



DOIA20/21070597

s 9(2)(a)

Dear s 9(2)(a)

Thank you for your email on 16 July requesting the following information under the Official Information Act 1982 (the Act):

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

Last year, Te Tūāpapa Kura Kāinga – Ministry of Housing and Urban Development (the Ministry) ran pulse surveys to hear from our people about their experience of working here. It provided us the opportunity to see how we were tracking, hear what is working well and identify what we can do better.

The two most recent staff surveys were completed in August and November 2020. The results of these are provided to you with some information withheld.

Each survey allowed the opportunity for staff members to put in comments to support their rating. These comments were made in confidence and staff were told that they were anonymous and would not be shared publicly. As such, they are withheld under section 9(2)(ba)(i), to protect information which is subject to an obligation of confidence, where the making available of the information would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied.

In terms of resulting changes, after the August survey, we launched our 'How we work' (flexible working by default) information on our intranet. This covers:

- our flexible working vision and goals
- flexible working principles
- tools and resources, including easy-to-understand flexible working flowcharts
- frequently asked questions
- team guides and example charters
- manager and individual toolkits.

People and Culture team members actively supported leadership teams to understand the benefits of flexible working and how the Ministry was implementing it. This flexible working approach is also role-modelled by those in senior leadership positions.

The results of the November survey informed a range of leadership activities, including workforce and workload management, conversations in all-staff and team meetings, and other communications and engagement initiatives.

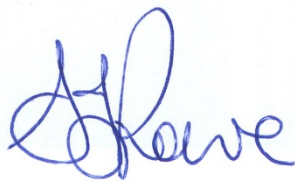
For example, the survey results told us our people would like more discussion about mental wellbeing. To support this, Whakatipu Mauriora (the Ministry's mental wellbeing network) has had regular 'Mental Wellbeing Conversations with Leaders', which are published on our intranet. In May our Chief Executive held drop-in sessions open to all staff to continue exploring "what else we can be doing to promote mental wellbeing" and "any thoughts [our people] might have about managing the organisation's workload". The insights from these sessions are used to inform ongoing improvements to how we work and how we support our people.

In terms of section 9(1) of the Act, I am satisfied that, in the circumstances, the decision to withhold information under section 9 of the Act is not outweighed by other considerations that render it desirable to make the information available in the public interest.

You have the right to seek an investigation and review of my response by the Ombudsman, in accordance with section 28(3) of the Act. The relevant details can be found on the Ombudsman's website www.ombudsman.parliament.nz.

As part of our ongoing commitment to openness and transparency, the Ministry proactively releases information and documents that may be of interest to the public. As such, this response, with your personal details removed, may be published on our website.

Yours sincerely



Stephanie Rowe
Deputy Chief Executive
System Performance



Pulse survey 3-7 August 2020

This report presents results from the Pulse survey run with HUD people on 3-7 August 2020.

This was the first in a series of four such Pulse surveys each year. Each survey will consist of fixed core questions – intended to track connection to Our Kaupapa and People's Experience working here – and changing theme questions – providing insights into specific areas of organisational interest. The theme area for this survey was Flexible Working, and results on those questions will be reported separately.

What the results suggest

- High response rate => our people appreciate having a voice
- Relatively low number of comments => be careful not to generalise comments across whole organisation
- People feel connected to HUD's purpose
- Teams endeavour to put our Values and Principles into practice
- People generally feel they belong, are accepted and that their contributions are recognised
- People feel less positive about opportunities to develop and progress

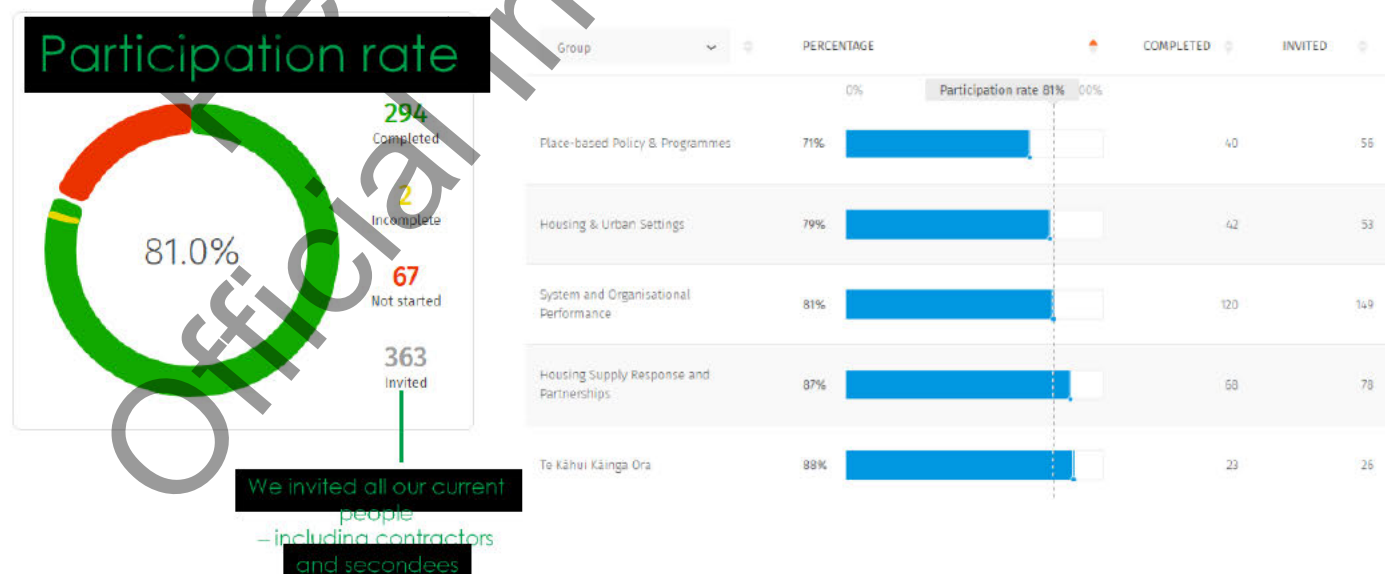
The Appendix includes comments from all questions.

Please direct any questions about the survey results to [Peter Gibbs](#) in the People and Culture team.

Reports for Groups will be provided to DCEs, with an option of reports at the team level (for teams with four or more responses) on request.

Summary results will also be provided in an 'opportunities register' for teams such as Strategy & Performance, Governance & Project Management, and People & Culture to support developing organisational capability.

Pulse response rate by organisation and group



Results - core questions



KEY:



Results - core questions breakdown

What I do - Aku mahi: I have a clear sense of how my work contributes to our purpose (Thriving communities where everyone has a place to call home).

21 comments

80%

How I do it - Taku huarahi mahi: I and my team demonstrate our Values (Wānangatia - Curiosity, Arohatia - Empathy, and Kōkiritia - Drive) in the way we work; and our Principles (Long-term, System-wide, People-centred, Treaty-anchored, and Whenua-based) guide our approach.

27 comments

76%

How I feel - Taku āhua i te mahi: I have a sense of belonging here; I am valued and accepted; my contribution is recognised and makes a difference; I have opportunities to grow.

30 comments

72%

Leadership - Te ārahi tangata i te mahi: Our senior leaders, and the person I report to, communicate context, direction and priorities that help me focus on the right things; and create a supportive environment where I can apply my skills and experience and have my voice heard.

32 comments

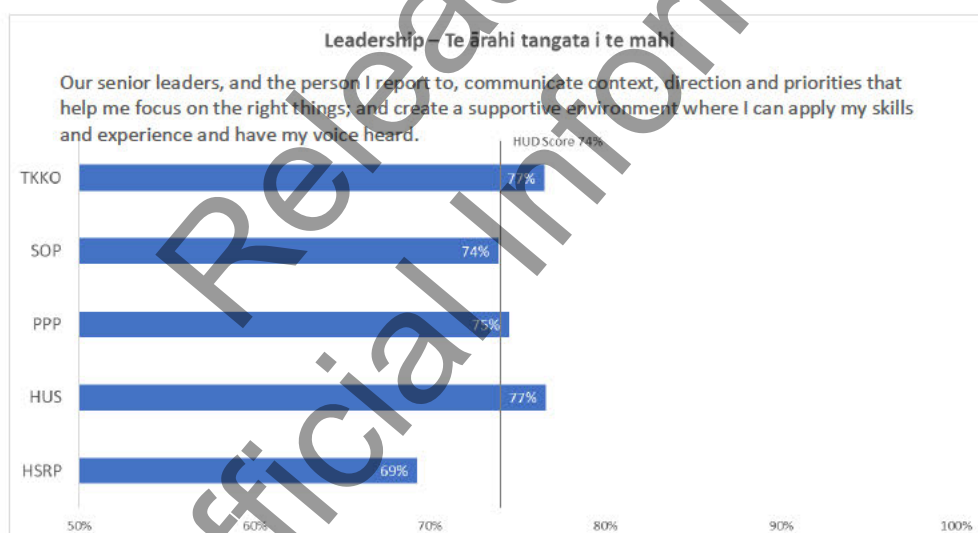
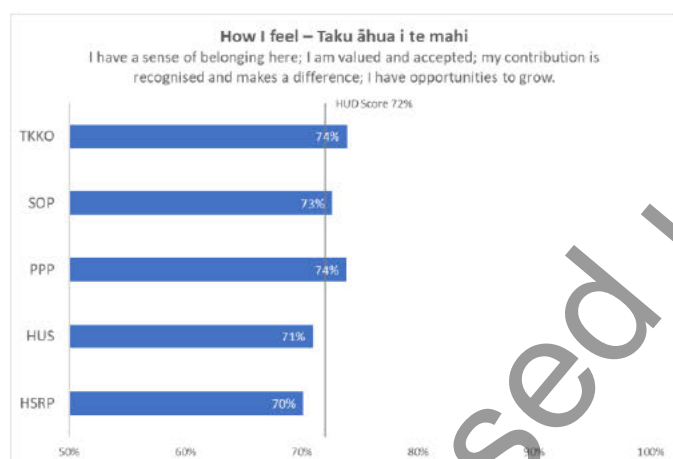
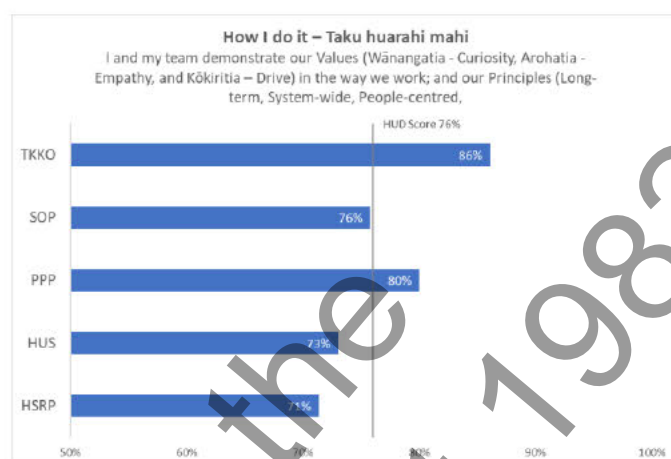
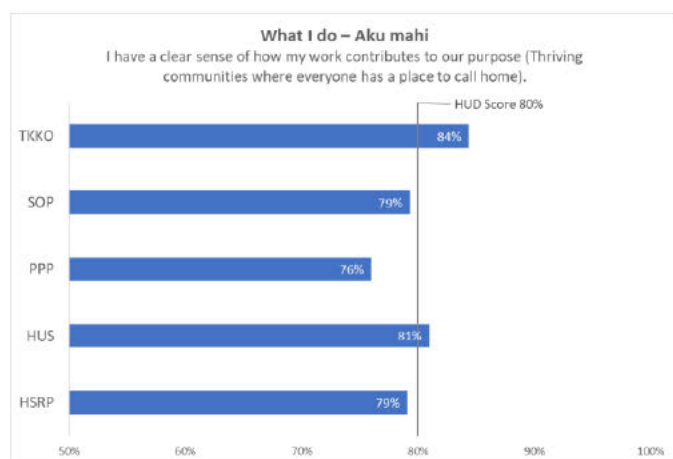
74%

Joining up - Te tūhono i te mahi: I and my team connect early with our colleagues, partners and stakeholders - working hard to understand and collaborate so that we deliver meaningful outcomes.

38 comments

69%

Results – core questions for Groups



APPENDIX – Comments from each question

1. What I do - Aku mahi:

I have a clear sense of how my work contributes to our purpose (Thriving communities where everyone has a place to call home).

Response	s 9(2)(ba)(i)
Strongly Agree	<div>Released under the Official Information Act 1982</div>
Agree	
Somewhat Agree	
Somewhat Disagree	
Disagree	

2. How I do it - Taku huarahi mahi:

I and my team demonstrate our Values (Wānangatia - Curiosity, Arohatia - Empathy, and Kōkiritia - Drive) in the way we work; and our Principles (Long-term, System-wide, People-centred, Treaty-anchored, and Whenua-based) guide our approach.

Response	s 9(2)(ba)(i)
Strongly Agree	
Agree	
Somewhat Agree	
Somewhat Disagree	
Strongly Disagree	

s 9(2)(ba)(i)

Don't know

Released under the
Official Information Act 1982

3. How I feel - Taku āhua i te mahi:

I have a sense of belonging here; I am valued and accepted; my contribution is recognised and makes a difference; I have opportunities to grow.

Response	s 9(2)(ba)(i)
Strongly Agree	
Agree	
Somewhat Agree	
Somewhat Disagree	

s 9(2)(ba)(i)

Disagree

Strongly
Disagree

Don't know

Released under the
Official Information Act 1982

4. Leadership - Te ārahi tangata i te mahi:

Our senior leaders, and the person I report to, communicate context, direction and priorities that help me focus on the right things; and create a supportive environment where I can apply my skills and experience and have my voice heard.

Response	s 9(2)(ba)(i)
Strongly Agree	<div>Released under the Official Information Act 1982</div>
Agree	
Somewhat Agree	
Somewhat Disagree	

s 9(2)(ba)(i)

Disagree

Strongly
Disagree
Don't know

Released under the
Official Information Act 1982

5. Joining up - Te tūhono i te mahi:

I and my team connect early with our colleagues, partners and stakeholders - working hard to understand and collaborate so that we deliver meaningful outcomes.

Response	s 9(2)(ba)(i)
Strongly Agree	<div>Released under the Official Information Act 1982</div>
Agree	
Somewhat Agree	

s 9(2)(ba)(i)

Somewhat
Disagree

Disagree

Strongly
Disagree

Don't know

Released under the
Official Information Act 1982



Pulse survey 25 Nov – 2 Dec 2020

This report presents results from the Pulse survey run with HUD people between 25 Nov – 2 Dec 2020.

This was the second in a yearly series of four Pulse surveys– the first survey was in August 2020. Each survey consists of fixed core questions and changing theme questions. The fixed core questions are designed to track connection to Our Kaupapa and people's experience of working here. The changing theme questions provide insights into specific areas of organisational interest. The theme questions in this survey are from Whakatipu Mauriora (Mental Health Network) combined with three questions about broader health, safety and wellbeing. Results from these themed questions will be reported separately.

This survey also included one open-ended question asking what we, as an organisation, can learn from our experience this year that is worth carrying into next year. Results from this question are included on page 14.

What the results suggest

- The very high response rate suggests our people appreciate having a voice and trust it is heard
- The relatively low number of comments (less than 10% of respondents) mean we should be careful not to generalise comments across the whole organisation
- The level of agreement with the core statements are all close to 70% which is a positive result
- People are slightly more positive than in August about how well people and teams join up / collaborate
- People are slightly less positive than in August about how they feel (sense of belonging; being valued and recognised; having chance to grow) and leadership (communication, direction, support from senior and immediate leaders and having their voices heard)
- 54% of respondents made suggestions about lessons HUD should carry forward from 2020. Significant numbers identified flexible working (half of all suggestions), the focus on wellbeing, HUD's demonstration of ability to deliver results quickly when necessary, and improvement in connecting with people & agencies.

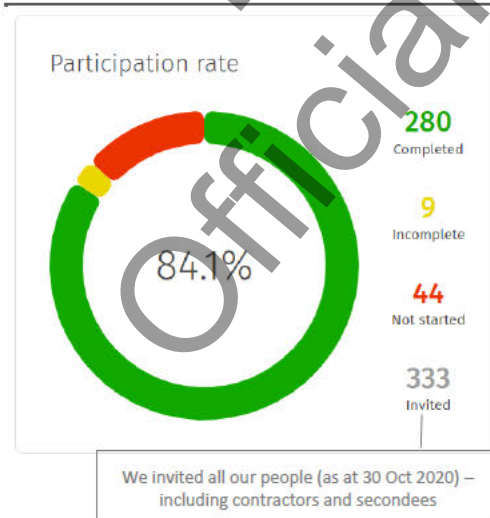
The Appendix includes full comments from all questions.

Please direct any questions about the survey results to Peter Gibbs in the People and Culture team.

Reports for Groups (including Team breakdowns) will be provided to DCEs separately.

Summary results will also be provided to Strategy & Performance, Governance & Project Management and People & Culture to support further development of organisational culture and capability.

Pulse response rate



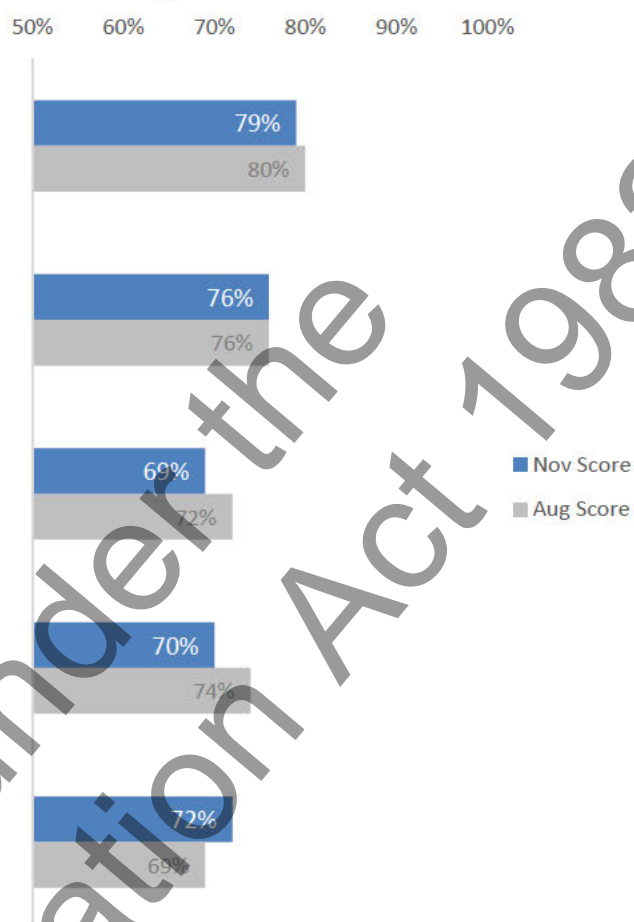
Group	Nov	Aug	People
System & Organisational Performance	92%	81%	119 of 130
Te Kāhui Kāinga Ora	91%	88%	21 of 23
Housing and Urban Settings	79%	79%	33 of 42
Housing Supply, Response & Partnerships	77%	87%	65 of 84
Place-based Policy and Programmes	74%	71%	35 of 47

Commentary

- 84% is an extremely high participation rate; many organisations struggle to achieve 70% participation in similar surveys
- Compared with the previous (August) survey, participation increased in all Groups except HSRP
- When viewed by location, there was a significant difference in participation: 86% (249 of 290) for Wellington compared with 71% (30 of 42) for Auckland.

Results – whole organisation core questions

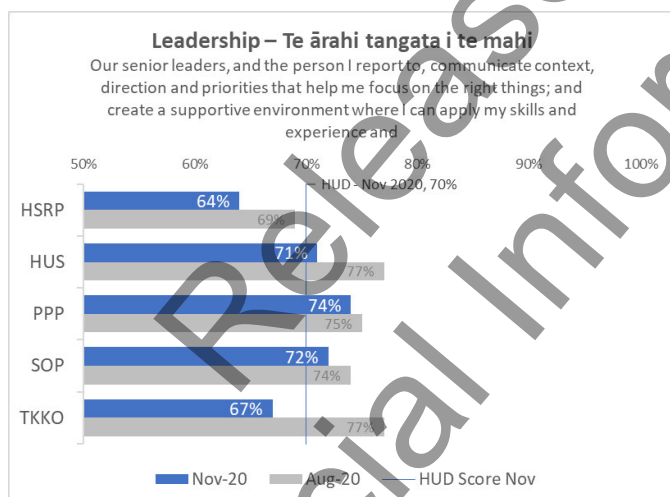
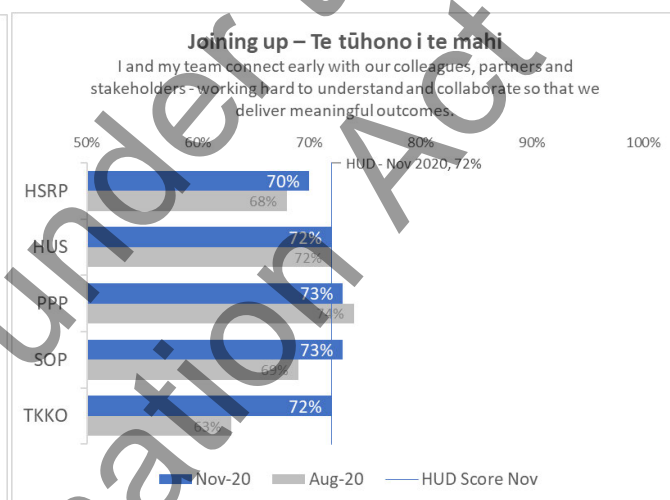
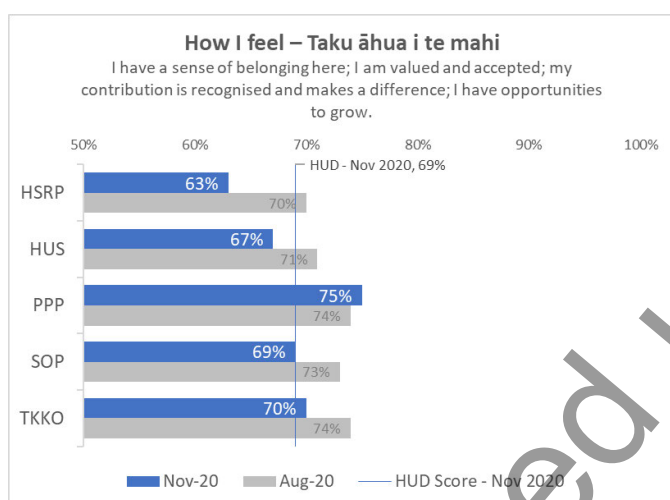
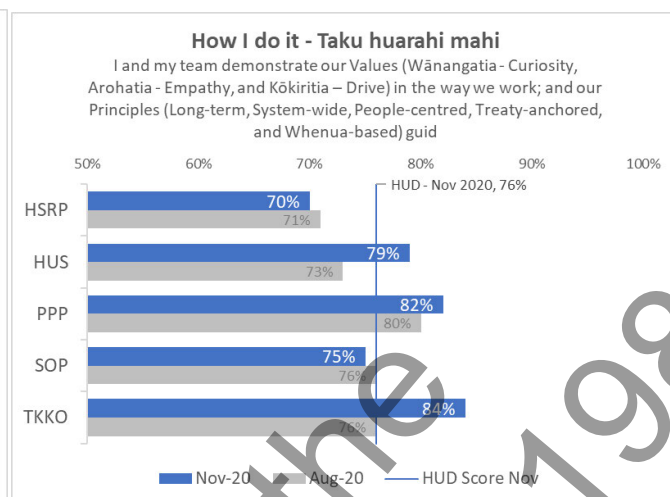
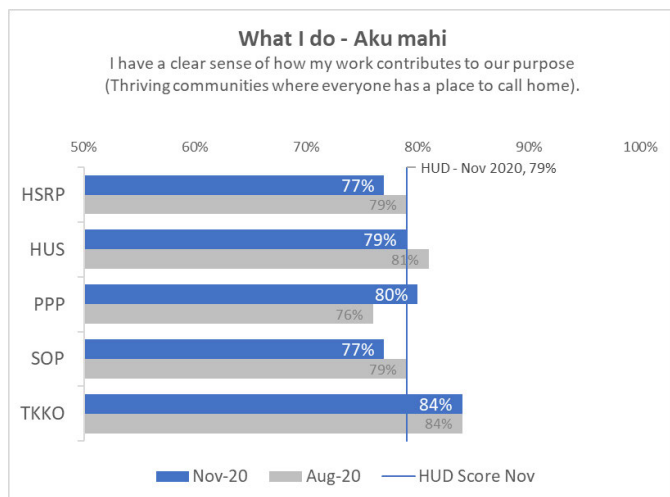
Pulse Survey - Nov 2020 - HUD Level of Agreement Scores



Core questions breakdown – whole organisation

Question	Number of People						
	Don't Know	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
What I do – Aku mahi: I have a clear sense of how my work contributes to our purpose (Thriving communities where everyone has a place to call home).	-	6	4	6	53	128	83
How I do it – Taku huarahi mahi: I and my team demonstrate our Values (Wānangatia - Curiosity, Arohata - Empathy, and Kōkiritia – Drive) in the way we work; and our Principles (Long-term, System-wide, People-centred, Treaty-anchored, and Whenua-based) guide our approach.	3	5	5	14	65	114	74
How I feel – Taku āhua i te mahi: I have a sense of belonging here; I am valued and accepted; my contribution is recognised and makes a difference; I have opportunities to grow.	-	22	14	16	61	104	63
Leadership – Te ārahi tangata i te mahi: Our senior leaders, and the person I report to, communicate context, direction and priorities that help me focus on the right things; and create a supportive environment where I can apply my skills and experience and have my voice heard.	3	10	13	24	69	100	61
Joining up – Te tūhono i te mahi: I and my team connect early with our colleagues, partners and stakeholders - working hard to understand and collaborate so that we deliver meaningful outcomes.	1	4	6	18	90	112	49

Results – core questions by Group



Commentary

- **How I feel**: People in all Groups except Place-based Policy and Programmes indicate lower levels of belonging, feeling their contributions are valued and recognised, and having opportunities to grow.
- **How I do it**: People and teams in our smaller Groups report they are getting better at demonstrating HUD Values and Principles in the way they work.
- **Leadership**: In all Groups there is a decline in the extent to which people experience senior and immediate leaders communicating, providing direction, and creating a supportive environment in which people's voices are heard.
- People in the Place-based Policy and Programmes Group are more positive than those in other Groups.

APPENDICES – Comments from each question

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1. What I do - Aku mahi:

I have a clear sense of how my work contributes to our purpose (Thriving communities where everyone has a place to call home).

Response	s 9(2)(ba)(i)
Strongly Agree	<div>Released under the Official Information Act 1982</div>
Agree	
Somewhat Agree	
Somewhat Disagree	
Disagree	

2. How I do it - Taku huarahi mahi:

I and my team demonstrate our Values (Wānangatia - Curiosity, Arohatia - Empathy, and Kōkiritia - Drive) in the way we work; and our Principles (Long-term, System-wide, People-centred, Treaty-anchored, and Whenua-based) guide our approach.

[illegible]

s 9(2)(ba)(i)

Somewhat Disagree

Disagree

Strongly Disagree
Don't know

Released under the
Official Information Act 1982

3. How I feel - Taku āhua i te mahi:

I have a sense of belonging here; I am valued and accepted; my contribution is recognised and makes a difference; I have opportunities to grow.

Response

Strongly Agree

s 9(2)(ba)(i)

Agree

Somewhat

Agree

Released under the
Official Information Act 1982

s 9(2)(ba)(i)

Somewhat
Disagree

Disagree

Strongly
Disagree

Don't know

Released under the
Official Information Act 1982

4. Leadership - Te ārahi tangata i te mahi:

Our senior leaders, and the person I report to, communicate context, direction and priorities that help me focus on the right things; and create a supportive environment where I can apply my skills and experience and have my voice heard.

Response	s 9(2)(ba)(i)
Strongly Agree	<div>Released under the Official Information Act 1982</div>
Agree	
Somewhat Agree	

s 9(2)(ba)(i)

Somewhat
Disagree

Disagree

Strongly
Disagree

Don't know

Released under the
Official Information Act 1982

5. Joining up - Te tūhono i te mahi:

I and my team connect early with our colleagues, partners and stakeholders - working hard to understand and collaborate so that we deliver meaningful outcomes.

Response	s 9(2)(ba)(i)
Strongly Agree	
Agree	
Somewhat Agree	

Somewhat
Disagree
Disagree

Strongly
Disagree
Don't know

Released under the
Official Information Act 1982

6. What should we, as an organisation, learn from this year?

2020 has been a unique and different year in many ways. Is there anything you think we can learn from our experience as an organisation that is worth us deliberately carrying forward into next year?

150 of the 280 survey respondents made suggestions in response to this question. All suggestions are listed below, with the broad themes of each indicated in the left column.

Themes	Comment
Flexible working; Being connected; Focus on wellbeing	s 9(2)(ba)(i)
Flexible working; Being connected; Focus on wellbeing	
Flexible working; Focus on wellbeing	
Flexible working; Focus on wellbeing	
Flexible working; Focus on wellbeing	
Flexible working; Focus on wellbeing	
Flexible working; Focus on wellbeing	
Flexible working; Focus on wellbeing	
Flexible working; Being connected; Agile working	

Themes	Comment
Flexible working; Agile working	s 9(2)(ba)(i)
Flexible working; Agile working	
Flexible working; Agile working	
Flexible working; Being connected	
Flexible working; Being connected	
Flexible working	
Flexible working	
Flexible working; Work neighbourhoods	
Flexible working	
Flexible working	
Flexible working	
Flexible working	
Flexible working; Challenges of working flexibly	
Flexible working	
Flexible working	
Flexible working; High trust approach	

Themes	Comment
Flexible working	s 9(2)(ba)(i)
Flexible working	
Flexible working	
Flexible working	
Flexible working	
Flexible working; Communication	
Flexible working; Challenges of working flexibly	
Flexible working	
Flexible working	
Flexible working	
Flexible working	
Flexible working	

Themes	Comment
Flexible working	s 9(2)(ba)(i)
Flexible working	
Flexible working	
Flexible working	
Flexible working	
Flexible working	
Flexible working	
Flexible working	
Flexible working	
Flexible working	
Flexible working	
Flexible working	
Flexible working	
Flexible working	
Flexible working	
Flexible working	
Flexible working; Mental health	
Flexible working	
Flexible working	

Themes	Comment
Flexible working; Challenges of working flexibly	s 9(2)(ba)(i)
Flexible working	
Flexible working	
Flexible working	
Flexible working	
Flexible working	
Flexible working	
Flexible working	
Flexible working	
Flexible working	
Flexible working	
Flexible working	
Flexible working	
Flexible working	
Flexible working	
Flexible working	
Flexible working; Communication	
Flexible working	

Themes	Comment
Flexible working	s 9(2)(ba)(i)
Flexible working; Better planning and structure	
Flexible working	
Flexible working	
Flexible working	
Flexible working	
Flexible working	
Flexible working	
Flexible working	
Focus on wellbeing; Agile working	
Focus on wellbeing	

Themes	Comment
Focus on wellbeing	s 9(2)(ba)(i)
Focus on wellbeing	
Focus on wellbeing	
Focus on wellbeing	
Focus on wellbeing	
Focus on wellbeing	
Focus on wellbeing	
Focus on wellbeing; Challenges of working flexibly	
Focus on wellbeing	
Focus on wellbeing	
Focus on wellbeing	
Focus on wellbeing	
Focus on wellbeing	
Focus on wellbeing	
Focus on wellbeing	
Focus on wellbeing	
Focus on wellbeing	
Focus on wellbeing	
Focus on wellbeing	
Focus on wellbeing	
Focus on wellbeing	

Themes	Comment
Focus on wellbeing; High trust approach	s 9(2)(ba)(i)
Focus on wellbeing; Communication	
Agile working	
Agile working	
Leaders' approach; Agile working	
Agile working	
Agile working	
Agile working	
Agile working	

Themes	Comment
Agile working	s 9(2)(ba)(i)
Agile working	
Agile working	
Agile working	
Being connected	
Being connected	
Being connected; Better planning and structure; More effective teams	
Being connected; Communication	
Being connected; Better planning and structure	
Being connected	
Being connected	
Being connected	
Leaders' approach	
Challenges of working flexibly	
Leaders' approach; Communication	

Themes	Comment
Better planning and structure	s 9(2)(ba)(i)
Development	
Development	
High trust approach	
Mental health	
Mental health	
Manageable workloads	
Better planning and structure	
Better planning and structure	
Challenges of working flexibly	
Better planning and structure	

Themes	Comment
Manageable workloads	s 9(2)(ba)(i)
Better planning and structure	
Communication	
Regular pulse surveys	
More effective teams	
Regular pulse surveys	
High trust approach	
Better planning and structure	