Urupounamu 2020

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Organisational Development

Monday 5th October

Urupounamu 2020

- Urupounamu is the LINZ engagement survey, initiated in 2017.

- All LINZ employees and contractors invited to participate in the survey from 7 September until 11 September.

- There were 33 rateable items in the 2020 survey (previously there had been more than 70).

- The survey uses a 7-point rating scale based on level of agreement and also includes a 'Don't Know' response.

- There were four questions where survey respondents could respond via open text.

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LINZ Participation & Engagement score

Year	Participation rate	Engagement score
2020	73%	68%
2019	80%	72%
2018	88%	70%
2017	88%	67%

Public Sector Comparison

Agency	Engagement Score (2019)
ERO	56
IRD	29
LINZ	72
MHUD	67
NZTA	51
SFO	70
SIA (MSD)	77
Stats NZ	67

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LINZ - highest rated items

Key	
Green	84–100%
Yellow	68-83%
Orange	50-67%
Red	Less than or equal to 49%

Item	Rating
My immediate leader supports people who bring innovative ideas	79%
My immediate leader shares information with me that enables me to do my job effectively	79%
The actions of my immediate leader are consistent with our BEST values	79%
My business unit has objectives that are aligned with LINZ strategic objectives	77%
My immediate leader provides me opportunities to develop my skills and competencies	77%
Health & Safety is taken seriously at LINZ	76%
LINZ is a great place to work	75%
The LINZ work environment is inclusive and supports diversity	73%
I have regular and effective feedback and performance reviews	72%
The contributions of individuals are recognised in my team	72%

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LINZ - lowest rated items

Key	
Green	84–100%
Yellow	68-83%
Orange	50-67%
Red	Less than or equal to 49%

Item	Rating
Poor performance is managed effectively at LINZ	47%
The measurements we use show clearly whether or not we are on target	55%
Leaders at LINZ make and deliver hard decisions in an effective way	57%
We have the technology to effectively support our operational processes	58%
Honesty and directness are valued at LINZ	61%
I feel comfortable speaking up	63%
We are provided with meaningful updates on how LINZ is performing	63%
LINZ consults effectively with stakeholders	64%
LINZ places enough emphasis on the importance of our customers' needs in how we work	66%
I feel prepared for organisational change	67%

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Full question set compared by year

	Key	
Green	84–100%	
Yellow	68-83%	
Orange	50-67%	
Red	Less than or equal to 49%	

#	Item	2020	2019	2018	2017
1	LINZ places enough emphasis on the importance of our customers' needs in how we work	66%	68%	72%	68%
2	LINZ is a great place to work	75%	80%	79%	77%
3	The contributions of individuals are recognised in my team	72%	79%	75%	72%
4	Honesty and directness are valued at LINZ	61%	64%	64%	72%
5	Health & Safety is taken seriously at LINZ*	76%	73%	71%	72%
6	The LINZ work environment is inclusive and supports diversity	73%	74%	NA	NA
7	I am motivated by LINZ's purpose and outcomes	69%	NA	NA	NA
8	Agile practices will improve our organisations performance	68%	NA	NA	NA
9	I use our policies and procedures to help understand what is expected of me at LINZ	68%	NA	NA	NA
10	The environment at LINZ supports people to talk about mental health and wellbeing	67%	65%	NA	NA
11	I feel prepared for organisational change	67%	NA	NA	NA
12	I feel comfortable speaking up	63%	NA	NA	NA
13	Our external providers make a positive contribution to our LINZ's performance	67%	66%	59%	63%
14	My immediate leader shares information with me that enables me to do my job effectively	79%	80%	81%	76%
15	We are provided with meaningful updates on how LINZ is performing	63%	64%	67%	64%
	*Not 100% comparable - question from 2019/2018/2017 is *The health, safety and wellbeing of people at LINZ is seriously addressed in our systems, processes and work environment*.				

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Full question set compared by year

	Key	
Green	84–100%	
Yellow	68-83%	
Orange	50-67%	
Red	Less than or equal to 49%	

#	Item	2020	2019	2018	2017
16	The actions of my immediate leader are consistent with our BEST values	79%	82%	80%	77%
17	The Executive Leadership Team treat people the way they ask us to treat others	69%	75%	73%	71%
18	Leaders at LINZ make and deliver hard decisions in an effective way	57%	61%	61%	57%
19	My immediate leader supports people who bring innovative ideas	79%	83%	80%	76%
20	My immediate leader provides me opportunities to develop my skills and competencies	77%	81%	78%	77%
21	I have regular and effective feedback and performance reviews	72%	76%	76%	70%
22	My role and responsibilities at LINZ are clearly defined	70%	73%	61%	57%
23	Poor performance is managed effectively at LINZ	47%	49%	50%	47%
24	The measurements we use show clearly whether or not we are on target	55%	56%	58%	56%
25	LINZ collaborates effectively with other relevant organisations	67%	69%	71%	67%
26	LINZ consults effectively with stakeholders	64%	66%	64%	67%
27	My business unit has objectives that are aligned with LINZ strategic objectives	77%	79%	78%	76%
28	I have access to the information I need to do my job as effectively as possible	68%	66%	69%	70%
29	We have the technology to effectively support our operational processes	58%	52%	53%	60%

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Business Group comparison

#	Item	LINZ	BT	Corp	CP	LI	POI	PR	S&S
1	LINZ places enough emphasis on the importance of our customers' needs in how we work	66%	71%	61%	61%	68%	63%	67%	67%
2	LINZ is a great place to work	75%	82%	75%	62%	80%	78%	71%	73%
3	The contributions of individuals are recognised in my team	72%	83%	76%	61%	80%	75%	63%	74%
4	Honesty and directness are valued at LINZ	61%	69%	65%	52%	68%	67%	55%	56%
5	Health & Safety is taken seriously at LINZ	76%	81%	78%	64%	81%	75%	74%	81%
6	The LINZ work environment is inclusive and supports diversity	73%	82%	73%	65%	75%	73%	69%	73%
7	I am motivated by LINZ's purpose and outcomes	69%	76%	65%	64%	80%	65%	63%	78%
8	Agile practices will improve our organisations performance	68%	76%	65%	67%	76%	62%	66%	58%
9	I use our policies and procedures to help understand what is expected of me at LINZ	68%	69%	70%	63%	70%	63%	68%	68%
10	The environment at LINZ supports people to talk about mental health and wellbeing	67%	74%	68%	54%	73%	69%	64%	66%
11	I feel prepared for organisational change	67%	79%	70%	57%	70%	69%	59%	66%
12	I feel comfortable speaking up	63%	73%	71%	51%	66%	66%	55%	61%
13	Our external providers make a positive contribution to our LINZ's performance	67%	72%	67%	70%	68%	68%	60%	70%
14	My immediate leader shares information with me that enables me to do my job effectively	79%	84%	80%	67%	86%	82%	73%	84%
15	We are provided with meaningful updates on how LINZ is performing	63%	71%	62%	56%	70%	62%	60%	59%

Business Group comparison

#	Item	LINZ	BT	Corp	CP	LI	POI	PR	S&S
16	The actions of my immediate leader are consistent with our BEST values	79%	84%	78%	69%	84%	82%	74%	81%
17	The Executive Leadership Team treat people the way they ask us to treat others	69%	76%	71%	60%	74%	71%	64%	68%
18	Leaders at LINZ make and deliver hard decisions in an effective way	57%	65%	58%	51%	65%	60%	50%	56%
19	My immediate leader supports people who bring innovative ideas	79%	86%	81%	67%	83%	85%	74%	77%
20	My immediate leader provides me opportunities to develop my skills and competencies	77%	84%	77%	66%	83%	84%	70%	81%
21	I have regular and effective feedback and performance reviews	72%	77%	73%	62%	82%	74%	67%	78%
22	My role and responsibilities at LINZ are clearly defined	70%	76%	74%	58%	76%	67%	65%	72%
23	Poor performance is managed effectively at LINZ	47%	56%	51%	34%	56%	42%	43%	55%
24	The measurements we use show clearly whether or not we are on target	55%	60%	53%	45%	60%	57%	53%	58%
25	LINZ collaborates effectively with other relevant organisations	67%	74%	65%	61%	69%	68%	63%	63%
26	LINZ consults effectively with stakeholders	64%	70%	60%	57%	66%	63%	62%	64%
27	My business unit has objectives that are aligned with LINZ strategic objectives	77%	83%	77%	67%	88%	76%	73%	79%
28	I have access to the information I need to do my job as effectively as possible	68%	78%	69%	58%	75%	67%	62%	76%
29	We have the technology to effectively support our operational processes	58%	74%	56%	48%	61%	51%	53%	62%

"Don't Know" - Analysis

10 Items with the <u>highest</u> "don't know" response

Item	Avg Rating	% Don't Know	# People
Our external providers make a positive contribution to our LINZ's performance	67%	21%	132
Poor performance is managed effectively at LINZ	47%	18%	112
LINZ collaborates effectively with other relevant organisations	67%	17%	109
LINZ consults effectively with stakeholders	64%	15%	93
Agile practices will improve our organisations performance	68%	13%	85
The measurements we use show clearly whether or not we are on target	55%	9%	59
The Executive Leadership Team treat people the way they ask us to treat others	69%	8%	50
Leaders at LINZ make and deliver hard decisions in an effective way	57%	5%	33
My business unit has objectives that are aligned with LINZ strategic objectives	77%	4%	28
I feel prepared for organisational change	67%	4%	27

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"Don't Know" - Analysis

10 Items with the <u>lowest</u> "don't know" response

Item	Avg Rating	% Don't Know	# People
My role and responsibilities at LINZ are clearly defined	70%	0	0
I have access to the information I need to do my job as effectively as possible	68%	0	0
LINZ is a great place to work	75%	.16%	1
The actions of my immediate leader are consistent with our BEST values	79%	0.3%	2
Honesty and directness are valued at LINZ	61%	0.3%	2
My immediate leader shares information with me that enables me to do my job effectively	79%	0.5%	3
The contributions of individuals are recognised in my team	72%	0.8%	5
My immediate leader provides me opportunities to develop my skills and competencies	77%	1%	6
I feel comfortable speaking up	63%	1%	6
My immediate leader supports people who bring innovative ideas	79%	1%	6

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Free text responses

Open text questions	Responses
If you could implement a great idea or change something at LINZ, what would that be?	404
How can LINZ better support our disabled people?	202
What is one thing you really value about working at LINZ?	500
Do you have anything else to add?	208

If you could implement a great idea or change something at LINZ, what would that be?

Top 10 themes

1. Empower staff at all levels to make decisions (22 comments)
2. Encourage and support working from home consistently across all teams (16 comments)
3. More development opportunities (14 comments)
4. Want more pay / remuneration (13 comments)
5. More diversity across all levels (12 comments)
6. Be more transparent about decisions being made and provide more clarity (8 comments)
7. Better management of poor performance (7 comments)
8. Additional resourcing (5 comments)
9. Breakdown silos between Business Groups and encourage working together (5 comments)
10. Clear, streamlined strategic goals and directions (4 comments)

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If you could implement a great idea or change something at LINZ, what would that be?

- "I would like to see the overall vision, purpose etc revisited. I find the strategic landscape still quite cluttered and don't have clear in my mind the overall vision for LINZ is or what the 'elevator' pitch is - I think there are sub visions across LINZ, but an overarching LINZ vision and purpose gets muddled"

- "More empowerment for layer 3 and below. Decisions are largely centralised with the ELT. This does not engender accountability at all layers"

- "Making it easier to transition between business groups through more secondments and training and learning more about other parts of the business generally"

- "Break down the silos between teams and business groups, and collaborate with other government departments and agencies more freely"

- "Doing more work in the diversity & inclusion space as well as mental health. Comparatively to other agencies, we lack presence and work in these areas"

- "Balance salaries for equal jobs. It's incredibly unfair that a job with identical tasks in a different business group can pay half again or more what another group does. It's also frustrating to never progress up the pay scale when you master your work as an expert, but don't want to be a people manager (not everyone should be a people manager!)"

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How can LINZ better support our disabled people?

Top 10 themes

1. Ask and listen to people with disabilities (38 comments)
2. LINZ is doing a good job of this already (18 comments)
3. Need more accessible toilets (18 comments)
4. Need better facilities and workspaces (16 comments)
5. Train leaders in how to assist people with disabilities (14 comments)
6. Define disability so consistent (12 comments)
7. Allow flexible working to support people in managing their disability (12 comments)
8. Recognise each person as an individual (11 comments)
9. Take action on feedback provided (10 comments)
10. Understand the needs of our disabled people first (8 comments)

How can LINZ better support our disabled people?

Verbatim:

- "Recognising each person's unique needs and having individual conversations with managers who are equipped with the tools to assist and listen"

- "By ensuring facilities are designed for all people. Not making disabled toilets a 'free for all' while disabled people wait to use it. Kitchen should be designed so disabled people can use them without having to ask for help"

- "Made to feel inclusive and their valued feedback results in effective decisions/actions for their and everyone's benefit"

- "Make it clear what help is available and how to request it. Don't expect that every person is going to feel comfortable going through their managers to ask for help. Disability is a very personal experience, and everyone will have different levels of comfort working with others to address it. Allowing people as much personal agency to seek assistance will encourage them to access it"

- "All LINZ systems to be built with accessibility in mind for those who have disability e.g. staff with visual impairment can still use LINZ IT systems through voice recognition technology."

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What is one thing you really value about working at LINZ?

Top 10 themes

1. The friendly staff and office culture (201 comments)
2. Work life balance / flexible working (68 comments)
3. Providing value for New Zealand and New Zealanders (36 comments)
4. Having a supportive direct manager (24 comments)
5. Strong leadership across LINZ (22 comments)
6. Job satisfaction (22 comments)
7. Development and job opportunities (19 comments)
8. Experienced and educated people willing to share knowledge / working with experts in their field (18 comments)
9. The desire to improve the way we work (11 comments)
10. Enjoy working with my team (10 comments)

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What is one thing you really value about working at LINZ?

Verbatim:

- "Culture - feeling free to contribute and make a difference and being valued for it - diversity of thought is important to have a truly inclusive culture"

- "Flexible working options"

- "The people that I work with"

- "The ability to do different things and take on new challenges"

- "The people I work with and the ability to make a real difference to New Zealand and New Zealanders."

- "It generally looks after it's people when they need support"

- "The feeling that the managers and ELT care and want the best for the workers"

- "Its POTENTIAL to do something meaningful for NZ. But it consistently fails to make any meaningful progress"

Do you have anything else to add?

Top 10 themes

1. LINZ is a great place to work (15 comments)
2. Important for us to support people to be change ready / more work to do in this space (10 comments)
3. Being asked for ideas but they aren't acted on (7 comments)
4. LINZ has potential to go from good to great (9 comments)
5. COVID – people still needing support following lockdown (5 comments)
6. No unity across Business Groups (5 comments)
7. Want better pay / review remuneration structure (5 comments)
8. Staff tired and feeling like its been a long year (5 comments)
9. Removal of questions from last year e.g. remuneration question and bullying question (4 comments)
10. LINZ needs better customer service training and expectations (4 comments)

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Do you have anything else to add?

Verbatim:

"Being change ready as a collective is important - if not then people risk getting left behind and their wellbeing adversely impacted"

"LINZ is a great place to work but needs a bit more consistency from across business unites and from top down to bottom up to form a more united battlefront."

"LINZ is a good place to work but LINZ still has a long way to go to be a GREAT place to work."

"I always feel supported and encouraged by my immediate leader, other leaders of that level and the level up. However, it does feel at times the higher up the chain of command things go, the less supported and encouraged I feel."

"Covid has been really difficult for a lot of people, and the effects are still happening now. LINZ should continue to cut people some slack and keep a focus on mental health and well-being. Things are still tough for a lot of staff."

Risks and concerns

- "Our inter-team relationships are cooked and need clear leadership to resolve them. Unsure of the performance management - there's been bullying, and generally destructive relationship management exhibited which has not been addressed, but promoted?"

- "Managers who don't properly support their staff and display bullying behaviour are still allowed to behave this way. I can't see this changing any time soon."

- "My manager has unfortunately come back from the covid lock down with what I can only describe as a regressed attitude. They are struggling to make decisions and try to defer them to others. is dealing with those communications, or a combination of the both, Whatever it is, our team morale is the overall loser."

- "Any references made with regard to my immediate manager actually reflects the actions of the Group Manager of our department. The mistrust of the staff, the micromanagement, the inability for senior managers and team managers to effectively pass on information that directly relates to or affects our work is absolutely appalling."

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Risks and concerns

- "There has been a lot of what appear to be knee jerk reactions to things lately, while acting fast is good, if should not be at the expense of good decision making. Trust your people and allow them a voice. It doesn't need to be an arduous, time consuming process but time should be taken to balance the work/risk/benefit."

- "While I believe operationally LINZ is run generally quite well, the work environment is lacking. There is silo-ing, negligible team building or team activities done. It's just a stale environment where people come in, do their hours and go home, made worse by covid-19. There seems to be a lot of focus on our customers moving forward but bot enough focus on LINZ people, how to make things better for them."

- "I note that there wasn't any questions about remuneration in the survey like there was in other years. Is this because LINZ didn't want to hear the fact that many people (myself included) feel that the performance and remuneration processes that were implemented 18 months ago are nothing more than smoke and mirrors combined with some spin."

- "Sometimes it seems the poor performing men stay in positions and the good performing women leave."

- "There is some inconsistency between managers when applying LINZ policies which causes some resentment as some staff see themselves being disadvantaged compared to the rest of the organisation."

Risks and concerns

- "I understand the decision to hold back annual raises to the bare minimum allowed by the collective agreement this year, but it was very short sighted -- and rather a kick in the teeth -- to not permit any scaled increases on that baseline based on performance reviews. It really sucks seeing folks go above and beyond all year only to get slapped with 'sorry, you wasted your effort and should've just worked to a normal pace this year'."

- "I often feel that I do not fully understand what some of the managers do. I could be wrong but from what I see some managers do not seem to be proactive in their roles. They can seem, dare I say it lazy and I often wonder if they actually do anything at all, but attend meetings. I often see some managers surfing the web! Some of these managers have been in the role for a long time and I wonder if this makes them complacent."

- "I hate every moment of it. Nothing works. We never get enough information on why decisions are made. We never get enough information about why tests are being performed, or what information is being collected, or what the hypothesis is that is being tested, or what the expected outcome should be. We say we are an agile company, but things are never finished when it is clear that they aren't working. Everything is frustrating. All the nice things get taken away. It sucks."

Post Survey

- We have based our approach for 2020 on the notion of 'building from our base'. It is important for LINZ leaders to acknowledge the effort, time and openness that our people invested in responding to the survey.

- We have asked LINZ leaders take their team reports back to their teams with the intention of sharing the information together and spending time as a group making sense of it.

- OD has provided guidance (on InLINZ) for leaders to support them in leading conversations with their teams.

In addition to this we suggest the following for ELT:

- Communications to all of LINZ summarising the LINZ-wide responses, this could include:

  - What insight is important to the organisation based on 2020 survey responses (this could include reflections on organisational design)

  - That survey responses will be used to inform and support LINZ-wide projects

  - The actions we commit to as an organisation to help us meet in the middle of team or group decisions and LINZ-wide decisions.

Thank you

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