" or being "over-stretched". A few comments described the flow on effects of inadequate resourcing, including: the lack of capacity for development (team and individual), process improvement and adding value outside of BAU; working after hours; senior staff having to do transactional administrative work; and lack of time to focus on leadership and system change. At least three (3) respondents suggested the need to improve the prioritisation of work due to resourcing pressures.

Other comments in this category suggested greater focus on financial certainty, transparency and alignment.

Career Progression and Development (21)

Twenty-one (21) comments were associated with career progression and/or learning and development.

Fourteen (14) suggested greater focus on and support for learning and development, and that more or better development opportunities are made available. One (1) comment suggested greater clarity around development opportunities as exposure to them can be manager dependent. One (1) recommended "less online generic training modules" and another one (1) suggested "better coaching and support for managers".

Eleven (11) comments in this category related to career progression, suggesting more, better or clearer career development pathways and opportunities within DPMC.

Connection and Collaboration (16)

Most of the sixteen (16) comments in this section referred generally to "reducing silos" and encouraging connection, improving collaboration, and enhancing communication across the organisational and between teams. Some suggestions as to how to achieve this included: "creating a sense of a single organisation with a unifying purpose"; understanding how business units work together to meet DPMC's priorities and objectives; staff networking events (in person and online); social opportunities; and clearer communication.

Policies, Processes and Practices (12)

The twelve (12) comments related to policy, process and practice that are included in this category were diverse in nature.

Two (2) suggested improving the quality of commissioning and two (2) related to role and responsibility clarity.

Specific policies, processes or practices where change was suggested included: procurement policies and processes; the drafting of formal letters requesting ELT sign off; maternity/parental leave policies (to encourage people to return to work); and reviewing work and implementing improvements.

Other responses in this category encouraged: the streamlining of “tick box” work; building in time for complex policy development; people sticking to deadlines; greater adoption of digital technologies; and challenging the need for paper records.

Vision and Purpose (6)

Six (6) comments related to DPMC’s vision and purpose. In this category, two (2) comments related to clarifying DPMC’s purpose – suggesting that the lack of a clear and common purpose is impacting on work and that a unifying purpose would be beneficial.

Two (2) respondents commented on DPMC’s aversion to risk. One (1) focused on the resource implications of this decision (“[w]e seem to have a big department risk aversion with small department resourcing for risk mitigation”) and the other on the impact of this risk appetite on organisational development.

Of the remaining comments, one (1) suggested focusing on things that matter and the other “step more explicitly into leadership of public service”.

Business Support Systems (4)

Four (4) comments related to the need for more or better IT and corporate services at DPMC. Two (2) suggested that DPMC needs its own “CASS equivalent”.

Work Arrangements (4)

Four (4) respondents suggested changes to work arrangements. Two (2) were specifically related to working from home – one (1) suggested increasing the ability to work from home, while the other invited “transparent discussions around WFH”, raising the impact of this practice on team members. The other two (2) comments suggested increased work flexibility, with the only example given being a nine-day fortnight.

Health and Wellbeing (4)

There were four (4) comments related to health and wellbeing. One (1) was related to the workload issue raised above, indicating that they are often encountering colleagues “under serious mental and emotional strain”. One (1) comment suggested that there is more focus on personal health and balance, another requested more sick leave, and the final comment in this category suggested that it is not acceptable for staff to come to work sick and that DPMC should “encourage[e] safe practices in regards to not spreading illness”.

Workplace Culture (4)

Four (4) comments related broadly to changing the culture at DPMC. One suggested “[b]ringing in a supportive, collaborative culture” and another “to be a higher performing, connected organisation that values its people, leaders lead across DPMC and is at the top of its game in the public service”.

Remuneration (3)

In the remuneration category, two (2) respondents suggested more pay, and another one (1) was from an individual wanting to be able to offer higher pay to their lowest paid staff.

Diversity and Inclusion (2)

Two (2) respondents made suggestions about diversity and inclusion. Suggestions included a better strategy and direction related to DPMC's commitment to te ao Māori and another suggested "a unit providing safe space for people to ask questions and seek advice without judgement".

Physical Environment (2)

There were two (2) comments about changes to the physical work environment, with one (1) respondent suggesting "hot desking", while the other is looking forward to the new building and "mixing things up seating wise may help foster additional connections".

Other Comments (5)

Five (5) comments were not able to be categorised into the above themes. These included:

- "He Whenua Taurikura"
- "A proper commitment by DPMC towards the personal security of its employees"
- "The structure. It is inconsistent across the board"
- "Relationship and expectation with other areas outside of DPMC. If we can't hold our colleagues to the same standards, how do we manage our work while facing the consequences of their actions (or inactions)"
- "How resistant people are to change here. Feels like there are few things that have been done a certain way for so long that everyone wants to stick to it, but it isn't necessarily the better way, and just resistance to change or incorporating new aspects to improve it"

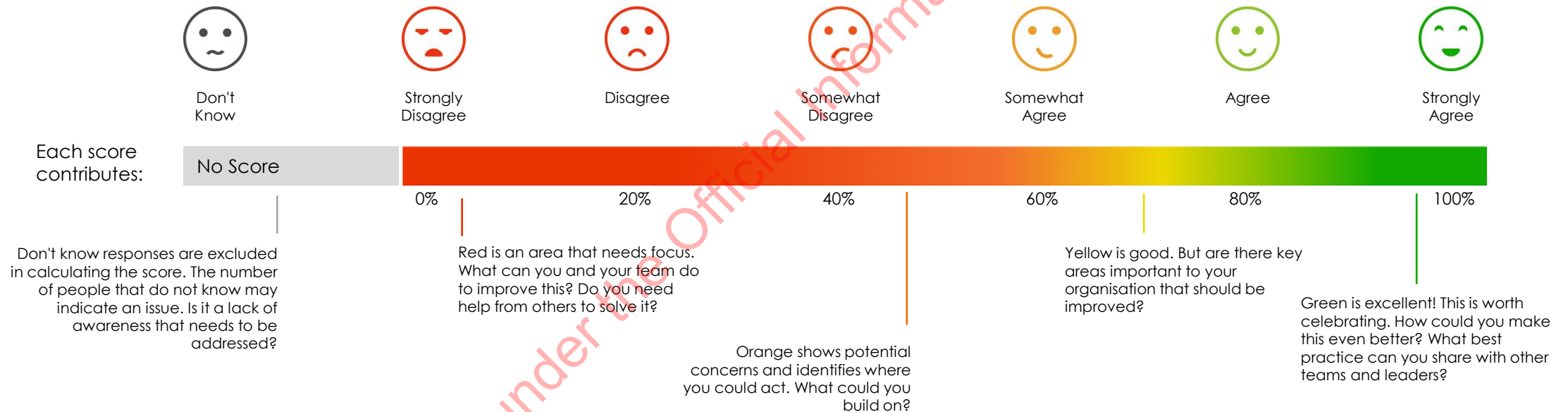


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DPMC Kōrero Mai Pulse Survey
November 2024
All of DPMC

Understanding your results

How Strongly Agree to Strongly Disagree Likert scale questions are scored



Each response on this scale contributes a score as outlined below. The responses are then averaged to give your overall question score as a %. For example, if 5 people selected 'Strongly Agree' and 5 people selected 'Strongly Disagree' the score would be 50%

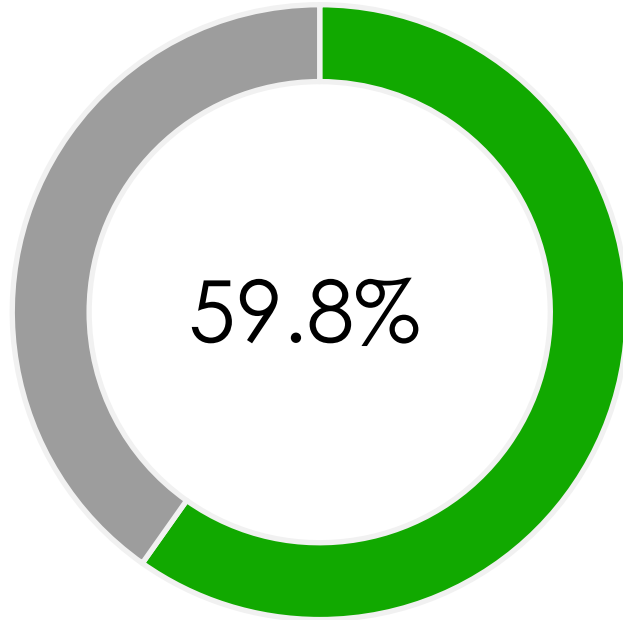
5 x Strongly Agree responses at 100% = 500% | 5 x Strongly Disagree responses x 0% = 0%

Score = 500% / 10 responses = 50%

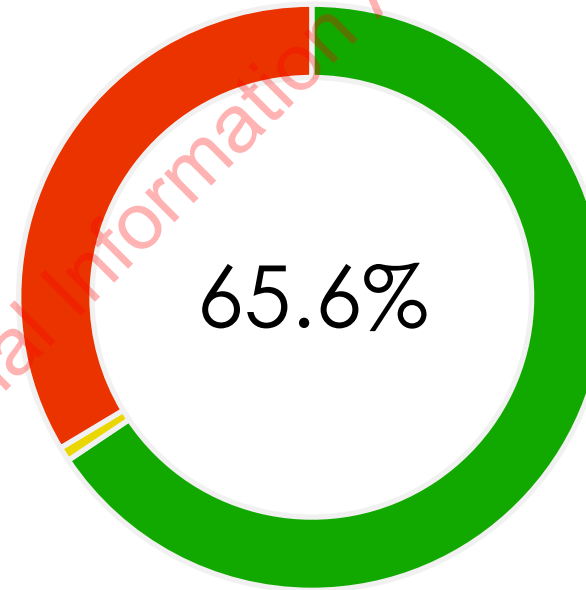
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Overall average & Participation rate



Average across all Agree-Disagree questions in your survey



253 people were invited.

166 people completed the survey.

The participation rate is 65.6%.

166
Completed

2
Incomplete

85
Not started

Participation rates help us understand how representative the feedback is. While we are not aiming for 100%, a higher percentage indicates a representative sample.



Average Category Score

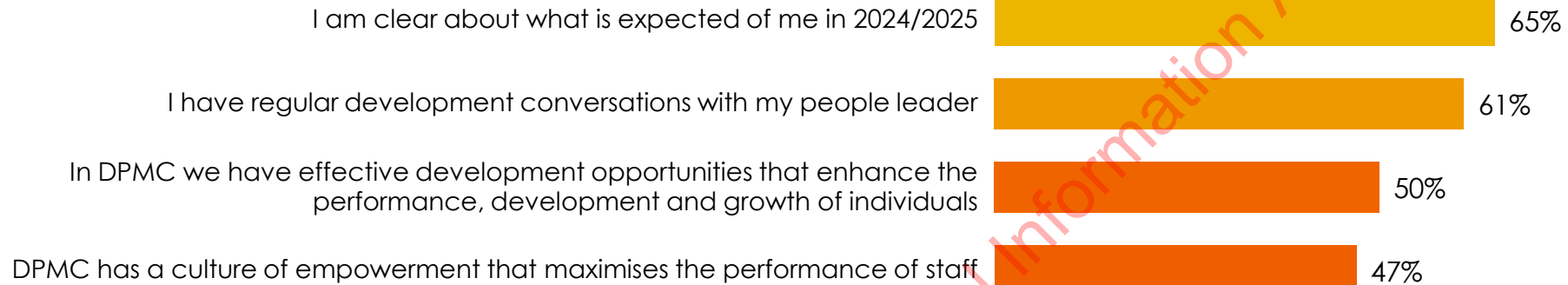


The category average is calculated using the score of each question in that category. Categories only apply to the Strongly Agree to Strongly Disagree Likert scale question types. The 'Custom' category is made up of customised questions and not based on AskYourTeam's recommended question set.

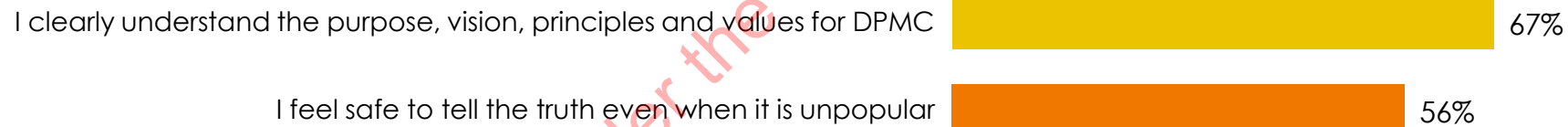


Average Question Score by Category

Performance development



Leadership



Culture

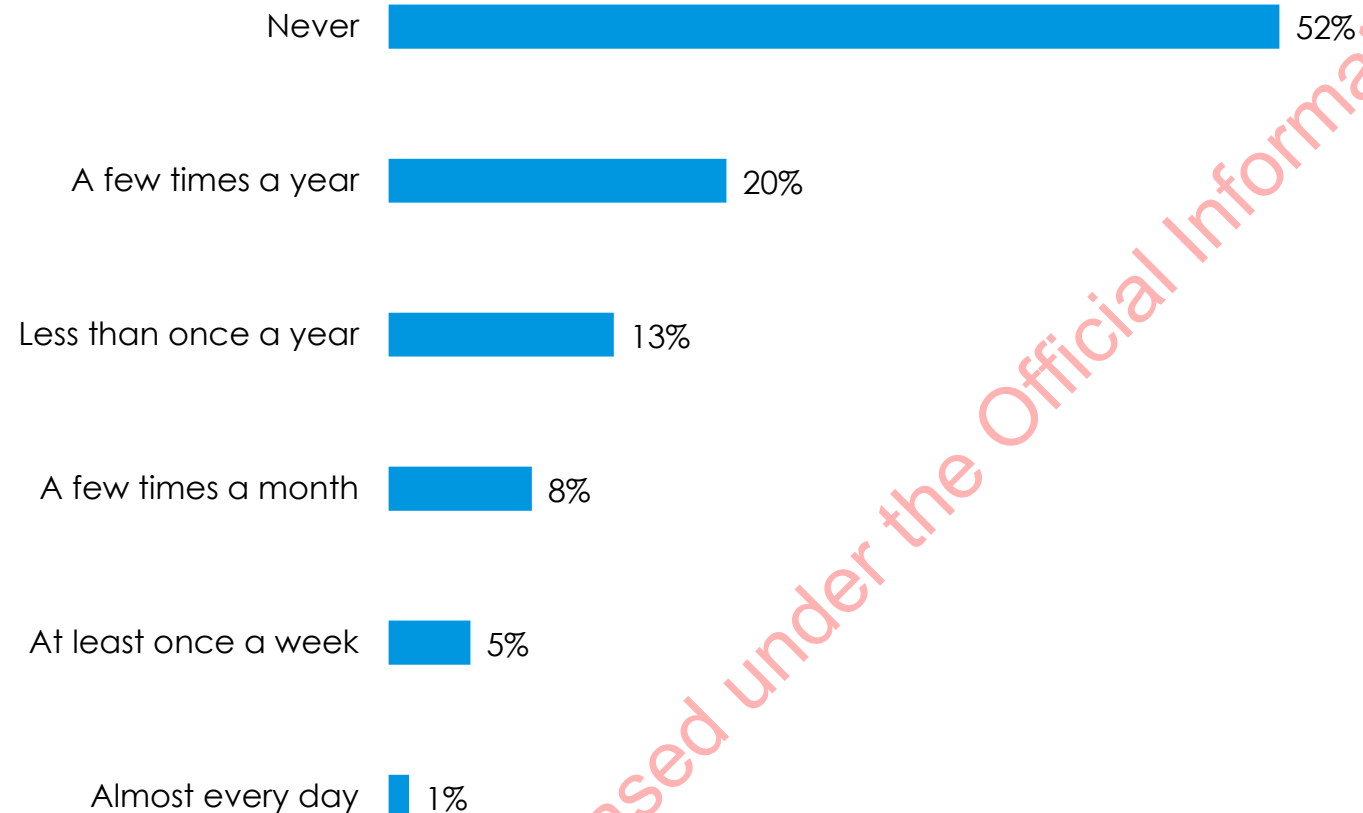


This is a Strongly Agree – Strongly Disagree Likert scale question type. See 'Understanding your results' slide for more information on how these scores are calculated.



Multi-choice Question

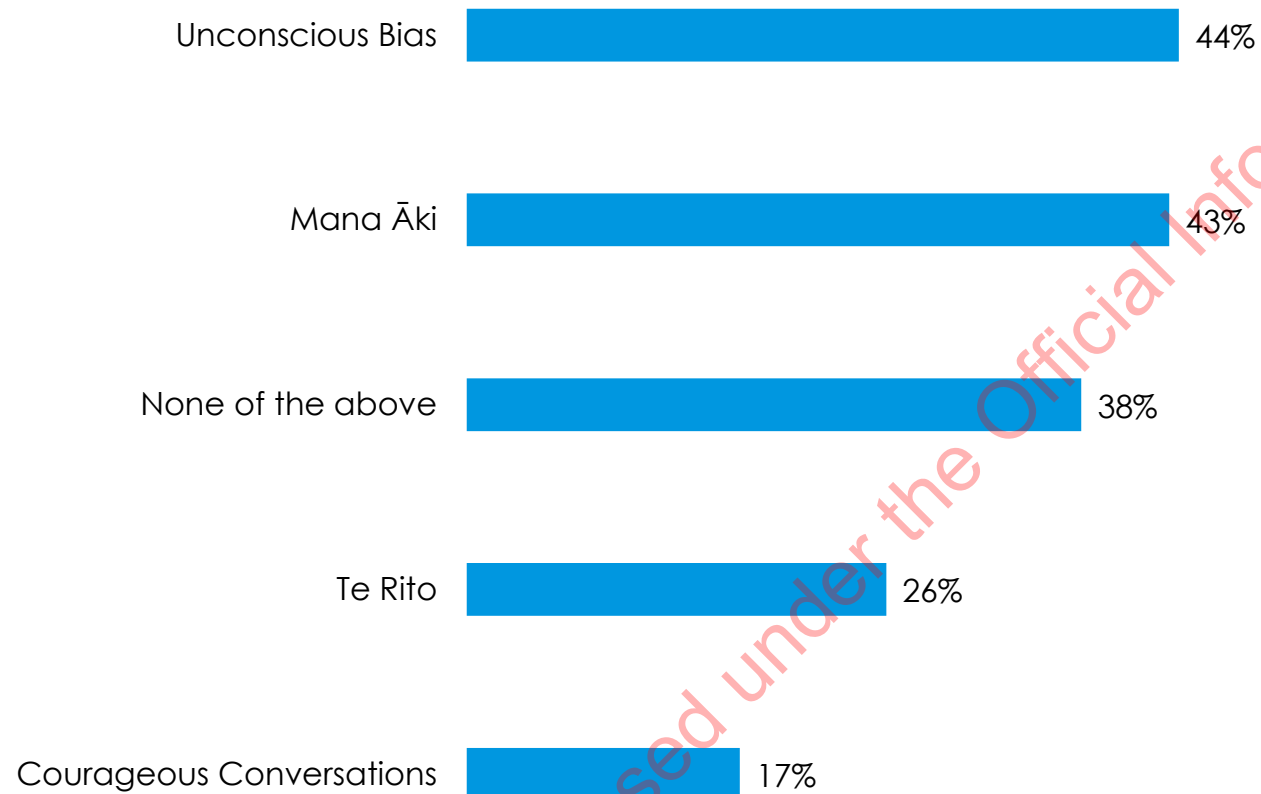
How often do you feel unjustly criticised, bullied or shown up in front of others by your colleagues or your manager/leader?



This question allowed 1 choice. It is calculated by dividing the count of responses for an option by the total number of people that completed the question, then converting to a %. Note for single answer question the total may not equal 100% due to rounding to the nearest whole number. For multi-answer questions, the total percentage will be higher than 100%

Multi-choice Question

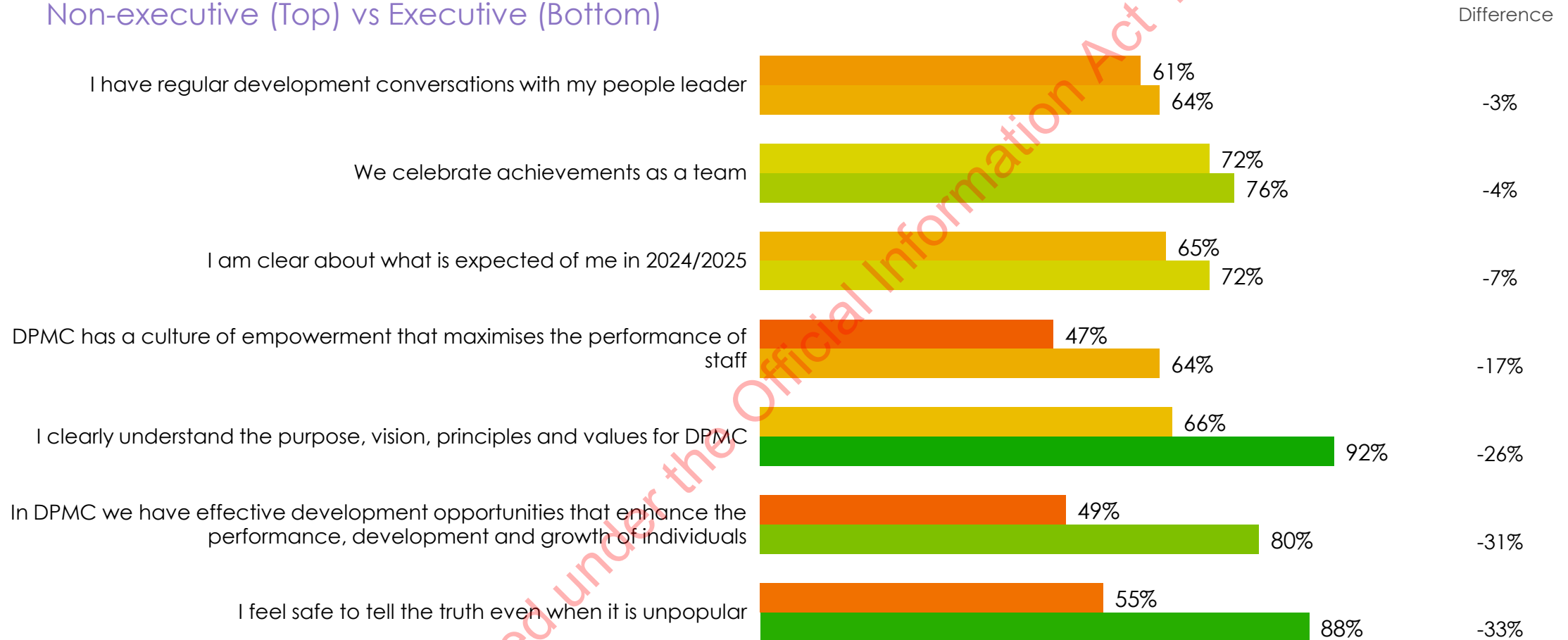
I have participated in the following development at DPMC (tick all that apply)



This question allowed up to 4 choices. It is calculated by dividing the count of responses for an option by the total number of people that completed the question, then converting to a %. Note for single answer question the total may not equal 100% due to rounding to the nearest whole number. For multi-answer questions, the total percentage will be higher than 100%

Alignment

Non-executive (Top) vs Executive (Bottom)



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Memorandum

PUBLIC CENSUS SURVEY TE TAUNAKI

To: Executive Leadership Team (ELT)

		From	Clare Ward, Executive Director, Strategy, Governance and Engagement
Date	9/06/2025	Prepared by	Richard Hall, Advisor, Strategy, Governance and Engagement; and Angela Mansell, Director (Acting) Organisation Direction and Development

Purpose

1. The purpose of this memorandum is to summarise the main insights from the DPMC Public Service Census Te Taunaki results to support decisions on key actions and communications to staff.

Executive Summary

2. The Te Taunaki Public Service Census was completed in March 2025. Following from this DPMC is required to prepare and provide a short, draft action plan to the Public Service Commission (PSC) by 24 June, identifying three areas of opportunity and three results the department is proud of. PSC is due to publicly release the Census results on 8 July, at the same time agencies are expected to release their results to staff.
3. DPMC's response rate for the 2025 Public Service Census was 87.3% (192 of 220 people) with staff reporting an overall engagement score of 0.78 (compared to 0.77 for the Public Service).
4. Following analysis of the Census results, combined with the themes from the verbatim comments, below are three suggested areas DPMC can be proud of.
 - a. *Team success and collaboration*: Teams demonstrate strong collaboration, clarity in objectives, a commitment to innovation, and success in achieving their objectives.
 - b. *Providing free and frank advice*: The confidence of staff who feel DPMC provides free and frank advice to Ministers has increased and exceeds the Public Service average. This reflects our role in preserving the integrity of the Public Service.
 - c. *Te ao Māori capability*: While there is still room to improve, DPMC has made measurable progress since the last Census in achieving this internal business priority, with increases in staff cultural confidence and capability to support, take part in, and grow their te ao Māori knowledge and understanding.
5. Below are three suggested areas of opportunity for DPMC.
 - a. *Develop leadership capability*: Focus areas are leadership capability to coach and more actively develop staff, communicating strategic direction, and empowering staff (appropriate delegating of decisions). These focus areas will support better talent

retention and utilisation of staff, increase purpose and meaning, and achievement of objectives.

- b. *Building a culture of integrity*: Focus areas are ensuring mutually respectful behaviour and psychological safety at work. These focus areas will support increased accountability for upholding integrity, increase trust and connection, and enable staff to speak up.
- c. *Enhance workforce capability and address capacity issues*: Focus areas are skill and workload alignment (including increased work challenge), clearer career development opportunities and optimising the use of technology. These focus areas will enhance efficiency and job satisfaction, and support talent retention.

Recommendations

[Not in Scope]

Background

- 7. This paper outlines the main insights from the recent Public Service Census Te Taunaki (Census) for DPMC. NEMA has its own results.
- 8. The first Census was launched in 2021 to address information gaps and strengthen PSC's oversight role. In March 2025 the survey was released again to all public servants (full and part time, fixed term and permanent, casuals with access to work email accounts, and employees on leave with access to their work email) in departments and departmental agencies.
- 9. The purpose of the second Census is to provide robust data to support work across the system and within agencies, to inform system performance management, workforce policies and interventions, and integrity matters.
- 10. The survey consisted of 86 questions and a single free-text question asking, 'What changes would help your organisation deliver better results for taxpayers?'
- 11. DPMC's Agency Report is provided in **Attachment A**. The results will be released publicly at 11am on 8 July and we are able to brief staff a couple of hours prior to release.
- 12. [Not in Scope]

Participation rate and demographics

13. DPMC had a high response rate of 87.3% (192 of 220 people), up from our first Census response rate of 62.2%, and compared to Public Service participation of 68.4%.
14. In terms of respondent demographics, 72% were female, 87% identified as European, followed by 9% Māori, 8% Asian and 2% Pacific. Just under 5% identified as disabled, 11% as rainbow, 11% as neurodivergent and 16% reported a mental health condition (for example, anxiety, depression, psychosis, addiction, trauma).

Summary of the results

15. The main results and insights from the survey are provided below for each measurement domain. Following this, the main areas of opportunity for the organisation and the areas to be proud of are summarised for ELT discussion to inform the action plan. Where findings from the Kōrero Mai surveys provide additional insights, these have been included.

Key findings highlight areas with a +/- 5% difference from the Public Service and those areas **where our score should be a focus for improvement** (or marking success), regardless of comparison.

Main findings by measurement domain

Delivering outcomes and Enablers of productivity

16. Most DPMC results for delivering outcomes and enablers of productivity are above or on par with the Public Service overall. Important areas of note are below.
- a. Results suggest people leaders may benefit from more support to coach and grow staff, and better access to tools to manage performance (i.e. coaching skills training and improved HR business partnering support).
 - b. Just under half of respondents report feeling encouraged to speak up about a significant policy or delivery risk. This lack of openness may result in reputational risk to the organisation and signals low feelings of staff safety in speaking up.
 - c. The majority of respondents do not feel change is managed well within DPMC, noting that portions of DPMC have experienced significant change over a prolonged period which may influence this result.

Table 1: Key findings for Delivering outcomes and Enablers of productivity

Question	DPMC	Public Service	Diff
My manager provides me with helpful feedback to improve my performance	63%	66%	-3%
I have the support I need from my organisation to manage or improve staff performance that is not meeting expectations [Managers only]	60%	53%	7%
In my organisation, people are encouraged to speak up when they identify a serious policy or delivery risk	48%	58%	-10%
I feel that change is managed well within my organisation	22%	30%	-8%

Teamwork and Innovation

17. Results for the domains of teamwork and innovation are the same, or better than, the Public Service overall.

- a. Results indicate that teams within DPMC are working well together. They have clear objectives and are successful in achieving them, collaboration is high, and they are active in seeking ways to continuously improve their ways of working, either through new or more efficient processes or learning from mistakes.
- b. There are mixed feelings about whether suggestions to improve workplace efficiency are acted upon, which could be an area of focus for the optimisation of DPMC.

Table 2: Key findings for Teamwork and Innovation

Question	DPMC	Public Service	Diff
The people in my team collaborate to get the job done	88%	84%	4%
My team has clear work objectives	84%	79%	5%
Over the last 12 months, how successful has your team been at achieving its objectives?	71%	61%	10%
The people in my team are encouraged to come up with new and better ways of doing things	70%	70%	0%
When suggestions to improve workplace efficiency or productivity are made, they are taken seriously and acted upon	51%	51%	0%
My team discusses mistakes so we can learn from them	82%	76%	6%

Barriers within and between agencies and Use of technology

18. While we are not out of alignment with the public service overall, we have productivity barriers and challenges.
- a. Internal barriers to teams performing at their best are within our control to change and offer important insights. Areas to address are optimising organisational structure and decision-making and the organisational appetite for risk/innovation.
 - b. Interagency challenges are harder to address, with risk aversion and getting timely information as the greatest barriers to getting work done. Enhanced interagency collaboration and information sharing could address these challenges.
 - c. In relation to leveraging technology, there may be opportunities for DPMC to better utilise its existing technology to improve process efficiencies or enhance collaboration. Notably, 83% of DPMC staff feel confident in their ability to learn new digital skills, which positions the department well to make the most of any opportunities.

Table 3: Key findings for Barriers within and between agencies and Use of technology

Barriers	DPMC	Public Service	Diff
Barriers within agencies (internal)			
Staffing level/work volumes	48%	49%	-1%
Inefficient decision making	37%	34%	3%
Lack of appropriate tools, technology, and information	33%	29%	4%
Appetite for risk/innovation in my agency	33%	27%	6%
Barriers between agencies (external)			
Risk aversion in other agencies	34%	22%	12%
Problems getting timely information from other agencies	19%	24%	-5%
Question			

My organisation takes advantage of technology to deliver better services/information to the public	23%	42%	-19%
I feel confident in my ability to learn new digital skills	83%	88%	-5%

Māori Crown capability

19. For those areas of te ao Māori capability that have been a business priority, our scores have noticeably improved since 2021, although we still have a gap to address when compared to the Public Service overall.
20. Those areas of notable improvement since 2021 are understanding how DPMC's Te Tiriti responsibilities apply to our work, feeling comfortable to support tikanga Māori, and feeling supported to improve te reo Māori. Improvements demonstrate that focused effort produces measurable change.

Table 4: Key findings for Māori Crown capability

Question	DPMC 2021	DPMC 2025	Diff (DPMC)	Public Service
I understand how my agency's Te Tiriti o Waitangi/Treaty of Waitangi responsibilities apply to its work	55%	67%	12%	77%
I am encouraged and supported to engage with Māori and to understand Māori perspectives	56%	56%	0%	71%
I feel that leaders in my agency show a commitment to strengthening the relationships between Māori and the Crown	64%	61%	-3%	68%
I feel confident in my ability to identify aspects of my agency's work that may disadvantage Māori	52%	57%	5%	62%
I am comfortable supporting tikanga Māori - Māori cultural values and practice - in my agency	63%	75%	12%	72%
Staff are encouraged to use te reo Māori	58%	55%	-3%	66%
Staff are supported to improve our te reo Māori	62%	70%	8%	64%

Principles and Integrity culture

21. As the agency at the heart of government, it is important our culture and leadership are grounded in integrity, ethical behaviour, and promote a safe environment where staff feel empowered to speak up.
- a. While most staff know what to do if they witness wrongdoing or inappropriate behaviour at work, only 66% report feeling safe to speak up about it. This finding mirrors the themes reported by those who did not report bullying (due to concerns about possible retaliation or reprisal, or concerns for career).
 - b. Transparency of the appointments process is an area of further consideration, with only 62% reporting confidence that jobs are granted based on merit (while this figure is higher than the Public Service overall, it is still low).

Table 5: Key findings for Principles and Integrity culture

Question	DPMC	Public Service	Diff
I am confident that my organisation is free and frank in our advice to Ministers	77%	71%	6%
I am confident that in my organisation people get jobs based on merit	62%	44%	18%
The culture in my organisation supports people to act with integrity	72%	74%	-2%

My manager leads by example in ethical behaviour	78%	83%	-5%
I know what to do if I experience or witness wrongdoing or inappropriate behaviour in the workplace	83%	90%	-7%
I feel safe to speak up about wrongdoing or inappropriate behaviour in the workplace	66%	70%	-4%

Respectful workplace, Unacceptable behaviour, and Perceived discrimination

22. While the number of respondents reporting experiencing negative behaviour and discrimination is not out of alignment with the public service overall, these negative experiences can have a wide impact (i.e. negative impacts on bystanders and normalisation of harmful behaviour) and significantly hamper trust in leadership and a positive and inclusive work environment.

- a. Just under 10% of DPMC staff (approximately 19 respondents) reported being subjected to harassment and bullying¹ in the last 12 months (compared to 12% of the Public Service).
- b. For those experiencing bullying, the sources were reported as being a current or previous manager/superior (6%), and direct reports or colleagues (3.3%).
- c. Of those that experienced bullying, 63% (approximately 12) reported the behaviour and 7% were satisfied with the outcome (compared to 14% for the Public Service). The reasons for not (yet) reporting behaviour included feelings of retaliation or reprisals, not wanting to upset relationships, feeling no action would be taken, or the effect on career.
- d. Of the 14% of DPMC staff that reported experiencing some form of discrimination in the last 12 months (same percentage as the Public Service), over half reported gender or sex as the reason.
- e. Since 2023 our Kōrero Mai surveys have included workplace behaviour questions to measure workplace psychosocial risk. This includes the following question used to determine a more subjective experience of broader undesirable or precursor behaviours ‘How often of you feel unjustly criticised, bullied or shown up in front of others by your colleagues or your manager/leader?’. Results for those that answered ‘Never’ to this question are 64% (2023), 67% (2024), and 52% (2024 Pulse).

Employee engagement and Satisfaction with pay

23. DPMC’s overall employee engagement of 0.78 is good and although higher than the Public Service overall of 0.77, not significantly (noting this measure is calculated from each person’s individual score based on the questions they answered, combined to form a global engagement score for the agency).

- a. Staff place a very high value on their work contributing to the common good and their work gives them a sense of accomplishment.
- b. Staff are less likely to recommend DPMC as a good place to work than the Public Service overall, and overall job satisfaction has dropped since the 2021 Census. This follows a similar trend when comparing results from our 2024 Kōrero Mai survey for the question ‘DPMC is a great place to work’ where DPMC staff were 8% less likely to recommend DPMC as a great place to work compared to the Public Service benchmark (62% vs. 70%).
- c. Compared to the Public Service overall, DPMC staff are more satisfied with their pay and employment conditions and are more likely to agree that pay reflects performance.

Table 6: Key findings for Employee engagement and Satisfaction with pay

¹ Noting the Census defined for respondents the different types of bullying and harassment i.e. “Workplace bullying is repeated and unreasonable behaviour directed towards you... [and] **is not** one-off or occasional”.

Question	DPMC	Public Service	Diff
It is important to me that my work contributes to the common good	99%	96%	3%
I would recommend my organisation as a good place to work	52%	57%	5%
Thinking about all aspects of your job, overall, how do you feel about your work [Satisfied]	63%	62%	1%
How satisfied are you with your pay	50%	34%	16%
How satisfied are you with your employment condition	66%	61%	5%
I feel that my pay adequately reflects my performance	44%	30%	14%

Wellbeing and Health and safety

24. While the DPMC results for the wellbeing domain are very similar to the public service overall, feelings of overwork are high.
- a. 40% of respondents report often or always experiencing work stress and 67% report a workload that feels above capacity.
 - b. Satisfaction with work life balance has improved since the 2021 Census (up from 49% to 58% of respondents report being satisfied).
 - c. Staff feel their immediate people leader cares about their wellbeing (81%) however, leaders are not seen as demonstrating a commitment to improving health and safety.

Table 7: Key findings for Wellbeing and Health and safety

Question	DPMC	Public Service	Diff
In the last 12 month, how often would you say you have experienced work stress? [Often or always]	40%	44%	-4%
What best describes your current workload? [Above capacity]	67%	65%	2%
How do you feel about the balance between your working life and your life outside of work? [Satisfied]	58%	55%	3%
My manager cares about my health and wellbeing	81%	81%	0%
Leaders in my organisation demonstrate a commitment to continuously improving health and safety	55%	67%	-12%

Career and skills development and Reasons to consider leaving

25. Results in the domains of career development and intentions to turnover are consistent with earlier Kōrero Mai survey results. The findings on self-reported underutilisation at work is particularly problematic for a knowledge-based organisation such as DPMC, as underutilisation is associated with reduced productivity and innovation.
- a. DPMC staff report underutilisation at work at a higher level than the Public Service overall, with 40% noting they have the skills for more demanding work. Additional analysis shows a strong relationship between working below capacity and poor job satisfaction and higher intention to leave (40% of those who reported being slightly or well below capacity were dissatisfied or very dissatisfied with their job, and 13% were considering leaving compared to only 3% who were operating slightly or well above capacity).
 - b. Development opportunities for staff remains an area for consideration, with less than half of staff reporting they are supported to apply for development opportunities, and that they have access to the learning and development needed to do their job well.

- c. Job security and organisational change are significant factors driving turnover intention. Over half of staff indicated they intend to leave DPMC within the next year, citing fixed-term roles ending, lack of job security, and the impact of organisational change as the main reasons. The quality of leadership and limited career progression are also factors affecting retention.
- d. Compared to the Public Service, DPMC staff are less concerned about pay and flexible work arrangements, but more likely to cite job security, leadership challenges, and negative workplace behaviours as reasons for leaving, highlighting opportunities for improvement.

Table 8: Key findings for Career and skills development and Reasons to consider leaving

Question	DPMC	Public Service	Diff
I have access to the learning and development I need to do my job well	54%	63%	-9%
I have the skills to cope with more demanding work	40%	29%	11%
My skills match well with the work I do	50%	56%	-6%
I need further training to do the job well	10%	15%	-5%
Reasons to consider leaving			
Lack of career progression opportunities	43%	42%	1%
Fixed-term job ending	35%	7%	28%
Quality of leadership/management	35%	28%	7%
Job impacted by change process/restructuring	30%	16%	14%
Lack of job security	27%	9%	18%
Bullying or other negative workplace behaviour	17%	12%	5%

Census verbatim comments

26. DPMC had 57 responses to the single free-text question in the Census, ‘What changes would help your organisation deliver better results for taxpayers?’. While many comments touched on more than one aspect of the department, the primary themes are summarised in table 9, supported by illustrative quotes.

Table 9: Verbatim comment themes and sub-themes

Theme	Sub-theme	Example verbatim quotes
Leadership and the empowerment of staff	Improve on delegating: Decisions should be made at the lowest appropriate level, reducing the need for senior executive sign-off on routine matters.	“[People] get too involved in the detail and then are swamped so do not make timely decisions seriously hold up work and impact staff morale. Staff need to be trusted to make decisions (at the appropriate level) to make the system efficient.”
	Leadership accountability: Stronger leadership and clear communication of organisational objectives and expectations.	“We are not seeing realistic expectations from Ministers, and we are not seeing unrealistic expectations being managed by our [leadership]” “Stronger and clearer leadership accountabilities. Better communication by leaders of group objectives and expectations of management and staff at all levels.”

	Trust in people leaders and staff: Rebuilding trust, empowering people leaders to lead, and allowing staff to make decisions without micromanagement.	<i>"We already have excellent people in our agency, who could do even better work. They just need less micro-managing and more trust."</i>
Culture and behaviour	Addressing poor performance: Transparent and consistent management of underperforming or bullying of staff to improve team morale.	<i>"Poor behaviour has to be dealt with better as in it being dealt with rather than being brushed under the carpet." "...greater willingness to address poor performance early/have hard conversations."</i>
	Workplace culture: Foster a positive workplace culture and ensure staff contributions are valued.	<i>"Working within a culture where some reasonable failure is okay" "Having a management group that provides greater positive motivation to staff."</i>
	Trust and flexibility: Greater support for flexible work arrangements to increase productivity and work-life balance.	<i>"...reintroducing more trust into the manager-employee relationship for flexible working relationships. There are so many uncounted hours of work that all kaimahi do from home, afterhours, in transit etc."</i>
Workforce capability and capacity	Adequate staffing and skill utilisation: Under-resourcing results in inefficiencies, burnout, and limited capacity for strategic improvements. Ensure staff are deployed correctly to maximise productivity and job satisfaction.	<i>"..audit of personnel skillsets and giving attention to how these can be best deployed to have people working on 'top of their game' rather than the present situation, which involves people covering much more junior tasks"</i>
	Retention of talent: address fairness in pay, progression opportunities, and retain high performers.	<i>"There is no consistent matrix on pay band (i.e. same roles in different teams have different workloads and capability) causing unfair distribution of fiscal recognitions" "We have lost some absolute high performers because there [is]... a complete lack of progression opportunities."</i>
	Resourcing stability: secure funding to deliver work sustainably and avoid disruption.	<i>"Resourcing projects more sustainably would offer significant efficiencies. Constant change processes and "efficiency" processes have, ironically, created significant churn and really slowed us down."</i>

Areas of opportunity and areas to be proud of

27. The Census measures the key enablers of organisational effectiveness, e.g. strategy and goal alignment, talent development, organisational culture, leadership quality, employee engagement, etc. While not explicitly stated by the PSC, these drivers marry to those identified in multiple well-established management and organisational psychology frameworks as enablers of organisational effectiveness (e.g. McKinsey 7S framework, transformational leadership theory).
28. The key insights gained from the Census highlight areas of opportunity that fall within the broad categories of leadership capability, organisational culture, and workforce capability and capacity. Recommended focus areas within each of these categories, are detailed in table 10 below.
29. Table 10 also outlines the suggested three areas the department can be proud of for ELT discussion and agreement to include in the agency action plan.

Table 10: Areas of opportunity and areas to be proud of from the Census results

Area	Detail
Areas of opportunity	
<p>Develop leadership capability</p> <ul style="list-style-type: none"> Focus areas are leadership capability to coach and more actively develop staff, communicating strategic direction, and empowering staff (appropriate delegating of decisions). These focus areas will support better talent retention and utilisation of staff, increase purpose and meaning, and achievement of objectives. 	<ul style="list-style-type: none"> Results indicate some leaders are <i>“too involved in the detail”</i> and there are opportunities to delegate more actively, which would empower staff to be accountable for decisions, build greater trust and reduce a number of internal barriers to productivity. Only 63% of respondents felt their leader provides helpful feedback to improve their performance and only half have access to, or are encouraged to, pursue development opportunities relevant to their job. This indicates there is value in enhancing leadership ability to more actively coach staff towards achieving objectives and support for staff development. While 84% of people are clear about their day-to-day responsibilities, only half feel DPMC’s direction and priorities are clearly articulated. This presents an opportunity for <i>“Better communication by leaders of group objectives and expectations”</i> and strengthening the connection between individual roles and their contribution to the organisation’s objectives.
<p>Building a culture of integrity</p> <ul style="list-style-type: none"> Focus areas are ensuring mutually respectful behaviour and psychological safety at work. These focus areas will support increased accountability for upholding integrity, increase trust and connection, and enable staff to speak up. 	<ul style="list-style-type: none"> Our results for leading with ethical behaviour and having a culture of integrity could be better. While most people know what to do if they experience or witness inappropriate behaviour at work, only 66% feel safe to speak up about it, and less than half feel encouraged to speak up about serious policy or delivery risks. There’s an opportunity to better support and encourage a work environment grounded in integrity and mutual respect, where staff feel empowered to share and be heard.
<p>Enhance workforce capability and address capacity issues</p> <ul style="list-style-type: none"> Focus areas are skill and workload alignment (including increased work challenge), clearer career development opportunities and optimising the use of technology. These focus areas will enhance efficiency and job satisfaction, and support talent retention. 	<ul style="list-style-type: none"> Only 63% of staff are satisfied with their work, with almost half feeling their skills don’t match well with the work they do and that they are capable of more demanding tasks. This, alongside opportunities for career progression and growth may be driving the loss of talent. Only half of staff report suggestions for efficiency are taken seriously or acted upon and most staff see opportunities to improve efficiency through better use of technology. With most confident in their digital skills, targeted training to optimise the use of DPMC’s available technology could be a valuable way forward.
Areas we are proud of	
<p>Team success and collaboration</p>	<ul style="list-style-type: none"> Results show staff feel their teams have high levels of collaboration, are clear in their day-to-day objectives and are successfully achieve them and are committed to learning and innovating to improve processes.
<p>Providing free and frank advice</p>	<ul style="list-style-type: none"> The confidence of staff who feel DPMC provides free and frank advice to Ministers has increased and exceeds the Public Service average. This reflects our role in preserving the integrity of the public service.

<p>Te ao Māori capability</p>	<ul style="list-style-type: none"> DPMC has made marked improvements since the last Census in staff cultural confidence and capability to support, take part in, and grow their te ao Māori knowledge and understanding. Although there is still room to improve, focused effort has enabled DPMC to make measurable progress towards achieving this internal business priority.
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Next steps

[Not in Scope]

Attachments:	Title	Security classification
<p>Appendix A:</p>	<p>Additional analyses: Table A: Comparison of DPMC's 2025 and 2021 results, in rank order by difference Table B: Positive differences between DPMC's 2025 Census results and the Public Service, in rank order by difference (+5% or more) Table C: Negative differences between DPMC's 2025 Census results and the Public Service, in rank order by different (+5% or more)</p>	<p>IN CONFIDENCE UNCLASSIFIED</p>
<p>Attachment A:</p>	<p>Te Taunaki Department of the Prime Minister and Cabinet Agency Report</p>	<p>IN CONFIDENCE UNCLASSIFIED</p>

Note: Attachment A is excluded from this document package under section 18(d) of the Official Information Act 1982 as it is publicly available on the Public Service Commission's website at this link: https://www.publicservice.govt.nz/assets/Census/Dept_Prime_Minister_Cabinet_agency_report.pdf

Appendix A: Additional analyses

Table A: Comparison of DPMC’s 2025 and 2021 results, in rank order by difference

Question	2025	2021	Diff.
I am comfortable supporting tikanga Māori - Māori cultural values and practice - in my agency (e.g. by using te reo Māori, participating in karakia, hui, mihi whakatau)	75%	63%	12%
I understand how my agency's Te Tiriti o Waitangi / Treaty of Waitangi responsibilities apply to its work.	67%	55%	12%
Staff are supported to improve our te reo Māori (e.g. through on-the-job learning, in-house courses, etc).	70%	62%	8%
I have the skills to cope with more demanding work	40%	34%	6%
I feel confident in my ability to identify aspects of my agency’s work that may disadvantage Māori.	57%	52%	5%
My work colleagues can be trusted to do what is right.	91%	90%	1%
I feel comfortable being myself at work /with my colleagues.	83%	83%	0%
I am encouraged and supported to apply for developmental opportunities (e.g. other roles, secondments, senior positions)	43%	43%	0%
I am encouraged and supported to engage with Māori and to understand Māori perspectives.	56%	56%	0%
I feel accepted as a valued member of the team.	80%	81%	-1%
I need further training to do the job well	10%	12%	-2%
The agency I work for supports and actively promotes a workplace where people are respectful towards one another.	65%	67%	-2%
Staff are encouraged to use te reo Māori.	55%	58%	-3%
I feel that leaders in my agency show a commitment to strengthening the relationships between Māori and the Crown	61%	64%	-3%
My skills match well with the work I do	50%	54%	-4%
I have access to the learning and development I need to do my job well.	54%	59%	-5%
Thinking now about all aspects of your job, overall, how do you feel about your work?	63%	74%	-11%

Table B: Positive differences between DPMC's 2025 Census results and the Public Service, in rank order by difference (+5% or more)

Question	DPMC	Public Service	Diff.
I am confident that in my organisation people get jobs based on merit.	62%	44%	18%
How satisfied are you with your pay	50%	34%	16%
My team acts on customer feedback to improve our work.	83%	67%	16%
I feel that my pay adequately reflects my performance.	44%	30%	14%
I have the skills to cope with more demanding work	40%	29%	11%
Over the last 12 months, how successful has your team been at achieving its objectives?	71%	61%	10%
My work colleagues can be trusted to do what is right.	91%	82%	9%
My manager cares about delivering good value for taxpayers.	86%	79%	7%
I have the support I need from my organisation to manage or improve staff performance that is not meeting expectations. [MANAGERS ONLY]	60%	53%	7%
"I am confident that my organisation is free and frank in our advice to Ministers. [Only 57% of DPMC staff asked who said they were involved in preparing advice for a Minister]"	77%	71%	6%
Staff are supported to improve our te reo Māori (e.g. through on-the-job learning, in-house courses, etc).	70%	64%	6%
My team discusses mistakes so we can learn from them	82%	76%	6%
How satisfied are you with your other employment conditions (e.g. leave, flexible work arrangements, other benefits).	66%	61%	5%
My team has clear work objectives.	84%	79%	5%

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Table C: Negative differences between DPMC’s 2025 Census results and the Public Service, in rank order by difference (+5% or more)

Question	DPMC	Public Service	Diff.
My organisation takes advantage of technology to deliver better services /information to the public.	23%	42%	-19%
I am encouraged and supported to engage with Māori and to understand Māori perspectives.	56%	71%	-15%
Leaders in my organisation demonstrate a commitment to continuously improving health and safety.	55%	67%	-12%
Staff are encouraged to use te reo Māori.	55%	66%	-11%
I understand how my agency's Te Tiriti o Waitangi / Treaty of Waitangi responsibilities apply to its work.	67%	77%	-10%
In my organisation, people are encouraged to speak up when they identify a serious policy or delivery risk.	48%	58%	-10%
I have access to the learning and development I need to do my job well.	54%	63%	-9%
I am encouraged and supported to apply for developmental opportunities (e.g. other roles, secondments, senior positions)	43%	51%	-8%
I feel that change is managed well within my organisation.	22%	30%	-8%
The agency I work for supports and actively promotes a workplace where people are respectful towards one another.	65%	73%	-8%
I feel that leaders in my agency show a commitment to strengthening the relationships between Māori and the Crown	61%	68%	-7%
I know what to do if I experience or witness wrongdoing or inappropriate behaviour in the workplace.	83%	90%	-7%
My skills match well with the work I do	50%	56%	-6%
I feel confident in my ability to identify aspects of my agency’s work that may disadvantage Māori.	57%	62%	-5%
I feel confident in my ability to learn new digital skills.	83%	88%	-5%
I need further training to do the job well	10%	15%	-5%
Senior leaders clearly articulate the direction and priorities for our organisation.	52%	57%	-5%
My manager leads by example in ethical behaviour.	78%	83%	-5%
I would recommend my organisation as a good place to work.	52%	57%	-5%