

OUR VOICE:

Culture & Engagement Survey

FEBRUARY 2021

Prepared for: [Buller District Council](#)

Prepared by: [Organisation Development Institute](#)





Since 2018 Buller District Council has undergone a significant shift in culture. Many staff are enjoying seeing changes within the council; 'starting to get things right when it comes to staff'. Although the significant gains seen between July 2018 and August 2019 are starting to level out, Buller District Council staff are happy with the council's drive to improve while keeping the district's success and community interest at heart.

Strengths, Opportunities and Changes

Employee engagement levels at Buller District Council have increased 9% since August 2019. Currently 83% of staff are engaged in their work. This is a tremendous result when compared to global norms of 68%. Overall, Buller District Council staff reported a noticeable culture shift, improvements in communications with the public, more flexibility for staff and an ethos of continually striving to improve itself with the wellbeing of the community at the forefront of mind.

Four of the five culture levers assessed are still performing well since 2019. The greatest area for development is in Enablement where there has been no significant improvements since 2018. Staff reported that current systems and processes are limiting their ability to achieve more, with a greater need for resources (people & IT) to allow staff to produce higher quality work. Increases in staff training and better communication between teams were noted, along with support from leadership teams regarding accountability and managing unacceptable behaviours.

There is also a small minority of disengaged staff and it is important that their issues are addressed to avoid any undermining of the overall improvements made.

Divisional Differences

- **Engagement:** Engagement levels across divisions range from 71% to 90%, with all divisions above the 2020 Global Benchmark of 68%.
- **Culture and Engagement Drivers:** While most divisions had a slight increase in all Culture Levers, there was a significant drop in all Culture Levers within the Infrastructure Division, in particular enablement (0.93 decrease). Slight drops were also noted in the Regulatory and Commercial and Corporate Division in enablement and alignment, respectively.

Recommendations

Having made great progress on culture issues, there is a need to now back this up with initiatives in the enablement sphere:

1. Improve Efficiency through Updating Systems and Processes
2. Managing Workload to Enable Staff to Meet Deadlines
3. Work on Continued and Improved Communication Between Departments and Teams

And continuing the focus on:

4. Strong Leadership and Culture

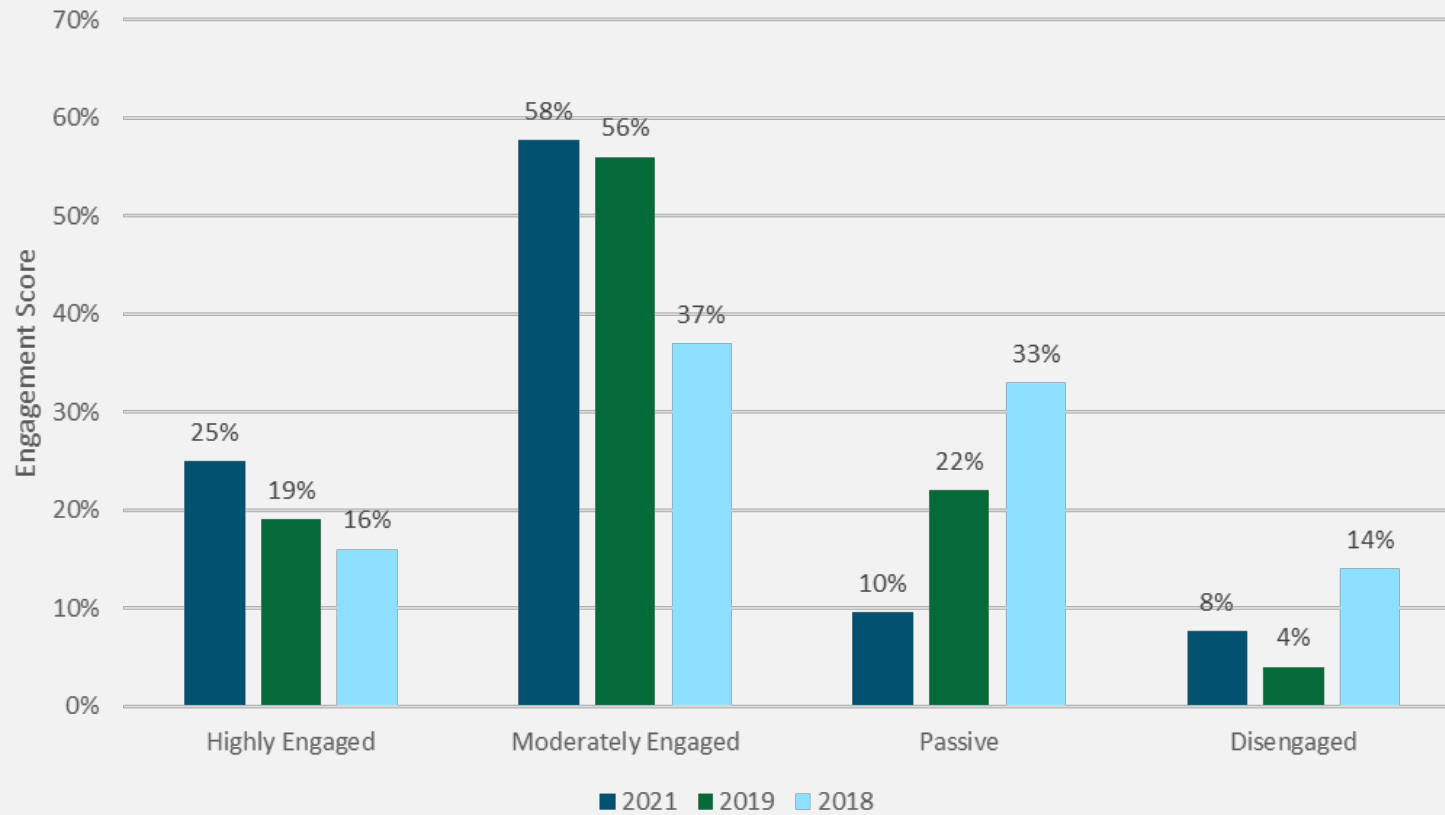
ORGANISATIONAL RESULTS (FEBRUARY 2021): KEY RESULTS SUMMARY



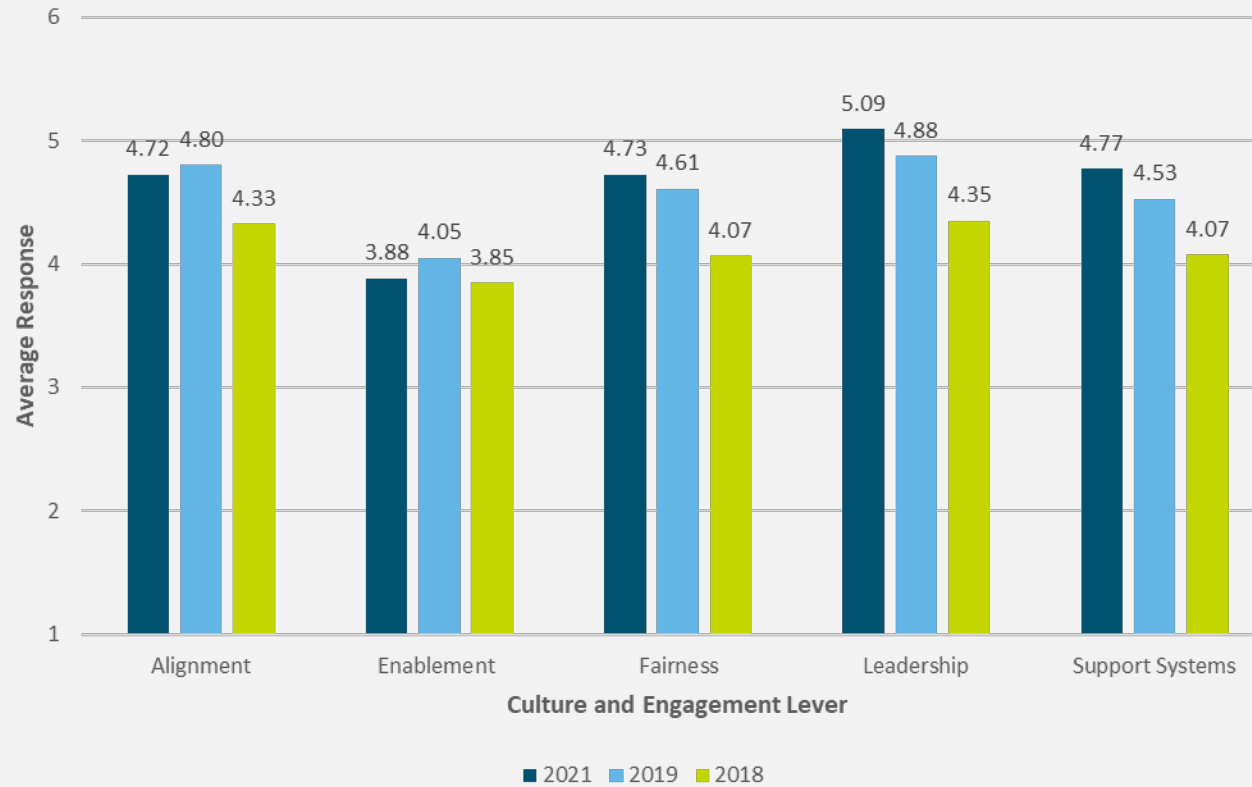
Buller District Council: Culture & Engagement Results Summary	2021	Change since 2019	Change since 2018
Response Rate	70%	▬ -24%	▬ -25%
Employee Engagement Index	83%	▲ 9%	▲ 32%
Culture and Engagement Levers (Highest to Lowest)			
Leadership	5.09	▬ 0.21	▲ 0.74
Support Systems	4.77	▬ 0.25	▲ 0.70
Fairness	4.73	▬ 0.12	▲ 0.66
Alignment	4.72	▬ -0.08	▲ 0.40
Enablement	3.88	▬ -0.17	▬ 0.04
Highest Rated Questions (Top 3)			
1: The person I report to contributes to a positive workplace culture (<i>Leadership</i>)	5.43	▬ 0.20	▲ 0.71
2: The person I report to is a positive role model for how to act, behave and make decisions at Buller District Council (<i>Leadership</i>)	5.41	▲ 0.37	▲ 0.75
3: I am clear about how my role contributes to Buller District Council's success (<i>Alignment</i>)	5.23	▬ 0.21	▲ 0.46
Lowest Rated Questions (Bottom 3)			
1: Our equipment, systems and processes help us get our work done effectively and efficiently (<i>Enablement</i>)	3.56	▼ -0.29	▼ -0.34
2: Teams exchange critical information in a timely manner to enable effective decision making (<i>Enablement</i>)	3.87	▬ -0.12	▲ 0.32
3: I have the information I need to do my job as effectively as possible (<i>Enablement</i>)	4.23	▬ -0.10	▬ 0.13
Largest Movements (Top 3)			
1. The contribution of individuals is recognised (<i>Support Systems</i>)	4.71	▲ 0.49	▲ 1.18
2. The person I report to is a positive role model for how to act, behave and make decisions at Buller District Council (<i>Leadership</i>)	5.41	▲ 0.37	▲ 0.75
3. I am confident that as an organisation we can execute The Long Term Plan successfully (<i>Alignment</i>)	4.50	▼ -0.31	▲ 0.36

Interpretation of Average Score: 1 = Strongly Disagree, 2 = Disagree, 3 = Slightly Disagree, 4 = Slightly Agree, 5 = Agree, 6 = Strongly Agree

ORGANISATIONAL RESULTS (2021): ENGAGEMENT INDEX

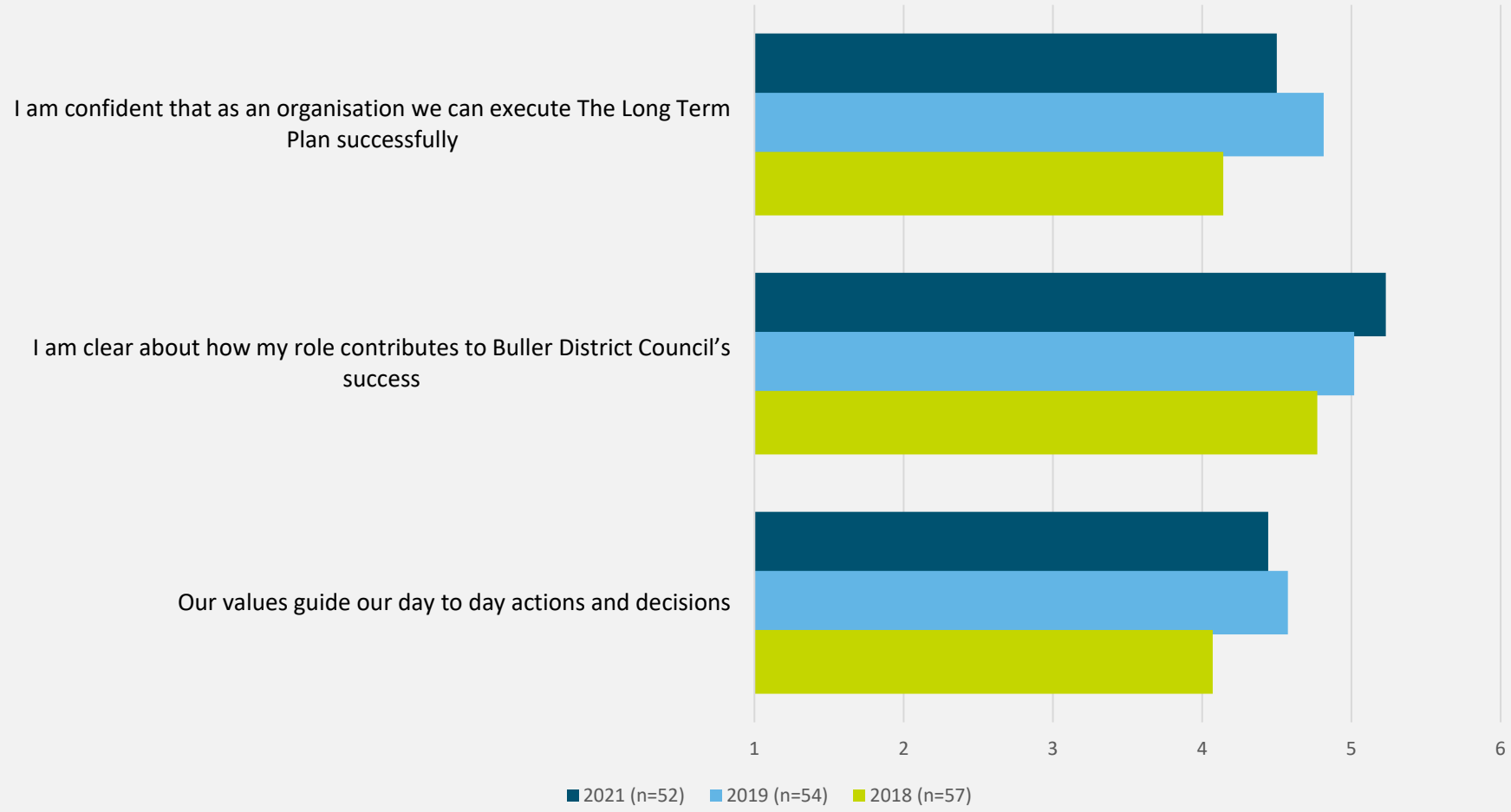


ORGANISATIONAL RESULTS (2021): CULTURE AND ENGAGEMENT LEVERS



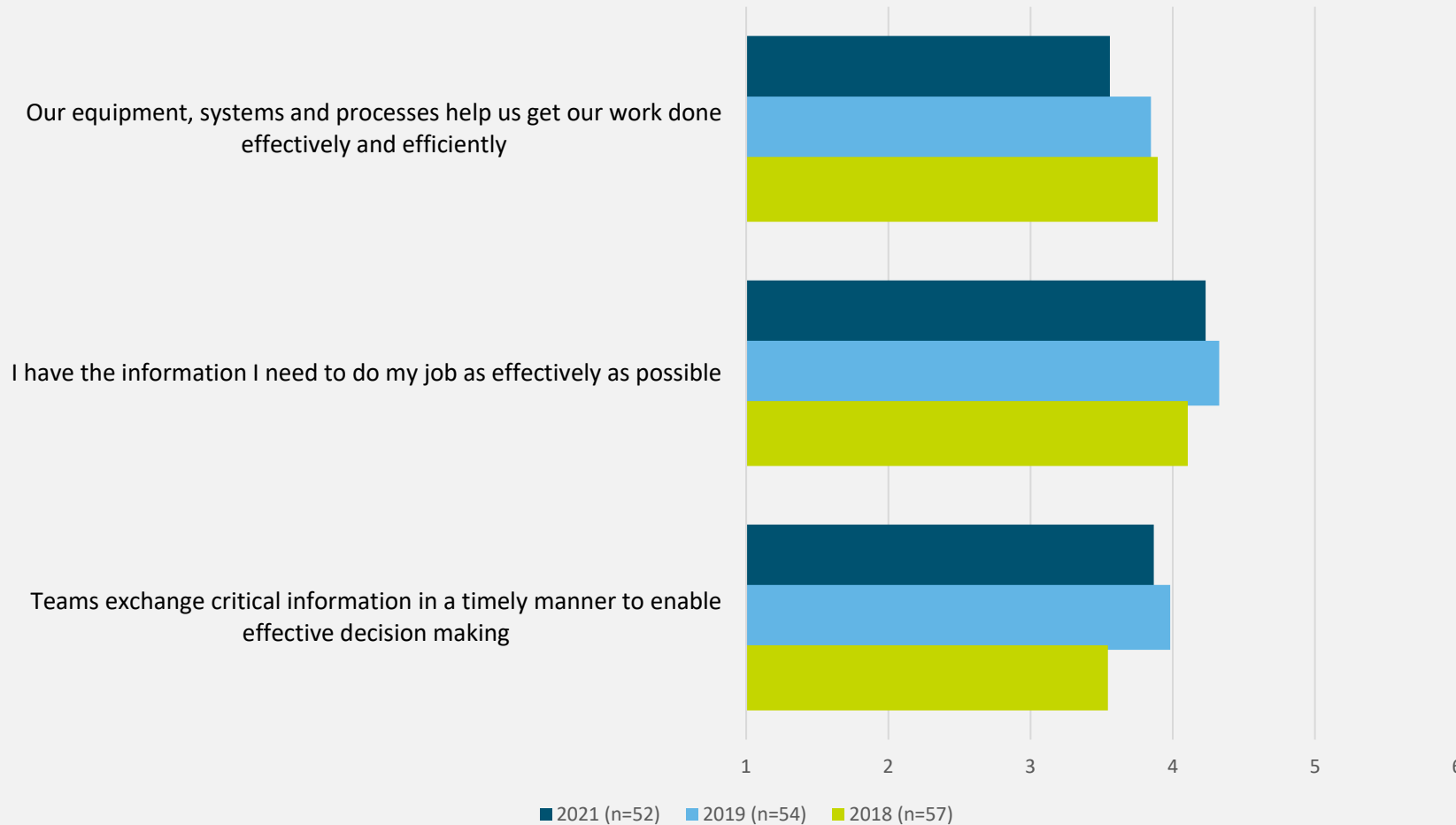
Interpretation of Average Score: 1 = Strongly Disagree, 2 = Disagree, 3 = Slightly Disagree, 4 = Slightly Agree, 5 = Agree, 6 = Strongly Agree

ORGANISATIONAL RESULTS (2021): MEAN QUESTION RESPONSES - ALIGNMENT



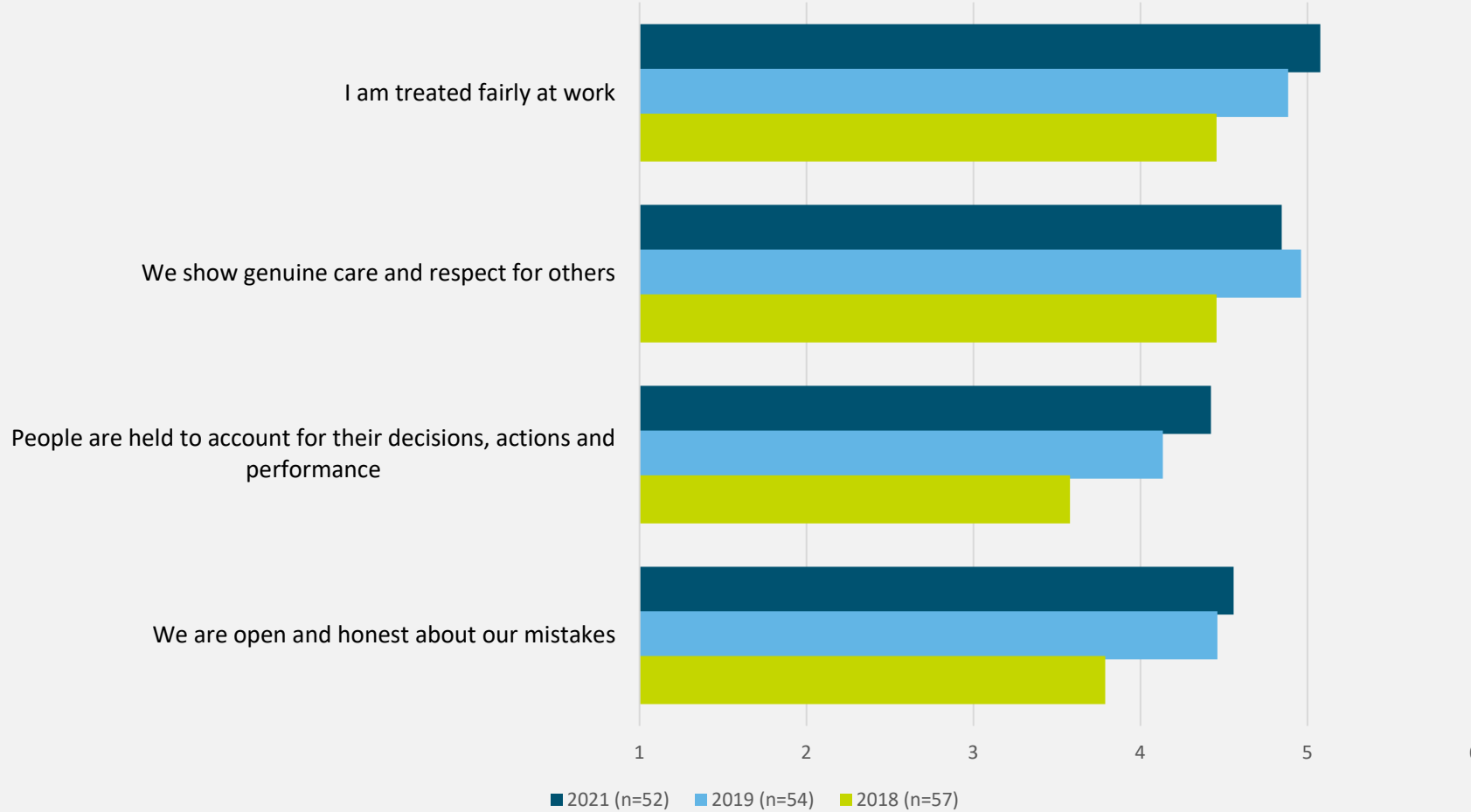
Interpretation of Average Score: 1 = Strongly Disagree, 2 = Disagree, 3 = Slightly Disagree, 4 = Slightly Agree, 5 = Agree, 6 = Strongly Agree

ORGANISATIONAL RESULTS (2021): MEAN QUESTION RESPONSES - ENABLEMENT



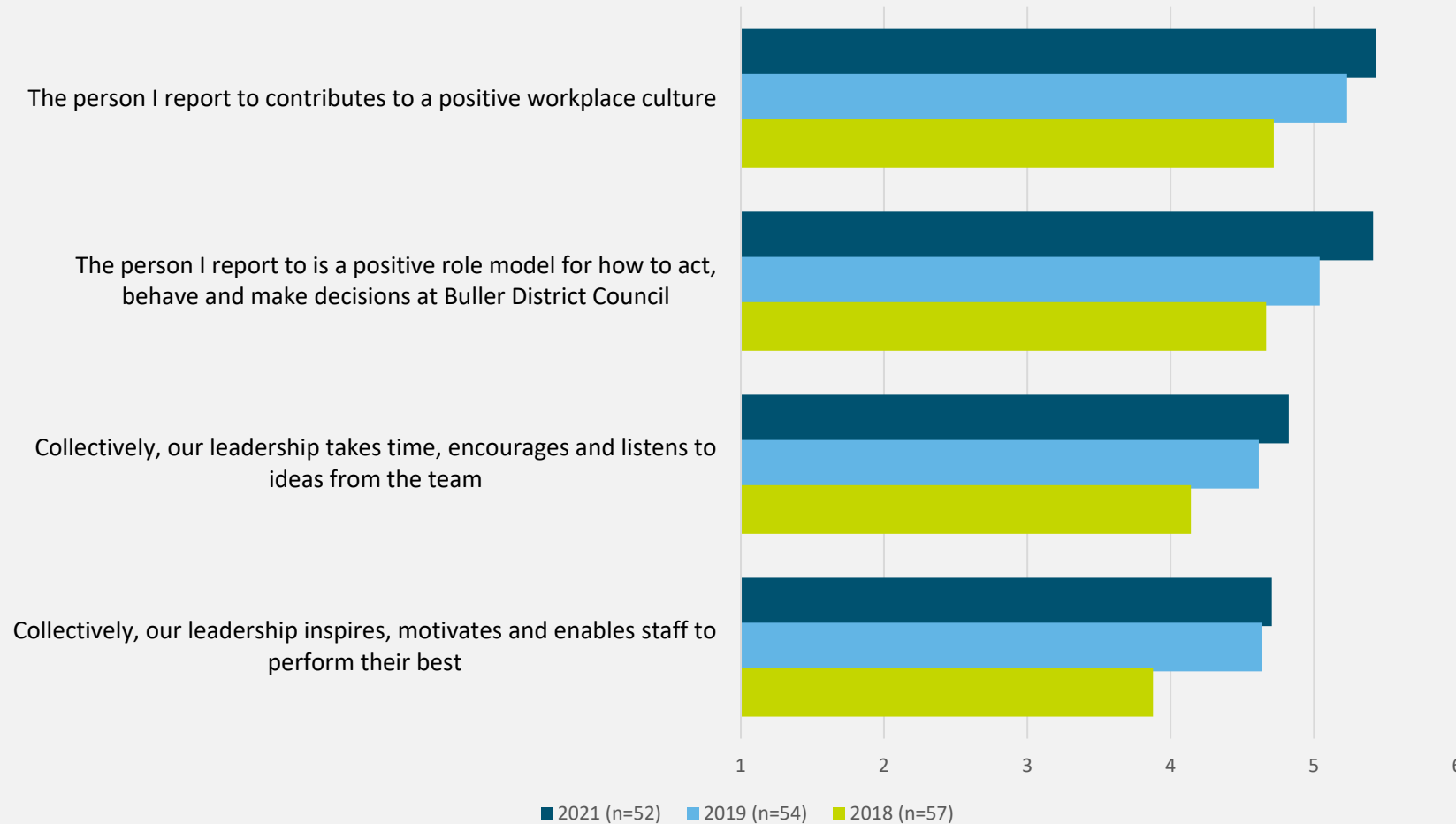
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ORGANISATIONAL RESULTS (2021): MEAN QUESTION RESPONSES - FAIRNESS



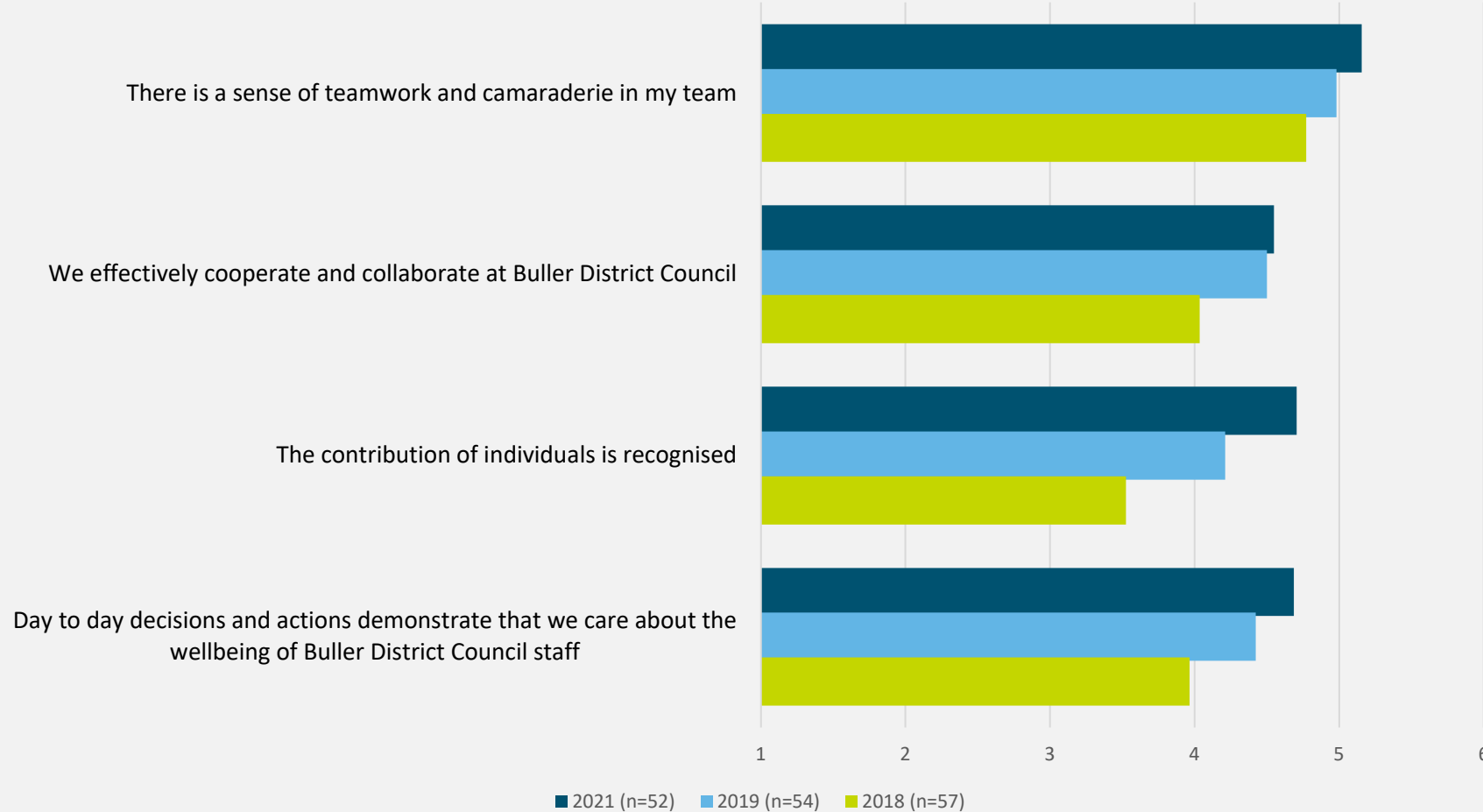
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ORGANISATIONAL RESULTS (2021): MEAN QUESTION RESPONSES - LEADERSHIP



Interpretation of Average Score: 1 = Strongly Disagree, 2 = Disagree, 3 = Slightly Disagree, 4 = Slightly Agree, 5 = Agree, 6 = Strongly Agree

ORGANISATIONAL RESULTS (2021): MEAN QUESTION RESPONSES – SUPPORT SYSTEMS



Interpretation of Average Score: 1 = Strongly Disagree, 2 = Disagree, 3 = Slightly Disagree, 4 = Slightly Agree, 5 = Agree, 6 = Strongly Agree