

2024 Kāinga Ora Organisational Health results – all staff key messages

- We recently announced the launch of Transforming Kāinga Ora, with the first phase of our transformation focusing on executing our proposed Reset Plan once it's approved.
- For successful and sustainable transformation and business outcomes, organisations need to put equal emphasis on performance and health.
- Performance is how an organisation creates value (e.g., as measured by financial outcomes, key output metrics, or customer experience); organisational health is how well an organisation aligns itself, executes with excellence, and renews itself to achieve its performance objectives (measured by the Organisational Health Index – OHI).
- To understand the current state of our organisational health we conducted an OHI survey in November.
- Out of the 3234 employees that were surveyed, 80% responded and more than 6500 employee comments were provided—this represents strong engagement and a statistically robust result.
- A big thank you to all who participated for your input.
- The Executive Leadership Team and I have had a chance to review some preliminary insights, results, key themes and imperatives for Kāinga Ora.
- The punchline is that we are not where we want or need to be. Our overall OHI result, and the results for most of our key outcome areas and practices have gone backwards compared to results from the last OHI survey Kāinga Ora conducted in 2020.
- We are a long way from the best practices we aspire to and will need to successfully execute and sustain our transformation.
- I think we can all feel that things aren't working as well as they need to in our organisation and that change is needed.
- This is certainly what you have collectively told us in your responses to the OHI survey.
- The good news is, we have some relative strengths to build on – continued strength (vs 2020) in our role in social responsibility, guided by supportive leadership.
- In general people also feel that we have an open and trusting workplace, and that they are fairly remunerated.
- We saw substantial improvements vs 2020 in two key related areas – process-based capabilities and operational discipline.
- This is likely to have come from an increased emphasis on standardising processes and having clear standards of work, for example our efforts in customer service and the Housing Delivery System.
- There is some concern however that this has come at the cost of empowerment.
- Results do make it clear, that consistent with 2020 results we must lift our game substantially around the way we measure and manage the performance of the organisation as well as our people.

- Our results for financial management, people performance reviews, consequent management (positive and negative – including for employee conduct) and career opportunities were very low.
- Results also suggest that since 2020 we have decreased focus on fostering an environment of internal innovation and our investment in external business partnerships.
- From a values perspective our people view Kāinga Ora as having a noble purpose and being values driven, but with a prevalence of bureaucracy and silos that need to be addressed.
- Values people commonly indicated they would like Kāinga Ora to have more of are accountability, efficiency, excellence and employee focus and professional growth.
- There is a lot to take in here and these are just some of the preliminary results and insights. From here there is more work to do.
- In the new year we are planning to enlist help from people at all levels and functions across Kāinga Ora to help us better understand our strengths and improvement imperatives.
- This will help inform our top priority interventions to address our challenges and build a world class healthy organisation that allows you all to do your best work with and for our customers, communities and partners.
- Tracey Taylor, General Manager, PGC will also be standing up the Organisational Health workstream in 2025. She will be driving forward important initiatives related to workforce capability, training, development and change readiness.
- Thank you again for your participation in this important survey, and in advance for your help as we confirm the priority changes we want to make to take us forward in our transformation.
- We have work to do but I am 100% convinced we can work together to build an organisation that feels great to work in and we can all be proud of.

Released under the Official Information Act

Information provided as an excerpt under section 16(1)(e) of the Official Information Act 1982

Chief Executive's Report October 2024 to the Kāinga Ora – Homes and Communities Board

Meeting date: 29 October 2024

16. We will be running an Organisational Health Index (OHI) Survey during November 2024; this will allow us to analyse and understand results by year end. The OHI Survey is a McKinsey tool (we are only using the tool, with no consulting support) that Housing New Zealand and in turn Kāinga Ora have completed in 2016 and 2020 enabling us to have good baselines. The information provided by the OHI survey will be invaluable in understanding and supporting the case for the organisational interventions we need to enable execution of the reset plan and sustainability of improvements in the long term.
17. Personal priorities through to end calendar 2025 are:
.....
 - d) Conducting the OHI, analysing results and prioritising 2025 interventions will be driven by the Organisational Health workstream.

Information provided as an excerpt under section 16(1)(e) of the Official Information Act 1982

Chief Executive's Report November 2024 to the Kāinga Ora – Homes and Communities Board

Meeting date: 26 November 2024

Priorities through to the end of the year and into 2025

.....

21. We have also launched the Organisational Health Index (OHI) survey as flagged previously. The survey closes on Monday 25 November 2024 and as at Wednesday 20 November we are already north of 50% of the entire organisation having responded. I am expecting a good overall response rate giving us good representative results to allow us to understand our strengths and weaknesses and prioritise the key interventions needed. We should have survey results in time to share them with the Board at the December board meeting.

Released under the Official Information Act

Information provided as an excerpt under section 16(1)(e) of the Official Information Act 1982

Weekly Report Kāinga Ora – Homes and Communities for period ending 8 November 2024

Organisational Health Index Survey

We are running an Organisational Health Index (OHI) Survey from Tuesday, 12 November to Monday, 25 November. This survey will provide useful insights into what staff perceive as the key strengths, weaknesses and areas for additional, targeted improvement at Kāinga Ora. These will help identify the leadership and cultural elements that will contribute to Kāinga Ora becoming a high performing organisation.

Kāinga Ora will use the same survey tool provided by McKinsey for Housing New Zealand (2016) and Kāinga Ora (2020). The insights from the survey will be considered and applied, where appropriate, to actioning the Reset Plan recommendations. In line with best practice, survey responses will be collected confidentially and summarised into a report for Kāinga Ora by McKinsey.

We intend to share the high-level results of the findings with staff before the end of the year and stand up a dedicated team in early 2025 to take action on the areas that show the most potential for targeted improvement. We have also informed the Public Service Association about the survey and our External Communications team are prepared should we receive any media interest.

Released under the Official Information Act

Information provided as an excerpt under section 16(1)(e) of the Official Information Act 1982

Weekly Report Kāinga Ora – Homes and Communities for period ending 8 November 2024

Organisational Health Index Survey

We are running an Organisational Health Index (OHI) Survey from Tuesday, 12 November to Monday, 25 November. This survey will provide useful insights into what staff perceive as the key strengths, weaknesses and areas for additional, targeted improvement at Kāinga Ora. These will help identify the leadership and cultural elements that will contribute to Kāinga Ora becoming a high performing organisation.

Kāinga Ora will use the same survey tool provided by McKinsey for Housing New Zealand (2016) and Kāinga Ora (2020). The insights from the survey will be considered and applied, where appropriate, to actioning the Reset Plan recommendations. In line with best practice, survey responses will be collected confidentially and summarised into a report for Kāinga Ora by McKinsey.

We intend to share the high-level results of the findings with staff before the end of the year and stand up a dedicated team in early 2025 to take action on the areas that show the most potential for targeted improvement. We have also informed the Public Service Association about the survey and our External Communications team are prepared should we receive any media interest.

Released under the Official Information Act

Information provided as an excerpt under section 16(1)(e) of the Official Information Act 1982

Kāinga Ora – Homes and Communities Status Report for period 7 December – 20 December 2024

As advised, we have also recently undertaken the Organisational Health Index (OHI) survey, which will assist with understanding leadership and cultural elements needed to build a high performing organisation. As shared with you this week, we are currently analysing the themes and results of the OHI survey and will provide more detailed information in the new year.

Released under the Official Information Act

Information provided as an excerpt under section 16(1)(e) of the Official Information Act 1982

Kāinga Ora – Homes and Communities Status Report for period 21 February – 28 February 2025

Update on Kāinga Ora Organisational Health Index (OHI) Survey results

In our 20 December 2024 Status Report, we shared that we were analysing our November 2024 Organisational Health Index (OHI) survey results. 2,572 Kāinga Ora employees responded to the survey. The Organisational Health Workstream is part of a wider programme of work to transform various elements of Kāinga Ora and has been built to meet the requirements of the Turnaround Plan.

High level findings have been presented back to the organisation via an organisation-wide online session as well as an article posted to our intranet. This includes a summary OHI results report for people.

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

The following focus areas have been agreed as a focus for the 'Organisational Health Workstream', which will work to improve scores over the next year.

- We will build critical capabilities to improve delegation and empowerment while significantly strengthening financial and risk management practices;
- We will implement a new performance management approach with our people to help clarify accountabilities and improve performance management, with fair and consistent consequence management;
- and will elevate focus on the needs of our customers and on building more open, innovative industry partnerships.

Out of scope

From: David Chau <David.Chau@parliament.govt.nz>
Sent: Wednesday, December 18, 2024 9:26 AM
To: Rachel Kelly <rachel.kelly@kaingaora.govt.nz>
Cc: Government Services <Government.Services@kaingaora.govt.nz>; Al Witcombe <Al.Witcombe@kaingaora.govt.nz>; Greg Groufsky <Greg.Groufsky@kaingaora.govt.nz>
Subject: RE: OHI preliminary results

CAUTION: External email. Do not click or open attachments unless you recognise the sender and know the content is safe. If unsure use the Report Phishing button.

Hi Rachel, the Minister was provided the update overnight and he has come back requesting the results.

Can I please get the results?

Thank you, David

From: Rachel Kelly <rachel.kelly@kaingaora.govt.nz>
Sent: Tuesday, 17 December 2024 11:16 AM
To: David Chau <David.Chau@parliament.govt.nz>
Cc: Government Services <Government.Services@kaingaora.govt.nz>; Al Witcombe <Al.Witcombe@kaingaora.govt.nz>; Greg Groufsky <Greg.Groufsky@kaingaora.govt.nz>
Subject: OHI preliminary results
Hi David

This is a heads up to advise that at midday today Matt Crockett will be updating our staff on the OHI preliminary results through a video - <https://vimeo.com/1039488307/c2c77aab2c>.

Kāinga Ora conducted an Organisational Health Index survey in November. Our response rate was high at 80 percent and we received 6500 comments. This shows that people took this survey seriously and there is a strong drive across Kāinga Ora to improve and transform how the organisation operates and delivers. Initial results show there are things that need improvement, with some key outcome areas and practices going backwards since our last OHI survey in 2020.

These include the existence of silos, and a decreased focus on an environment of internal innovation and investment in external partnerships. Our results for financial management, people performance reviews, consequent management (positive and negative -including employee conduct) and career opportunities were very low.

However, the agency saw substantial improvements in two key related areas - process-based capabilities and operational discipline. There was also gains made in standardising processes and having clear standards of work in things like customer service and our Housing Delivery System.

We are currently reviewing these insights and the strengths we can build on. Our next step will be to use this feedback to address the issues raised and see what's needed to operate as efficiently and effectively as we can. We will update you further on the results in the new year.

Thanks

Rach

Rachel Kelly (she/her)

Manager, Government Services
Government and Sector Relationships

Mobile: 9(2)(a)
Email: rachel.kelly@kaingaora.govt.nz

Ō TĀTOU UARA – OUR VALUES

Manaakitanga
People at the Heart

Mahi Tahī
Better Together

Whanake
Be Bold

Freephone: 0800 801 601 | Kāinga Ora – Homes and Communities
PO Box 2628 Wellington 6140 | New Zealand Government | www.kaingaora.govt.nz

www.govt.nz - your guide to finding and using New Zealand government services

Any opinions expressed in this message are not necessarily those of Kāinga Ora. This message and any files transmitted with it are confidential, may be legally privileged, and are solely for the use of the intended recipient. If you are not the intended recipient or the person responsible for delivery to the intended recipient, you have received this message in error. Please:

- (1) reply promptly to that effect, and remove this email, any attachment and the reply from your system;
 - (2) do not use, disclose or act on this email in any other way. Thank you.
-