

# Kōrero Mai: Red to Green

Remuneration, Performance & Behaviours Deep Dive – summary

for DPMC staff

November 2018

# Kōrero Mai: From Red to Green

# Overall responses: 69% response rate

Strongly Disagree to Strongly Agree Questions	Average score
Do you think our salary processes and policies are communicated clearly?	53%
Do you think our salary approach across DPMC this year was fair and consistent?	56%
Thinking about roles in similar sectors and requiring similar capabilities (skills, knowledge and experience) to your own, do you believe your salary is fair and equitable?	52%
Do you have a clear understanding of how your salary is linked to your performance objectives?	47%
Do you think DPMC's performance management processes are communicated clearly?	42%
Do you feel you can discuss with your manager what further responsibilities and development you would need to be regarded as a stronger performer?	69%
I have a clear understanding of what is, and is not, considered acceptable workplace behaviour.	82%
My team has a clear, shared understanding of what is, and is not, considered acceptable workplace behavior.	72%
Our new Values encourage acceptable workplace behaviours at DPMC.	69%
I am given clear and appropriate feedback and support for me to do my role.	68%
I understand from my manager that to be a good performer in DPMC means it is important that I demonstrate acceptable workplace behaviour.	79%
I am confident that if I have witnessed behaviour that may constitute workplace bullying I will raise my concern with my manager, HR or another people leader.	73%
I am confident that if I raise a concern with my manager, HR or another people leader about behaviour that may constitute workplace bullying, that this will be addressed.	65%
I feel that DPMC's performance management policies are applied fairly and consistently across the organisation.	52%

Yes - No Questions	Yes	No
When you think of unacceptable behaviour or workplace bullying in DPMC have you observed or experienced verbal abuse or intimidation?	32%	68%
When you think of unacceptable behaviour or workplace bullying in DPMC have you observed or experienced exclusion or isolation?	34%	66%

0 - 10 Questions	Average Score
In the past six months I have felt the impact of additional work as a result of poor performance of others not being effectively addressed within my business unit (prevalence: never (0) to almost daily (10)).	3.5
In the past six months have you ever experienced or witnessed workplace bullying at DPMC? (prevalence: never (0) to almost daily (10)).	2.1
When you think about the management of poor performance, do you feel unacceptable behaviour is addressed effectively within your business unit (never (0) - always (10))?	5.6
When you think about the management of poor performance, do you feel unacceptable behaviour is addressed effectively within wider DPMC (never (0) - always (10))?	5.5

Free Text Only Questions	Comments
Other than \$, what benefits and rewards would you value at DPMC?	151
When you think of unacceptable behaviour or workplace bullying in DPMC, what other behaviours do you think of?	110
How do you think we could be better at managing poor performance?	110
Without mentioning names could you give any examples of what you see as 'poor performance'?	109
Any other comments.	53

# What we heard....

- Nearly 70% staff responded and included over 500 comments
- You have a clear understanding of what is and is not acceptable workplace behaviour
- You said there should be no line between poor performance and unacceptable behaviour
- You are confident that you can raise concerns about bullying but not quite so confident it will be addressed
- Our new Values refresh supports acceptable behaviour

# What we heard...

- We are dealing with poor performance effectively only 50-60% of the time
- You said you were being impacted by extra work as a result of poor performance not being managed (an average of 3.5 out of 10, with the scale being never (0) to almost daily (10))
- Continuing to develop manager and staff ability to have challenging and quality conversations will be important
- We have work to do in communicating policy and process on performance management
- We have more work to do on remuneration and benefits
- You want more opportunity to work flexibly

# Red to green

Remuneration, Performance & Behaviours

What you said and what we will do

# Behaviours Assertions

1. I have a clear understanding of what is, and is not, considered acceptable workplace behaviour.	82%
2. I understand from my manager that to be a good performer in DPMC means it is important that I demonstrate acceptable workplace behaviour.	79%
3. I am confident that if I have witnessed behaviour that may constitute workplace bullying I will raise my concern with my manager, HR or another people leader.	73%
4. My team has a clear, shared understanding of what is, and is not, considered acceptable workplace behaviour.	72%
5. Our new Values encourage acceptable workplace behaviours at DPMC.	69%
6. I am confident that if I raise a concern with my manager, HR or another people leader about behaviour that may constitute workplace bullying, that this will be addressed.	65%
7. In the past six months I have felt the impact of additional work as a result of poor performance of others not being effectively addressed within my business unit (prevalence: never (0) to almost daily (10)).	2.1
8. When you think of unacceptable behaviour or workplace bullying in DPMC have you observed or experienced verbal abuse or intimidation?	32% YES
9. When you think of unacceptable behaviour or workplace bullying in DPMC have you observed or experienced exclusion or isolation?	34% YES

# Behaviours

- 110 comments told us of types of behaviour they think of in DPMC when they think of unacceptable behaviour
  - Raised voices, disparaging comments, gossip about colleagues and managers, passive aggressive comments and actions, rude to or belittling junior staff members, talking over others in meetings, favouritism, exclusion, abruptness, unreasonable workload expectations, standing over someone, “scapegoating”, sarcasm, “taking it out on others”.
- ELT strongly believes DPMC should be an environment that is free of unacceptable behaviours
- Positively, our newer employees (less than two years) are not seeing these behaviours as much



# Behaviour – what we will do

- We can lead with our values and creating an environment where:
  - acceptable behaviour is well understood and supported by our values
  - everyone is given the skills to call out unacceptable behaviour and is supported in doing this
  - There is no line between performance and behaviour – unacceptable behaviour is non-performance
  - Everyone has the skills to give and receive feedback
- This links directly to rethinking our performance framework and being clear that performance in DPMC includes how we behave

# Performance Assertions

1. I understand from my manager that to be a good performer in DPMC means it is important that I demonstrate acceptable workplace behaviour.	79%
2. Do you feel you can discuss with your manager what further responsibilities and development you would need to be regarded as a stronger performer?	69%
3. I am given clear and appropriate feedback and support for me to do my role.	68%
4. Do you think DPMC's performance management processes are communicated clearly?	42%
5. I feel that DPMC's performance management policies are applied fairly and consistently across the organisation.	52%
6. In the past six months I have felt the impact of additional work as a result of poor performance of others not being effectively addressed within my business unit (prevalence: never (0) to almost daily (10)).	3.5
7. When you think about the management of poor performance, do you feel unacceptable behaviour is addressed effectively within your business unit (never (0) - always (10))?	5.6
8. When you think about the management of poor performance, do you feel unacceptable behaviour is addressed effectively within wider DPMC (never (0) - always (10))?	5.5

# Performance

- You know there should be a link between performance and behaviour, however not all see this consistently managed
- Many of you feel you get feedback and can talk with your manager about development to improve in your role
- However we do not communicate our performance management processes clearly enough
- You believe poor performance is effectively managed only 50-60% of the time
- You feel workloads are impacted due to lack of management of poor performance (an average of 3.5 out of 10, with the scale being never (0) to almost daily (10))

# Performance – what we will do

- Working with staff we will begin an immediate refresh of the performance framework and create a policy/process document which is easy to understand and supports:
  - clarity of what good performance looks like and a better link to our values
  - good performance includes demonstration of acceptable behaviour
  - a culture of unacceptable behaviour being called out and managed
  - development processes easy to follow for all
  - a clear understanding of what poor performance is and expectation that this will be managed
  - upskill managers on the management of poor performance
  - transparency of processes
  - improve the quality of performance conversations and feedback by upskilling all managers and staff

# Remuneration Assertions

1. Do you have a clear understanding of how your salary is linked to your performance objectives?	47%
2. Thinking about roles in similar sectors and requiring similar capabilities (skills, knowledge and experience) to your own, do you believe your salary is fair and equitable?	52%
3. Do you think our salary processes and policies are communicated clearly?	53%
4. Do you think our salary approach across DPMC this year was fair and consistent?	56%

# Remuneration and benefits

- The highest score was about how we managed the process this year
- You feel only 50% positive that you understand the link between performance and remuneration
- Some of you still don't consider DPMC remuneration is relative to the market (52% now compared to 46% in the previous survey)
- 151 comments received re additional benefits - key themes:
  - flexible options, wellbeing benefits, leave, culture
- ELT has asked for further analysis on remuneration

# Remuneration and benefits – what we will do

- Flexible working – nearly 1/3 of the benefit comments on this - we will move to flexible working options available for all early 2019
- On its way before Christmas:
  - Wellbeing Policy principle based – ‘if it’s about wellbeing it’s probably ok’
  - Vision support (eg glasses) included in the Wellbeing Policy
  - Support for those who incur expenses in caring for dependents when working above and beyond and travelling
- Additional leave – focus on getting current leave taken and consider leave buy-back
- Culture – comments on this support the value of lifting our focus on the management of poor performance and unacceptable behaviour

# What next - summary

## What you told us

- You want better performance conversations between managers and employees
- You want poor performance managed
- You want unacceptable behaviours called out and managed
- Improve the wellness benefits e.g. vision care, support for dependents
- You valued a flexible environment and want this fully embraced
- You want more transparency around remuneration processes

## What we are doing

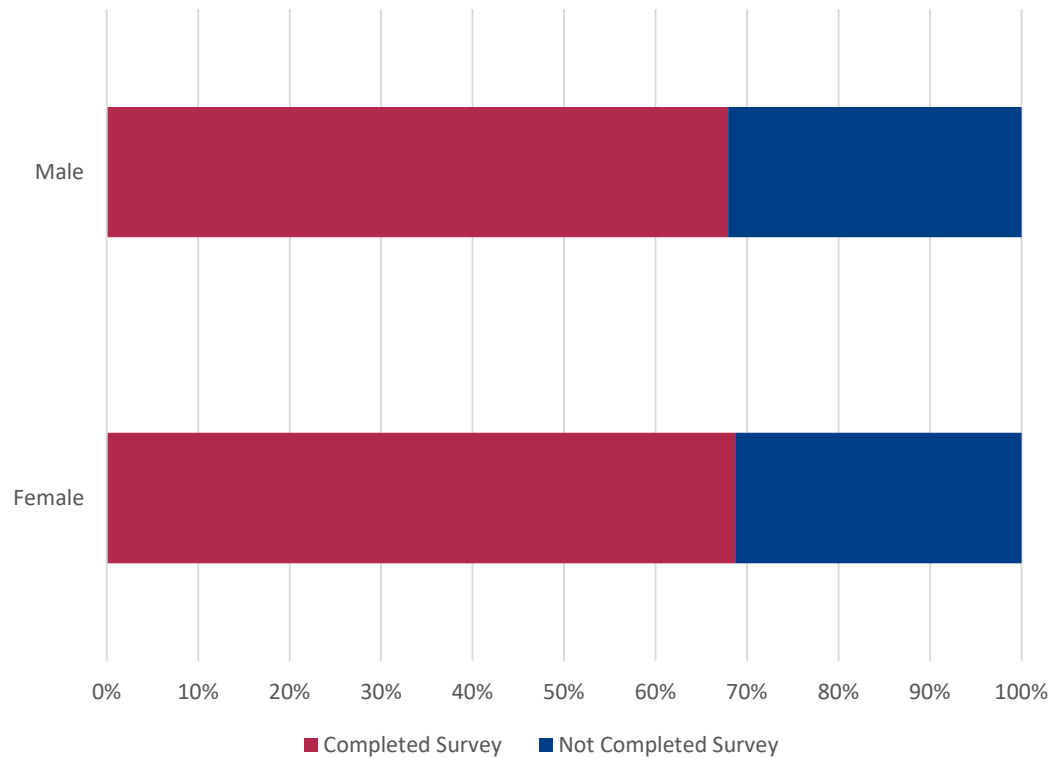
- Facilitated conversations on performance starting Dec 2018
- Revised Wellness Policy and Dependent Care Policy consulted via Culture & Engagement, release in Dec 2018
- New flexible work policy coming early 2019
- 2017/18 Remuneration Review had improved communication, bands now published and new 'How Pay Works'
- ELT has asked for further analysis of remuneration



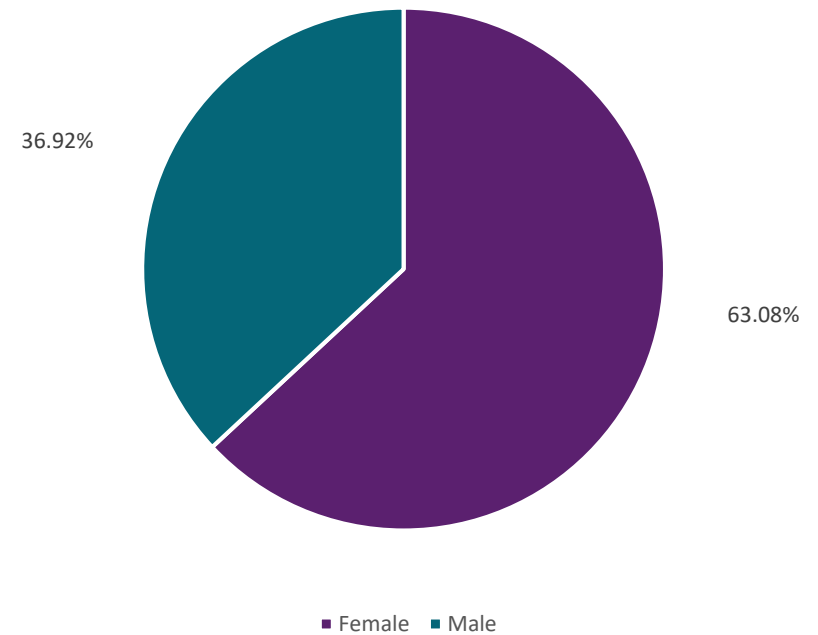
# Demographics

# Kōrero Mai is representative...

Survey Completion by Gender (%)

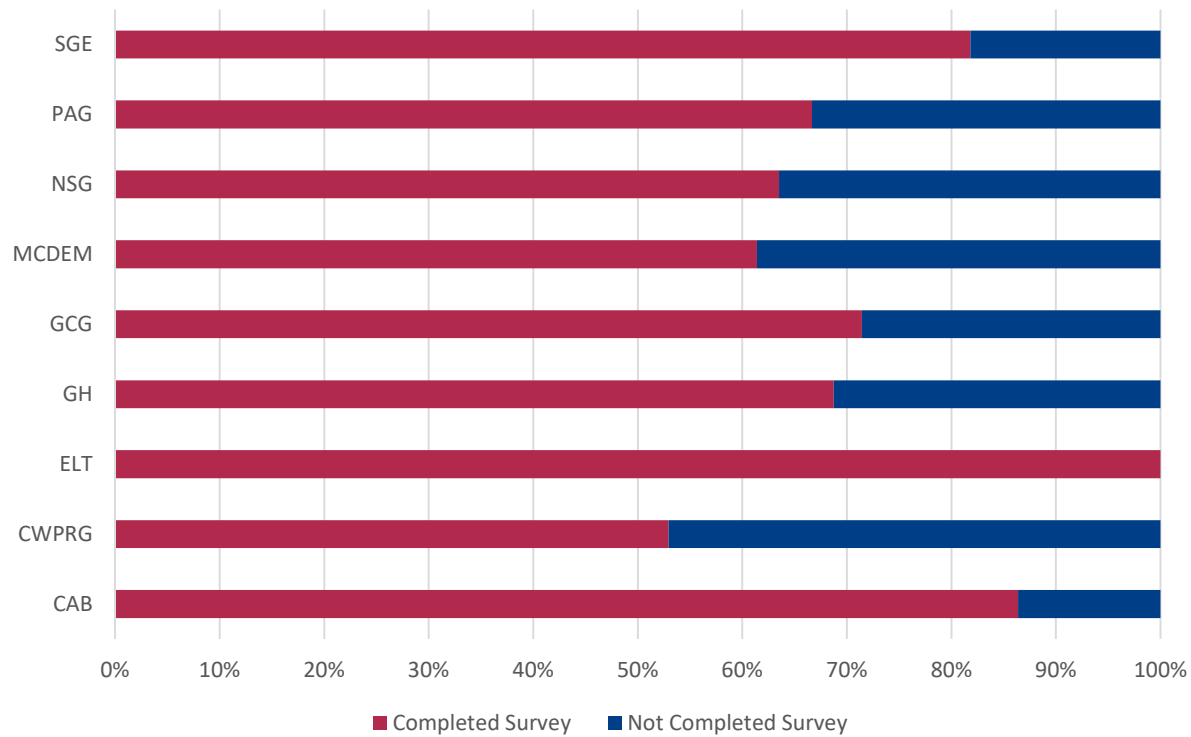


Gender Representation (%)



# Kōrero Mai is representative...

Survey Completed by Business Unit (%)



Business Unit Representation (%)

