



2024

Organisational Health Survey Summary

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Kāinga Ora
Homes and Communities

February 2025

A message from our CE Matt Crockett



Sharing our organisational health results

Kia ora koutou

As I shared with you late last year, for successful and sustainable transformation, organisations need to put equal emphasis on both performance and health. To help us understand our organisational health we conducted an OH survey in November and I shared our preliminary findings with you in an [update](#) on 17 December 2024.

We had a high response rate with around 80% of our people sharing their views. This represents strong engagement and a statistically robust result. I'd like to thank you all again for your participation, it really is valued.

As discussed in December our results tell us we're a long way from the best practice we aspire to and will need to be able to do to successfully execute and sustain our transformation.

To help you gain further understanding of our results, I'm pleased to share this summary report. It will help you get a sense of the key areas that we will be focusing on as we move into transforming Kāinga Ora.

Ngā mihi

Matt



The Organisational Health Index



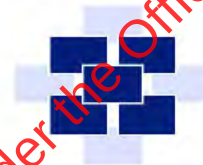
- Sustainable transformation focuses equally on organisational performance and health.
 - Organisational performance is how an organisation creates value, for example measured by financial outcomes or key output metrics.
 - Organisational health is how well an organisation aligns itself, executes with excellence and renews itself to achieve its performance objectives and is measured by the Organisational Health Index (OHI).
- The OHI is suitable at organisational reset/transition points to provide insights and help understand current strengths and development needs across multiple organisational practices needed to build a distinctively high performing organisation.
- Kāinga Ora has previously run the Organisational Health Index (OHI) survey in 2016 (HNZC) and 2020.
- We conducted the OHI survey again in November 2024 to better understand the current state of our organisational health.

The OHI helps give a good understanding of nine health outcomes that measure our alignment, execution and renewal effectiveness.



Alignment

Are people aligned around the organisation's vision, strategy, culture and values?



Execution

Can employees deliver on their roles with the current capabilities, processes and motivation level?



Renewal

How does the organisation understand, interact, respond, and adapt to its situation and external environment?

Each outcome has management practices that are 'what we do' to get an outcome, for example; – The outcome 'Direction' has practices like - Shared Vision, Strategic Clarity, Common Purpose.

We had high participation in the 2024 OHI survey



	2024	2020	2016 ²
 Employees invited to participate in the survey	3,234	1,935	1,085
 Employees provided responses to the survey	2,572 (80%) ¹	1,168 (60%) ¹	715 (66%)
 Individual comments, recommendations and opinions as provided by employees at all levels	6500+	2900+	-

1. Careless respondents (N=75 in 2024) were removed. Careless respondents give the same answer across all OHI questions and/or complete the survey in 5 minutes or less.
2. Formerly Housing New Zealand.

Kāinga Ora has an overall health score of 52 placing us in the bottom quartile of the global benchmark; a 9-point decrease from 2020



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- The overall health score is based on the percent of favourable responses (agree or strongly agree).
- It has decreased by nine points from 61 in 2020 to 52 in 2024, however, the number of respondents has more than doubled since then.

Given the considerable change in respondents and time gap of ~4 years since last survey, the results may not be completely comparable.

- A score of 52 places also Kāinga Ora in the bottom quartile public sector benchmark.

7 out of 9 outcomes have gone back when compared to 2020, with all outcomes in the bottom quartile



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- The score for each outcome, for example Direction has a score of 48, is based on the percent of favourable responses (agree or strongly agree).
- Seven outcomes have declined, with six significantly weaker than in 2020.
- Three outcomes are comparable with 2020 with two showing small increases.
- Our management practices show financial management, people performance reviews, consequence management (positive and negative including for employee conduct) and for career opportunities were very low.

1. Statistically significant results had p-values $< .05$ indicating high likelihood that an actual change/difference occurred. Statistical significance is based on number of respondents and size of point difference.

Looking deeper into the results, there are key areas for Kāinga Ora to improve



We are a purpose-led and mission-aligned workforce committed to doing good work for our customers and communities...

... but we need to **further clarify our strategic direction.**

Supportive and inspirational leaders are valued...

... but there is room to **cultivate a more inclusive and consultative environment.**

Since 2020, we have improved process capabilities and operational discipline, underpinned by clear policies...

... but we need to **improve delegation and empowerment** while significantly **strengthening financial and risk management practices.**

Generally, we have an open and trusting workplace and people are fairly remunerated...

... but there is an urgent need to **clarify accountabilities and improve performance management** with fair and consistent **consequence management.**

We have foundations rooted in good Crown and community partnerships...

... but with a need to **elevate focus on the needs of our customers** and on **building more open, innovative industry partnerships.**

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What our employees value in our culture



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Employees see Kāinga Ora as having a **noble purpose** and being **values driven**, but with prevalence of **bureaucracy** and **silos**.

They want us to maintain our **focus on customers...**

And to build a culture of **accountability, efficiency, excellence** and **professional growth**.



Our employee's comments provide additional insights

There are conflicting views on our overall work environment

*'Kainga Ora is an **excellent place to work**. Our People leaders do everything they can to ensure we have a **great working environment**, and our **wellbeing is taken very seriously**'*

*'**Build, empower and care for your employees and our customer** and organisation will benefit from the positivity that blossoms out from them'*

We lack effective performance reviews and accountability

*'More **accountability needed at all levels** but especially teir 2 and 3, more common and consistent performance management for employees (the **better you are at your job the more likely you are to get given someone elses work**, this is how you burn your most talented people out)'*

*'Implement **performance management and allow People Leaders to provide constructive, actionable feedback** to their teams and take action when needed'*

There is a need for more growth and training opportunities

*'Need for career development. More work needs to be done on providing opportunities within. More **training needs to be approved** without recourse or fear'*

We need clear and consistent guidelines on flexible working arrangements

*'**Open flexible working to all staff** - or remove it for all staff. This is creating division and frustration'*

Steps in our organisational health journey – the first few have been completed



- | | |
|---|-----------------|
| 1. Conduct the OHI survey to understand the current state of our organisational health. | <i>Complete</i> |
| 2. Share the results with the Executive Leadership Team and align on the key priority areas. | <i>Complete</i> |
| 3. Share the results with the organisation and key stakeholder groups. | <i>Underway</i> |
| 4. Stand up the OHI workstream and create an organisational health turnaround plan, including scoping initiatives to deliver on priority areas. | <i>Underway</i> |

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