

11 JUL 2018

[REDACTED]

[REDACTED]

Thank you for your email of 11 May 2018 to Quentin Bright, Senior Advisor Media Relations, in which you ask the following questions relating to Housing New Zealand's culture and wellbeing workshops and culture and leadership survey.

The workshops and survey were part of Housing New Zealand's commitment to the health and safety and wellbeing of our staff and to a working environment where everyone feels safe and supported. Responses to your questions are provided below:

Can you please be more specific about what a culture and wellbeing workshop is? Where were they held? What happens at them? May I please see any documentation provided to staff at those meetings, such as booklets or pamphlets?

Housing New Zealand Staff were invited to attend workshops to share their views on:

- common issues that affect staff wellbeing and engagement
- strategies that would assist in enhancing staff wellbeing
- leadership behaviours that fostered a culture of brilliant and engaged staff

Workshops were held in Auckland, Wellington and Christchurch.

No documents were provided at the workshops as the focus was on gathering staff perceptions. Therefore, I am unable to provide you with this information because, with reference to section 18(e) of the Official Information Act 1982: *the document alleged to contain the information requested does not exist or, despite reasonable efforts to locate it, cannot be found.*

You also mentioned a whole-of-business Culture and Leadership survey which was contributed to by more than 700 of our people. Was there findings or results from the survey? What did it find? Can I please see any report collating the findings, and any communication about the findings such as briefings to the chief exec or minister please.

May I also have copies of emails or other documents where the survey findings were communicated to staff?

I attach a copy of the Culture and Leadership Survey findings and results, which I also received as Chief Executive. Please note that the charts in the survey show results from 1 – 5, where 1 is strongly disagree and 5 is strongly agree.

Verbatim comments from staff have been withheld under section 9(2)(g)(i) “*maintain the effective conduct of public affairs through – the free and frank expression of opinions...*”

The redacted comments were made under the following headings: *Positive sentiments, Senior Leaders Behaviours, Inclusion, and Communication*, and were provided in confidence. Staff were encouraged to be open and candid and to share their views freely. Even though the comments are anonymous, it is likely that staff would be less willing to share such comments so freely if they knew they would be made public. Housing New Zealand needs to be able to conduct surveys and enquiries into matters affecting the wellbeing of staff and its integrity and values as an organisation. The keeping of free and frank expression of opinions confidential is critical to that process, and is in the public interest.

The survey findings were referred to in communications to staff from the Executive Team on 21 December 2017 and 6 March 2018, and from me on 4 May 2018.

This was an operational and internal survey and there were no briefings to the Minister about it.

Then you said “This has seen clear guidance on values and behaviour provided to everyone at HNZ.” What has? The survey or the workshop? What are HNZ’s values? Can you please provide an example of where “clear guidance” was communicated ie. an email to staff or a notice on the intranet? Internal posters maybe?

Housing New Zealand’s Values Charter is attached. The Charter was developed with input from more than 700 respondents to the Leadership and Culture Survey and thirteen Culture and Wellbeing workshops along with other input across Housing New Zealand.

I enclose emails of 21 December 2017 and 6 March 2018 from the Executive Team to all staff communicating our values and draft Values Charter and seeking feedback. I also attach the notice of the Charter’s launch that was published on our intranet on 29 March 2018.

Lastly, you said: “Another of the results of those activities has been the establishment of an additional, confidential 0508 number which is specifically available to provide people with a clear path to report workplace behaviour.” When was that announced to staff?

Please find attached:

- an email from me of 4 May 2018 to all staff
- advice provided on our intranet, published 18 May 2018.

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Yours sincerely

A handwritten signature in black ink, appearing to read "A.J. McKenzie". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Andrew McKenzie
Chief Executive

Documents released under the OIA

From: From The Executive Team
Sent: Thursday, 21 December 2017 4:30 p.m.
To: All Users
Subject: Housing New Zealand Culture and Leadership

Kia ora tātou

Over the last few months we've been doing some important work reviewing our culture and leadership right across the organisation.

Two independent reviews have been carried out, including a series of workshops where staff contributed ideas about how we can make Housing New Zealand a great place to work. In addition, more than 700 of you shared your views through the Culture and Leadership survey, and our senior leaders gave their voice at the November Senior Leaders Forum. Thank you to everyone who took the time to share your views and ideas.

We have had some really positive stories of caring leaders who have gone above and beyond to support and develop their staff. In some other areas we can do much better. That is the focus of this message.

You have told us that we need to:

- Make sure our leaders have strong people management skills
- Better plan for and deal with high workloads
- Make available more support for staff members, especially those who deal with challenging customers
- Prioritise staff training and development
- Address organisational change.

We've listened, and taken on board your feedback and recommendations. Some of the changes you want to see will take some time to put in place, but there are other things we can do more quickly.

Having somewhere safe to go when you have an issue at work

Some of you didn't feel you had somewhere safe to go when you had an issue at work. We need to make it clearer what you can do, and what you can expect to happen, if you raise concerns about leadership behaviour.

While we're working on this, we're setting up a confidential line that you can use to raise any issues that you have with your employment if you don't feel comfortable talking to your manager or to HR. Calls will go through to an external provider and will be anonymised and investigated. The number will be live from January and we will come back to you then with details on how you can access it and what you can expect when you use it.

Developing our values

We've been working on our organisational values, and drawing on all of your input to date. We're also going to meet with the PSA on 1 February to get their contributions. This work will be finalised by March next year and will formalise the behaviours and values expected of everyone. We've already developed some draft values that we will discuss with you in more depth in February. These are:

- Trust first
- Shared responsibility
- Assume best intentions
- Care about each other as people
- Be genuine and humble
- Listen to each other
- Everyone's contributions matter

- o Collaborate as a default.

Some of the other actions we're taking include:

- From January the Executive Team will begin regularly reviewing exit interviews from staff so we can monitor and address staff wellbeing and engagement issues.
- We have looked at best practice and reviewed our processes for internal recruitment and secondments
- We are looking at how we can improve the assistance we provide for managing mental health in the workplace. You can expect to see more about this in the early New Year.

There are some pieces of work that are just as important but will take more time to put in place. They are:

Support and supervision

- Exploring options for providing frontline staff with professional supervision
- Reviewing the safety protocols for staff engaging with difficult customers

People processes

- Making fit for purpose our review and development tools
- Separating remuneration from development

Great leadership practices

- Reviewing the process for selecting and reviewing managers to ensure the primary focus is on people leadership skills
- Reviewing training and development offerings
- Reviewing the content and timing of staff inductions, both to the organisation and within teams

Managing workloads

- Regularly reviewing workload expectations and adjusting resourcing where required
- Identifying a wider range of options for managers to use to provide temporary cover for staff
- Clarifying the expectations of managers in how they monitor and manage the hours worked by staff
- Identifying improvements to performance measures and monitoring that improve their relevance and achievability for staff

Engagement surveying

- Reviewing the effectiveness and accuracy of the current staff engagement survey.

We know that we haven't always got things right, and we want to draw a line in the sand to make sure that from now on we are focussed on getting better and better as an organisation. We need your help to do this so please speak up when you see something that isn't right or you can see a better way to do things. We all have a role to play in making Housing New Zealand a great place to work.

Ngā manaakitanga

The Executive Team

From: From The Executive Team
Sent: Tuesday, 6 March 2018 5:11 p.m.
To: All Users
Subject: Our shared Values Charter ~ Kotahitanga

Kia ora team,

Attached is a draft of our shared Values Charter. Click here: [Kotahitanga](#).

To help us create open discussions, a Kotahitanga JAM page has been created.

The purpose of a social collaboration tool like JAM is to create an open platform to share thoughts, create discussion, listen and learn from each other.

Click [here](#) for the JAM page.

Please visit the page and feel free to contribute.

About Kotahitanga

We requested the advice of the Māori Language Commission/ Te Taura Whiri i te Reo Māori in developing this Values Charter. "*Ngā Tikanga Whakahaere*" is a te reo Māori phrase that describes a grouping of values and principles. Its deeper meaning identifies *shared values and principles that are directed towards creating behaviours we desire*. The values in this Charter are grouped under the Charter name **Kotahitanga**; unity or "one team". **Kotahitanga** is also one of our current Housing New Zealand values.

Why Kotahitanga?

Our aim is for Housing New Zealand to develop values and principles that make this a great organisation to work for *and* to receive services from. The content of **Kotahitanga** has been created by you –

- 700+ responses to the Leadership and Culture Survey
- 13 culture and wellbeing group workshops involving 130 participants
- Over 300 responses to the Internal Communications survey
- 120 contributions to the development of our new Vision

And your ideas and feedback from many other discussions, meetings and forums.

You told us that we need to change the way we do things. You told us that our people leaders can do a better job creating an environment that encourages all of us to engage with our work and be our best. You also told us that you want to improve too. There was a clear message that you want to step-up and take your part in making Housing New Zealand a better organisation.

Once finalised **Kotahitanga** will be Housing New Zealand's statement of what we stand for. It's a line we're drawing in the sand that defines the standards to which we hold ourselves. It will also guide substantial changes to our policies and systems so that we can move closer being the organisation we want to be.

Everyone's contribution matters

We want to make sure that we've heard you correctly. We want to make sure **Kotahitanga** describes something that we can all own. Making this real requires all of us to work together to create a better Housing New Zealand. The important questions for you are:

Does Kotahitanga describe the organisation that *you* want to be part of?

Are you willing to help us create such an organisation?

Please reflect on **Kotahitanga** as our draft Values Charter, think about how it fits with what's important to you. Tell us where you stand. We encourage you to discuss the draft with your team mates. It's okay to take time out of your day to do this. You can figure out as a team when to do that. It's also okay if you want to respond individually. Please send your feedback to: kotahitanga@hnzc.co.nz

We want to let you know that we have met with the New Zealand Public Service Association/ Te Pūkenga Here Tikanga Mahi in preparing this draft of **Kotahitanga**.

Finalising Kotahitanga

Your feedback and contributions will be incorporated into an updated version of **Kotahitanga**. **Kotahitanga** will then be launched in March 2018.

What happens then?

Once **Kotahitanga** has been launched we are going to use it in a range of really practical ways.

The values touch everything we do. For example:

- We will ensure that people can live up to our values before we invite them to come on board as a Housing New Zealander. Our values will be included in our position descriptions and will be discussed when we recruit new staff.
- We will reinforce our values during induction sessions.
- Our values will be integrated into our leadership development programmes.
- We will reflect on our values during team planning. And in the next financial year each team will be asked to create a *Living the Values* statement as part of business planning which describes how you intend to work with each other, with other teams, and with your customers.
- We will use our values as a guiding framework when working on our policies, systems and processes.
- Our values will set the standards for our behaviour. We can all expect to give *and* receive feedback on our behaviour and the way that we are living our values.

Our organisational systems will live the values. We're going to change our policies, systems and processes so that they align with our values. For example:

- Delegations will be based on trust.
- Remuneration and reward systems will emphasise care, collaboration and innovation.
- Performance reviews will emphasise learning and development.

As Housing New Zealanders, we're all in this together.

We can only achieve our goals if we're working together and at our best.

KOTAHITANGA: Housing New Zealand's Values Charter

Introduction

Housing New Zealand has important work to do and our aspirations are big. We can only achieve our goals if we are working together, at our best, towards a shared vision.

Housing New Zealanders believe that people do their best within an environment of trust, care, collaboration and learning. We also do our best when we take personal responsibility - for achieving our shared vision and for maintaining a working environment we can be proud of.

Our working environment is the foundation of our success as an organisation. It's not a 'nice to have' that we might compromise for the sake of short-term gains. Rather, it's a fundamental component that drives our future success.

The values that drive us are:

1. We **trust** each other and share **ownership**.
2. We **care** about each other as people.
3. Everyone's **contribution** matters.
4. We are **humble** and **genuine**.
5. We continually **learn** and **innovate**.



The implications of these values for the way we work are described in the sections that follow. When reading **Kotahitanga** it's important to remember that 'other people' means everyone - your team mates, your manager, your customers and your suppliers. If you're in a role with people management responsibilities, then it *especially* means the people you lead.

KOTAHITANGA

ONE TEAM

The Values

Value 1: TRUST: Te Ngakau

We trust each other and share ownership

People do their best work when they're trusted. We trust each other and, in turn, are trustworthy.

"Nā tō rourou, nā taku rourou ka ora ai te iwi."

"With your food basket and my food basket the people will thrive."

As a Housing New Zealander, I can expect:

To be trusted, with a presumption that I can do my job.

To be given the choice about what to do - to choose the actions that I believe will best serve the organisation and our customers.

Full information about the wider context so I can make good decisions.

The tools, resources and support I need to do my job.

As a Housing New Zealander, I commit to:

Taking responsibility for results.

Doing the right thing for the customer, the organisation, and our team.

Understanding the wider context so I can make good decisions.

Taking responsibility for the organisation getting better.

Sharing information (including bad news) widely, openly and early.

Asking for help early if I'm unsure about what I should do.

Only making promises I can keep, and keeping my promises.

In addition, as a person who leads others, I commit to:

Being clear on the destination, but flexible about the journey.

Continually pushing more decision-making authority to my team.

Focusing on what my team needs, rather than the results I need from them.

Trusting my people to do the right thing.

Trusting my people with all the information.

Getting out of my team's way and letting them do their work without interference.

Asking questions rather than providing answers.

Working in partnership with my team rather than acting as a 'parent'.

Ensuring that any restructuring is for genuine business reasons, and not to covertly solve individual performance or personality issues.

KOTAHITANGA

ONE TEAM

Value 2: CARE: Te Atawhai

We care about each other as people

Housing New Zealanders apply our hearts and minds to our work. This means that our working environment needs to support our whole selves.

"He aha te mea nui o te ao? He tangata, he tangata, he tangata."

"What is the most important thing in the world? It is people, it is people, it is people."

As a Housing New Zealander, I can expect:

Others to take an interest in all aspects of my life.
Support through both work and personal challenges.
Help to develop, grow my skills, and to reach my potential.
Communication that shows empathy and respect, so I feel cared for and valued.
Support when I need help and advice.
My personal boundaries to be respected.
Regular check-ins.
Doable jobs.

As a Housing New Zealander, I commit to:

Building a caring relationship with my manager and colleagues.
Taking the time to care about other people's feelings.
Checking in with others.
Trusting in others' best intentions.
Speaking honestly about what's on my mind to others, with respect and good intent.
Taking an interest in the physical and mental well-being of those around me.
Respecting others' personal boundaries.

In addition, as a person who leads others, I commit to:

Understanding what others truly care about, both at work and outside work.
Spending time with people at the front line.
Making talking about physical and mental wellbeing an everyday thing.
Finding out how I can support my team to find balance, build resilience and boost mental health and wellbeing.
Working with my team to identify the things we can do together to build connections, friendships and have fun.
Ensuring people are working at a sustainable pace.

KOTAHITANGA ONE TEAM

Value 3: CONTRIBUTION: Te Koha

Everyone's contribution matters

Our aspirations are too big for any one person or team to achieve alone, which means we can only succeed if we work together. In addition, our environment is too complex for any one person or team to see everything, which means we can only succeed if we are open to what others see and think.

"He taonga rongonui te aroha ki te tangata."

"Goodwill towards others is a precious treasure."

As a Housing New Zealander, I can expect:

Collaboration, rather than competition, from others.
Influence on decisions that touch me and my work.
My voice to be heard and acknowledged.

As a Housing New Zealander, I commit to:

Working collaboratively, rather than competitively, with others.
Being curious about what others see and think.
Respecting others' rights to have a different view.
Putting my team view within the context of the wider organisation.
Freely and openly sharing resources, support and information with others.
Being interested in, and respecting, the "why" of change.
Owning change and doing my best to make it work.

In addition, as a person who leads others, I commit to:

Fostering and nurturing a collaborative work environment.
Discouraging competition between people and teams within Housing New Zealand.
Encouraging information to be shared openly across the organisation, without regard for hierarchy.
Making sure all the ideas are heard.
Giving others - from across the organisation and within my area - a real say in decisions that might touch them.
Not assuming I have all the answers - coaching my team to develop their own solutions and drive change.

KOTAHITANGA ONE TEAM

Value 4: HUMILITY: Te Māhaki

We are humble and genuine

We are focused on a greater good - providing social housing for New Zealanders in need. Humility means keeping our focus on what's best for achieving that mission, not what might be best for us. Humility also creates space for others to contribute, builds trust and enables learning.

"Ehara taku toa i te toa takitahi, he toa takitini."

"We cannot succeed without the support of those around us."

As a Housing New Zealander, I can expect:

- To be treated as an equal partner.
- To be allowed to be myself.
- To be told the truth, straight-up, without sugar-coating.
- Others to do what they say and say what they do.

As a Housing New Zealander, I commit to:

- Setting aside personal perceptions, opinions, and my own or my team's objectives for what is best for the organisation and our customers.
- Being aware of my impact on others.
- Recognising the strengths and values of others.
- Seeking and welcoming diversity.
- Relating to others with honesty and empathy.
- Listening more than talking - never assuming I'm the smartest person in the room.
- Acknowledging and promoting others' contributions above my own.
- Never being too big to do the small things.

In addition, as a person who leads others, I commit to:

- More of the above, especially with regard to the people I lead.
- Treating everyone as an equal and trusted partner.
- Seeking and providing honest feedback from the people I lead, in that order.
- Serving the people I have been given the privilege to lead.
- Seeing leadership as coming with obligations rather than entitlement.
- Doing the dishes.

KOTAHITANGA ONE TEAM

Value 5: LEARNING: Te Ako Tonu

We continually learn and innovate

The world is changing at an ever increasing rate and our job keeps getting more complicated. Innovation is the only way we can keep up. This means we need to challenge the status quo, try different things, and learn from the mistakes we are bound to make along the way.

"Poipoiā te kākano kia puawai."

"Take care of, and treasure, the seed until it blossoms."

As a Housing New Zealander, I can expect:

To have the room to try new approaches.

Any failure, mistake or disappointing results, despite my best efforts, to be treated as a learning opportunity.

To be able to stick my neck out without fear of having my head cut off.

As a Housing New Zealander, I commit to:

Trying new approaches in a collaborative, considered and disciplined manner.

Taking ownership of my role in any failure, mistake or disappointing results and working openly with others so that we can all learn.

Being courageous to call out things that could be done better, in a constructive way.

Challenging my manager, in a constructive way.

Not embarrassing, rejecting or punishing someone who speaks out.

Seeking out opportunities to develop capability.

Being happy to be challenged and be wrong.

Replacing blame with curiosity.

In addition, as a person who leads others, I commit to:

Removing the fear of failure.

Encouraging people to speak their minds.

Encouraging people to question, rather than just do.

Giving people the elbow room to try new approaches.

Giving my team the tools, training and support they need to try new approaches in a collaborative, considered and disciplined manner.

When failure, mistakes or disappointing results happen, focusing on lessons and asking what is responsible, not who.

KOTAHITANGA ONE TEAM

Kotahitanga ~ our Values Charter

- Page published: 29 Mar 2018
- Page updated: 04 Apr 2018

We have launched our new Values Charter ~ Kotahitanga.

Kotahitanga was developed by all of us and recognises we can only achieve our goals as an organisation if we are working together in an environment of trust, care, contribution, humility and learning. This working environment is the foundation of our success.

Our Values Charter, Kotahitanga, reflects the organisation wide responsibility to drive change. The charter was developed by all of us with more than 700 respondents to the Leadership and Culture Survey, 13 culture and wellbeing group workshops, with 130 participants, over 300 respondents to the Internal Communications survey, 120 contributions to the development of a new Vision and more than 80 participants in each Senior Leaders Forum.

This data formed our draft charter which was in circulation for your feedback. Following an evaluation process of the feedback we have now released our Values Charter ~ Kotahitanga.



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- Contact person: Mary Lose
 - Contact number: 95254
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OUR VALUES



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Trust | Te Ngakau

We trust each other
and share ownership

Care | Te Atawhai

We care about
each other as people

Contribution | Te Koha

Everyone's
contribution matters

Humble/Genuine | Te Māhaki

We are humble
and genuine

Te Ako Tonu | Learning

We continually
learn and innovate

Released under the Official Information Act 1982

From: From the CEO
Sent: Friday, 4 May 2018 4:58 p.m.
To: All Users
Subject: A message from Andrew

Kia ora tātou

I hope everyone is well and managing to enjoy the good weather we've had after the recent storms.

In March we released Kotahitanga, our Values Charter, and as you will know one of our values is Care, Te Atawhai. You may have heard me say during our road shows that I want us to be a kind organisation; kind to ourselves, kind to each other and kind to our tenants. We can help to make this happen with Care.

In our recent staff surveys and culture and wellbeing workshops you told us that you wanted us to care more about you, and you wanted a dedicated reporting line for those who had concerns in the workplace but felt unable to speak with their own team leader or HR Business Partner. Thank you for your feedback.

The Executive Team listened and we support the reporting of all such concerns and are committed to making sure that any report is appropriately investigated. I have mentioned this channel before and can now let you know that our dedicated reporting line **0508 OURPEOPLE** is available.

This channel is run and monitored externally by a third party and you have four options to raise a concern: via the **0508 OURPEOPLE** number, by text, by written mail, or the online portal.

Housing New Zealanders apply our hearts and minds to our work. This means that our working environment needs to support our whole selves. **0508 OURPEOPLE** does not replace our existing channels of support and I would encourage you to continue to contact your team leader, HR Business Partners, EAP, [0800 327 699](tel:0800327699) or our Health, Safety and Security team.

I also want to let you know that there may be further media coverage this weekend on the organisation which might also refer to the death of our former work colleague Brian Farrell. This coverage is distressing for Brian's loved ones and has an impact on his friends and colleagues at Housing New Zealand. If you have concerns or are concerned for someone else please reach out for support.

Ngā manaakitanga

ANDREW MCKENZIE | Chief Executive

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0508 OURPEOPLE (0508 687-736)

- Page published: 18 May 2018
- Page updated: 18 May 2018

Housing New Zealand is committed to providing a safe, engaging and caring place to work. We developed our Values Charter together, to guide the way we work together every day and to make the lives of the people who live in our homes better.

As well as celebrating our Values, we also recognise that we need sound and fair ways to call out when our Values are being compromised and it may be causing harm or distress to others.

The best place to start is always in the context of forward-focused, honest conversations with the person concerned, or with your manager. If you don't feel comfortable having those conversations, there are other options available. This is about one of those options.

What is it?

0508 OURPEOPLE is a dedicated reporting line for people who have concerns about their own health or wellbeing or that of a colleague at work.

HNZ has engaged an external organisation, Report It Now, who are skilled in this area to assess, triage and bring issues to HNZ's Ethics Committee. The Ethics Committee members are made up of those that hold the HR Relationship Manager, Manager HSS and the Manager HSS Systems and Reporting functions and operate to an agreed Terms of Reference. The Committee will discuss each case confidentially and ensure every complaint and case has a dedicated plan for support, investigation and, where required, the right level of escalation. However if the reporter wishes to remain anonymous there may be limitations to what can be done or reported back on.

How do I raise a concern?

If you decide to use the Report It Now option, there are four ways to do that:

- via the 0508 OURPEOPLE number 0508 687 736
- by text to 022 077 3740 (and Report It Now will call back)
- by email, or
- using the online portal.

Remember, there's a range of ways to raise concerns before you consider the external option:

- First, consider talking with the person concerned, if that feels like the right thing to do, or
- Talk to the person who leads your team, or to their manager, or
- Talk to your HR Business Partner or your Senior HSS Advisor. They can discuss the options with you, and together they can support you to make good choices about what happens next. This may involve an approach to the person concerned to help address or resolve the issue.

If none of these feel like the right option at the time, 0508 OURPEOPLE is the next step.

Remember that the Employee Assistance Programme EAP (0800 EAP NOW) is also available 24/7 if you feel you need extra support.

What you need to know

When you call 0508 OURPEOPLE, you can choose whether to give your name. Anonymous reports will be followed up wherever possible, but it may make it harder to follow a fair process to assess and resolve the issue. For example, if the issue is about a person's behaviour, a fair process means the issue would need to be raised with that person. It could be that they're not aware of the impact of their behaviour on others and need to be given an opportunity to learn and change.

If the issue is more serious or prolonged, it may need to be investigated more formally. In both cases, fair justice requires that the person concerned has to be given the opportunity to understand and respond to any allegations. To enable them to do so, the issue will need to be released to the other party **with your agreement**. You may be part of the investigation process and can receive formal feedback on the outcome.

What you can expect to happen next

There are three types of response to issues escalated to Housing New Zealand by Report It Now. They will depend on the content and seriousness of the reported concerns. They are:

1. A review process run by the HR team.
2. A review process run by a combined HR and HSS team, where a hazard such as bullying or stress in the workplace may be involved.
3. An independent review where it is thought that the confidentiality, conflict of interest or bias between the organisation and any individual could compromise the outcome.

What about illegal activity?

The Protected Disclosures Act 2000 protects employees if they disclose information about illegal acts such as fraud, conflicts of interest etc that are committed by their employer or by one of their co-workers. But you must believe on reasonable grounds that the information is true or likely to be true, and your reason for disclosing the information must be so that the wrongdoing can be investigated.

If you do suspect, or are aware of, illegal activity associated with the workplace, the right avenue for reporting it is to Housing New Zealand's Fraud and Integrity line, which is 0800 INFORM (0800 555 111).

Our Commitment

Remember – our Values mean we are committed to running a fair process, and to helping all our people be the best they can be. At the conclusion of a process, our commitment is to provide the right guidance and support to all concerned. This can mean making available training or mentoring to help a person to change their behaviour.

However, if any issue is found to involve misconduct on the part of any person, a disciplinary process may follow.

If you have any questions, please feel free to ask them via your HR Business Partner or the HSS Team and we'll make sure they're answered.

Let's live our Values!

• Content author: Debra Cheriton

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**CULTURE &
LEADERSHIP**
Housing New Zealand

OVERVIEW

Draft and confidential

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Approach

Purpose

The survey was commissioned to check Housing New Zealand staff views on their experience of culture and leadership across Housing New Zealand.

Methodology

- The survey consisted of 16 questions across three sections:
- The first section collated administrative data including the business group and whether or not a respondent was a manager.
 - The second section asked Managers to evaluate the environment they feel they create.
 - The third section asked staff to evaluate the environment they experience.

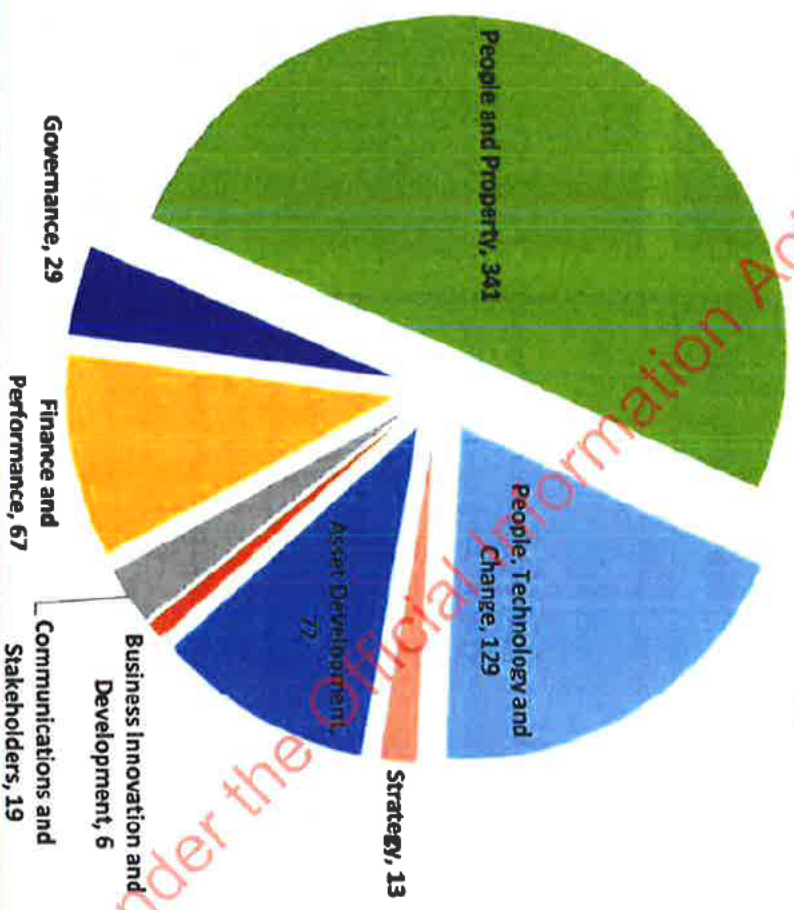
The third section provided options for free text commentary after each question. Responses were categorised as 'negative', 'neutral', or 'positive' for further analysis.

All questions were optional and the survey was open between 11 Oct and 30 Oct 2017.

Response Rate

695 responses were received. 676 of these were considered valid and included in the following analysis.

Survey Response Rate by Business Group



Survey respondents were made up of 149 managers plus 540 staff.

Approximately 3000 verbatim comments were provided.

Headline Themes and Results

Overall, Housing New Zealand Managers feel they work to create a positive environment, and staff report similar experiences.

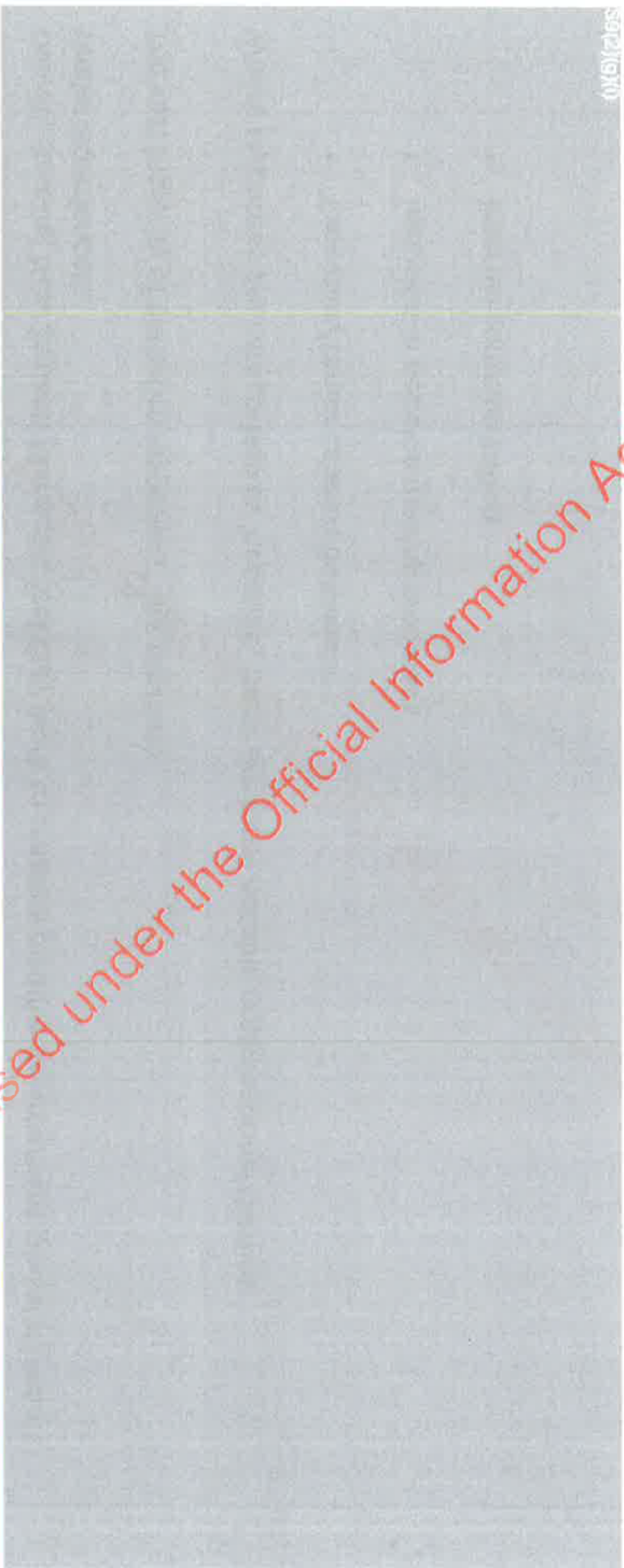
The vast majority of verbatim responses* are positive.

Where responses are categorised as 'negative', there are three notable organisational themes:

- Executive/Senior Leaders Behaviour
- Inclusion in decision making processes
- Internal communication

Positive Sentiments

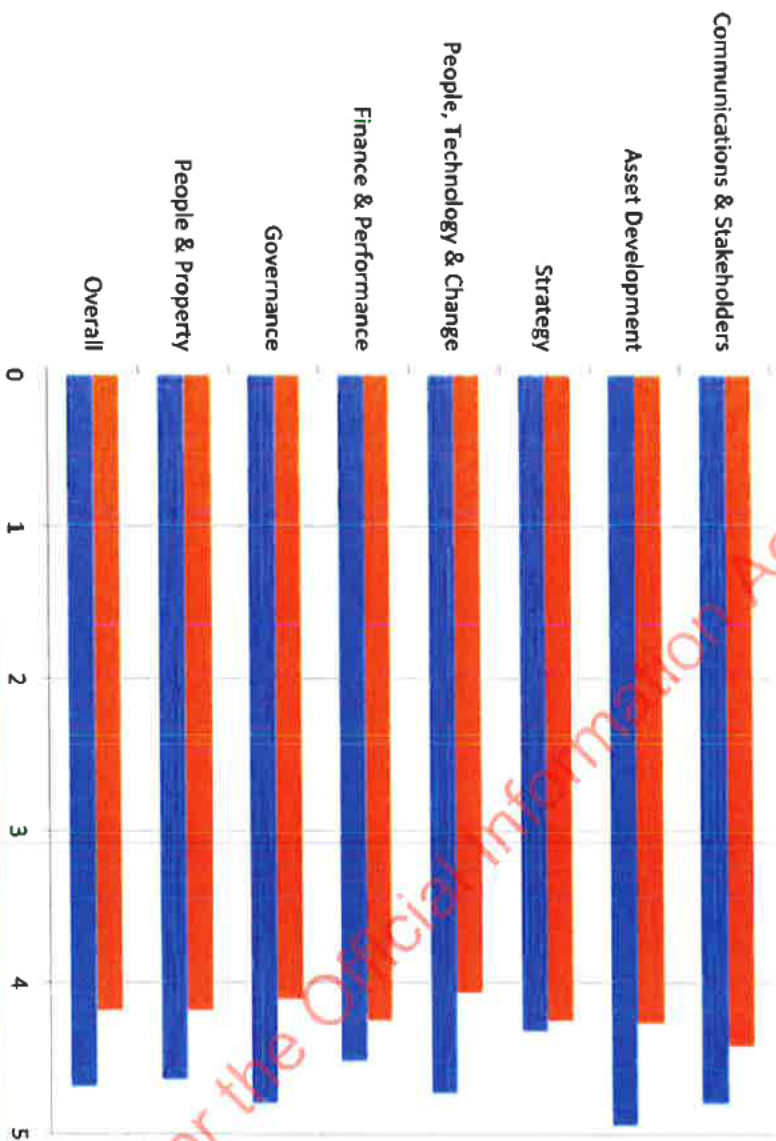
S9(2)(9)(X)



RESULTS BY GROUP

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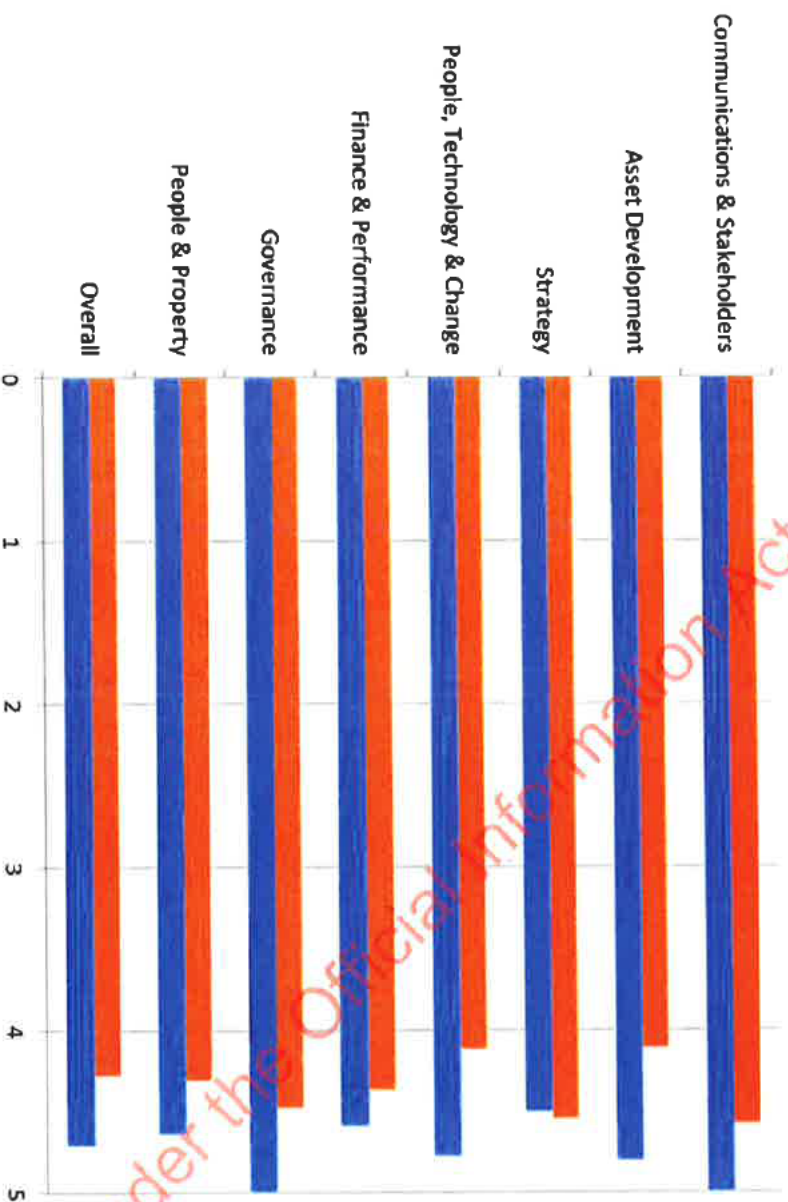
Honesty & Transparency



As a Manager, I encourage honesty, transparency and have open, candid dialogue with my staff.

My manager encourages honesty, transparency and has open, candid dialogue with me.

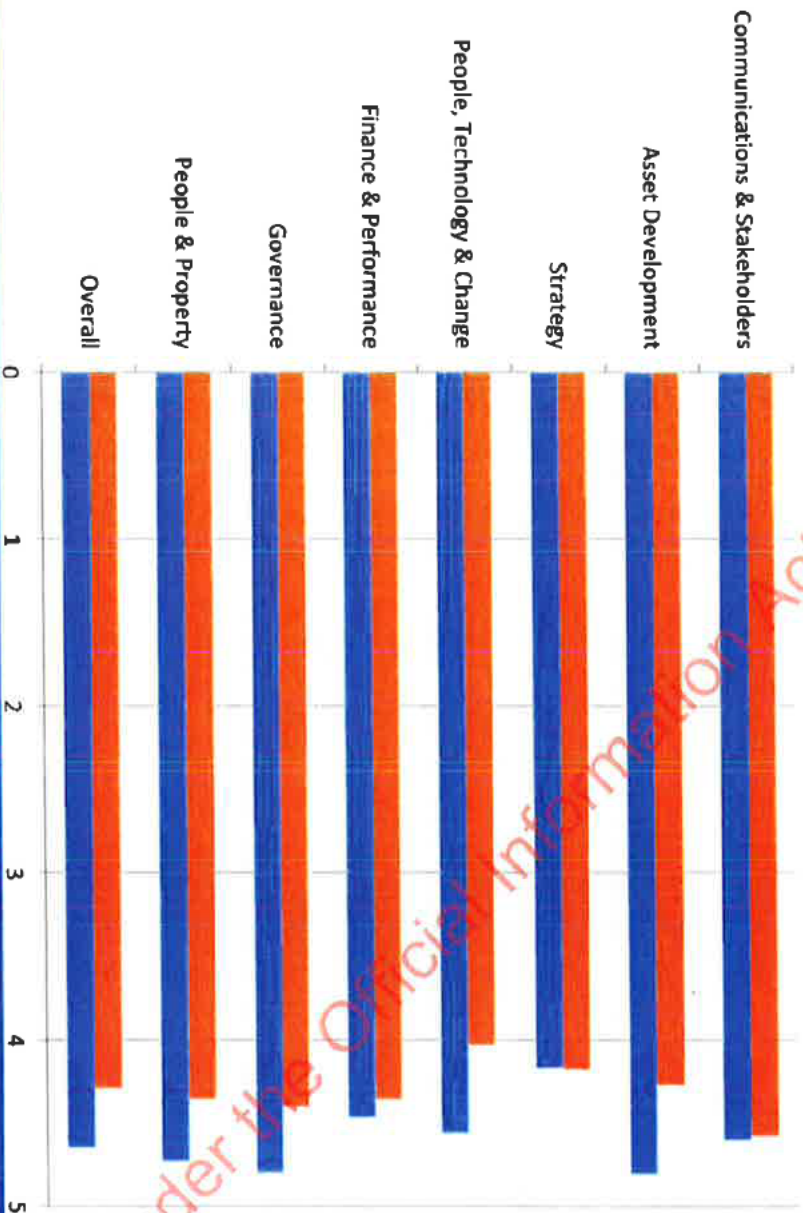
Collaboration



As a Manager, I encourage my staff to collaborate with different parts of the business.

My manager encourages me to collaborate with different parts of the business.

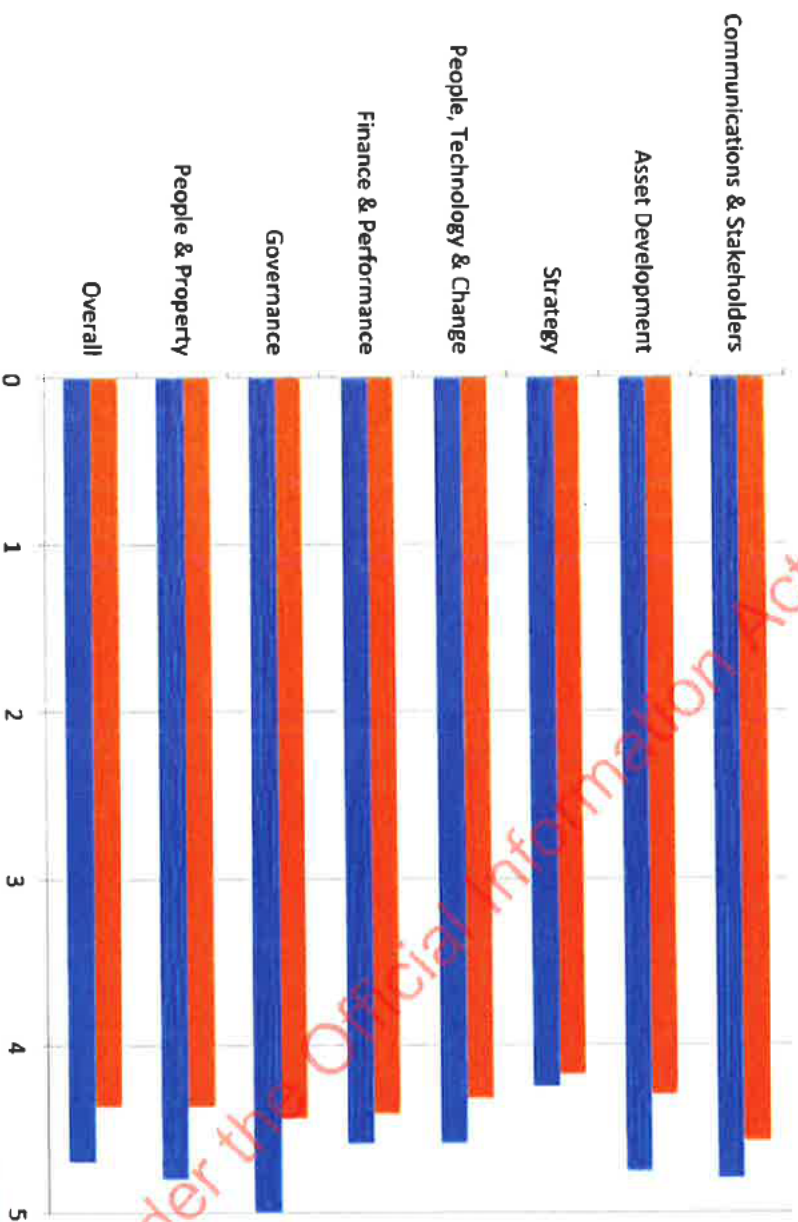
Role Modelling Values



As a Manager, I role model Housing New Zealand's values (Kotahitanga, Excellence, Integrity).

My manager role models Housing New Zealand's values (Kotahitanga, Excellence, Integrity).

Concern for Welfare



As a Manager, I demonstrate concern for the welfare of my staff.

My manager demonstrates a genuine concern for the welfare of my team mates and I.

OPPORTUNITIES FOR IMPROVEMENT

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Senior Leaders Behaviours

(b)(2)(g)(i)

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Inclusion

1/10/2011

Housing New Zealand
Housing New Zealand Corporation

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Communication

S9(2)(g)(i)

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