



**MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT**
HĪKINA WHAKATUTUKI

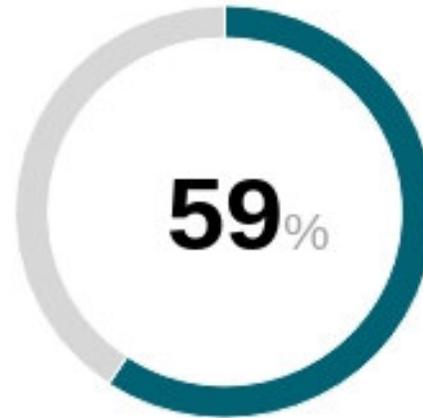
Engagement Survey 2021 Results

Immigration New Zealand
February 2022



People Leadership Survey | Response

Response Rate



Responses
1081 of 1822

Branch

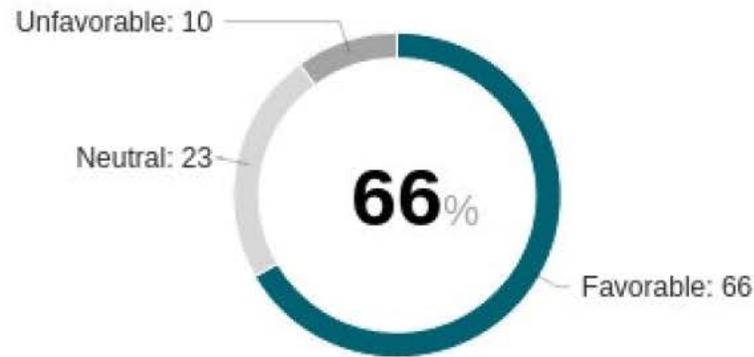
- Border and Visa Operations
- Verification and Compliance
- Intelligence, Data and Insights
- Enablement
- Refugee and Migrant Services
- Strategy, Engagement and Education
- Assurance
- Operations, Tasking and Improvement
- Deputy Chief Executive Office
- Level 2 Direct Reports

Response by branch

Name	Invited	Responded	Participation Rate
▼ MBIE 2021			
▼ Immigration New Zealand			
▶ Border and Visa Operations	1,074	589	55%
▶ Verification and Compliance	224	128	57%
▶ Intelligence, Data and Insights	149	106	71%
▶ Enablement	138	91	66%
▶ Refugee and Migrant Services	105	72	69%
▶ Strategy, Engagement and Education	75	48	64%
▶ Assurance	25	22	88%
▶ Operations, Tasking and Improvement	20	16	80%
▶ Deputy Chief Executive Office	2	1	50%

Employee Engagement Index

Employee Engagement Index



2018 Total MBIE NZ Average Benchmark
 +3 -4 -11

Employee Engagement Items

Question	Responses	Distribution	Total MBIE	2018
My work gives me a feeling of personal accomplishment	1,077	75%	-2	+4
I am proud to work for MBIE	1,072	70%	-3	+2
I would recommend MBIE to people I know as a great place to work	1,069	66%	-6	+12
MBIE motivates me to contribute more than is normally required to complete my work	1,062	55%	-3	-8

What is Employee Engagement?

Employee Engagement measures the extent to which a group of employees feel passionate about their jobs, are committed to our organisation, and are willing to help the organisation achieve its goals.

What is the Employee Engagement Index?

The Employee Engagement Index is the average % Favourable of the four Engagement Items.

Engagement by branch

1079 Responses



Key Drivers

Key Drivers of Engagement

Impact	Question	Distribution	Total MBIE	2018
	I feel a sense of belonging at MBIE		-3	+7
	I feel my contribution is valued at MBIE		-6	+8
	MBIE cares about the wellbeing of its people		-6	+6
	MBIE is interested in the views and opinions of its people		-8	+1
	Senior Leadership (SLT and GMs) demonstrate that employees are important to the success of MBIE		-5	-
	There is open and honest communication at MBIE		-7	-2
	I believe in what MBIE is trying to accomplish		-9	+10
	I have confidence in Senior Leadership (SLT and GMs) to make the right decisions for MBIE		-7	+6
	I can see a clear link between my work and MBIE's strategic objectives		-5	-13
	I am treated with respect at work		-4	-

Key Drivers of Employee Engagement

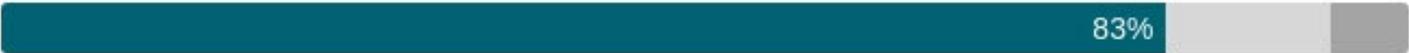
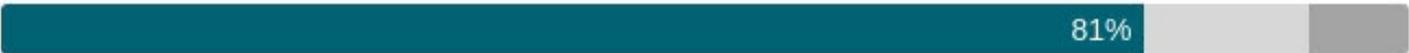
The survey asked a range of questions about what it's like to work for this MBIE. Not all items have the same level of importance to people, and so we do some analysis to work out what are the most important factors that lead to our people being engaged at work.

These 'Key Drivers of Engagement' are your priority areas, the things you can change in your work environment which have the strongest relationship to employee engagement.

The survey software uses Correlation to calculate this automatically. If the blue dot fills the grey circle, this question has a high correlation with engagement. A small blue dot means it doesn't impact engagement.

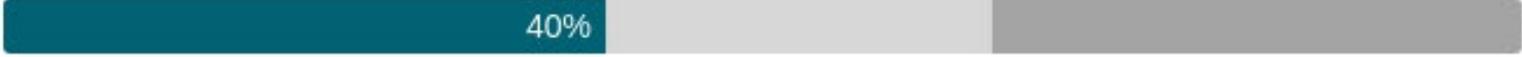
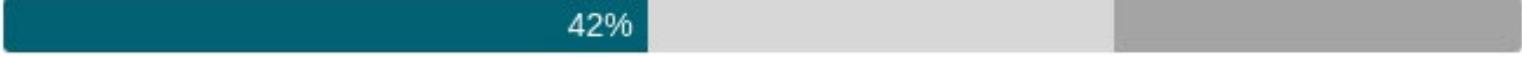
Highest Rated Items

Highest Rated Items

Impact	Question	Distribution	Total MBIE	2018
	My People Leader makes time for me when I need to talk (about work or personal matters)		-1	-
	My People Leader supports my efforts to balance my work and personal life, incl family/community commitments		-3	-
	I feel safe in the workplace		-4	-
	I am treated with respect at work		-4	-
	I have the flexibility and authority I need to do my work effectively		-2	+5

Lowest Rated Items

Lowest Rated Items

Impact	Question	Distribution	Total MBIE	2018
	At MBIE, we do a good job of sharing knowledge across business lines	 40%	+2	-
	There is open and honest communication at MBIE	 42%	-7	-2
	Our team is adequately staffed to get the job done	 48%	+2	-
	I am given the opportunity to be involved in decisions that affect me	 48%	-9	-12
	MBIE is interested in the views and opinions of its people	 49%	-8	+1

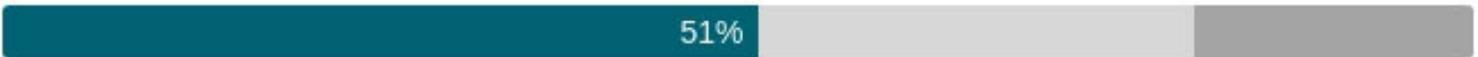
Biggest Increases from 2018

Biggest Increases from 2018

Impact	Question	Distribution	Total MBIE	2018
	The pay and benefits I receive are fair for the work I do	 50%	-6	+14
	The amount of stress in my job is manageable	 67%	-4	+13
	I receive appropriate recognition when I do a good job	 67%	-6	+10
	I believe in what MBIE is trying to accomplish	 74%	-9	+10
	I feel my contribution is valued at MBIE	 61%	-6	+8

Biggest Decreases from 2018

Biggest Decreases from 2018

Impact	Question	Distribution	Total MBIE	2018
	I can see a clear link between my work and MBIE's strategic objectives	 68%	-5	-13
	I am given the opportunity to be involved in decisions that affect me	 48%	-9	-12
	The actions of my People Leader are aligned with MBIE values and behaviours	 75%	-5	-7
	I receive regular feedback that helps me improve my work	 68%	0	-3
	MBIE is making the changes it needs to be successful in the future	 51%	-6	-3

Survey Sections

Name	Responses	Distribution	Total MBIE
1. Leading with Purpose at MBIE	62%	23% 15%	-6
2. Being Involved & Included at MBIE	62%	21% 18%	-5
3. Being Valued & Respected at MBIE	70%	16% 14%	-5
4. Being Enabled in my Role at MBIE	66%	16% 18%	-1
5. My Growth & Development at MBIE	67%	19% 14%	-3
6. My Wellbeing & Safety at MBIE	73%	15% 12%	-4
Employee Engagement	66%	23% 10%	-4

Heatmap of section results by branch



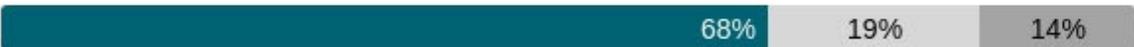
Comparison: **Total MBIE**

Breakout: **One level below**

Total MBIE
 Assurance
 Border and Visa Op...
 Deputy Chief Execu...
 Enablement
 Intelligence, Data a...
 Operations, Tasking...
 Refugee and Migra...
 Strategy, Engagem...
 Verification and Co...

Responses	3,519	22	589	1	91	106	16	72	48	128
> 1. Leading with Purpose at MBIE	68%	74%	64%	-	58%	58% ▾	67%	66%	56%	57% ▾
> 2. Being Involved & Included at MBIE	67%	73%	61% ▾	-	55% ▾	62%	72%	62%	62%	63%
> 3. Being Valued & Respected at MBIE	74%	84%	68% ▾	-	65%	73%	84%	67%	69%	73%
> 4. Being Enabled in my Role at MBIE	67%	73%	68%	-	57%	67%	65%	66%	59%	64%
> 5. My Growth & Development at MBIE	70%	65%	67%	-	61%	71%	68%	67%	66%	71%
> 6. My Wellbeing & Safety at MBIE	77%	87%	71% ▾	-	66% ▾	79%	82%	76%	74%	79%
> Employee Engagement	70%	79%	67%	-	59% ▾	62%	75%	74%	62%	68%

Leading With Purpose

Impact	Question	Distribution	Total MBIE	2018	NZ Average Benchmark
	The actions of my People Leader are aligned with MBIE values and behaviours		-5	-7	-8
	I believe in what MBIE is trying to accomplish		-9	+10	-6
	I can see a clear link between my work and MBIE's strategic objectives		-5	-13	-6
	Senior Leadership (SLT and GMs) is providing the strategic guidance/direction/outcomes for the organisation		-7	+6	-
	The actions of Senior Leadership (SLT and GMs) are aligned with MBIE values and behaviours		-6	-	-
	I have confidence in Senior Leadership (SLT and GMs) to make the right decisions for MBIE		-7	+6	-3
	MBIE is making the changes it needs to be successful in the future		-6	-3	-10
	Senior Leadership (SLT and GMs) does a good job of communicating the reasons behind important changes that are made		-2	-	-5

Being Involved & Included at MBIE

Impact	Question	Distribution	Total MBIE	2018	NZ Average Benchmark
	My People Leader keeps me informed about the things I need to know		-2	-	-
	Diverse perspectives are encouraged and valued in my team		-5	-	-
	I am comfortable voicing my ideas and opinions, even if they are different from others		-6	-	-5
	MBIE makes it easy for people from diverse backgrounds to fit in and be accepted		-1	-	-
	I feel a sense of belonging at MBIE		-3	+7	-13
	Senior Leadership at MBIE (SLT and GMs) is genuinely committed to attracting/developing/retaining a diverse workforce		-4	-	-14
	MBIE is interested in the views and opinions of its people		-8	+1	-18
	I am given the opportunity to be involved in decisions that affect me		-9	-12	-22

Being Valued & Respected at MBIE

Impact	Question	Distribution	Total MBIE	2018	NZ Average Benchmark
	My People Leader makes time for me when I need to talk (about work or personal matters)		-1	-	-
	I am treated with respect at work		-4	-	-
	My People Leader shows appreciation for people's efforts		-4	-	-
	I trust my People Leader		-4	-	-2
	I receive appropriate recognition when I do a good job		-6	+10	+1
	I feel my contribution is valued at MBIE		-6	+8	-10
	Senior Leadership (SLT and GMs) demonstrate that employees are important to the success of MBIE		-5	-	-
	The pay and benefits I receive are fair for the work I do		-6	+14	-5

Being Enabled In My Role at MBIE

Impact	Question	Distribution	Total MBIE	2018	NZ Average Benchmark
	I have the flexibility and authority I need to do my work effectively		-2	+5	+1
	I have a clear understanding of what is expected of me		-2	-	-7
	I have regular, meaningful conversations with my People Leader about my priorities/performance/development		-1	-	-
	I am encouraged to come up with better ways of doing things		-5	+6	-4
	In my team, people are held accountable for their performance		-1	-	-
	Our team is adequately staffed to get the job done		+2	-	-
	At MBIE, we do a good job of sharing knowledge across business lines		+2	-	-

My Growth and Development at MBIE

Impact	Question	Distribution	Total MBIE	2018	NZ Average Benchmark
	My People Leader understands my career goals and supports me with my career development		-1	-	-9
	I receive regular feedback that helps me improve my work		0	-3	+1
	There are learning and development opportunities for me at MBIE		-6	+6	-7

My Wellbeing and Safety at MBIE

Impact	Question	Distribution	Total MBIE	2018	NZ Average Benchmark
●	My People Leader supports my efforts to balance my work and personal life, incl family/community commitments		-3	-	+2
●	I feel safe in the workplace		-4	-	-
●	MBIE cares about the wellbeing of its people		-6	+6	-18
●	The amount of stress in my job is manageable		-4	+13	+3
●	My workload is manageable		-2	-	-

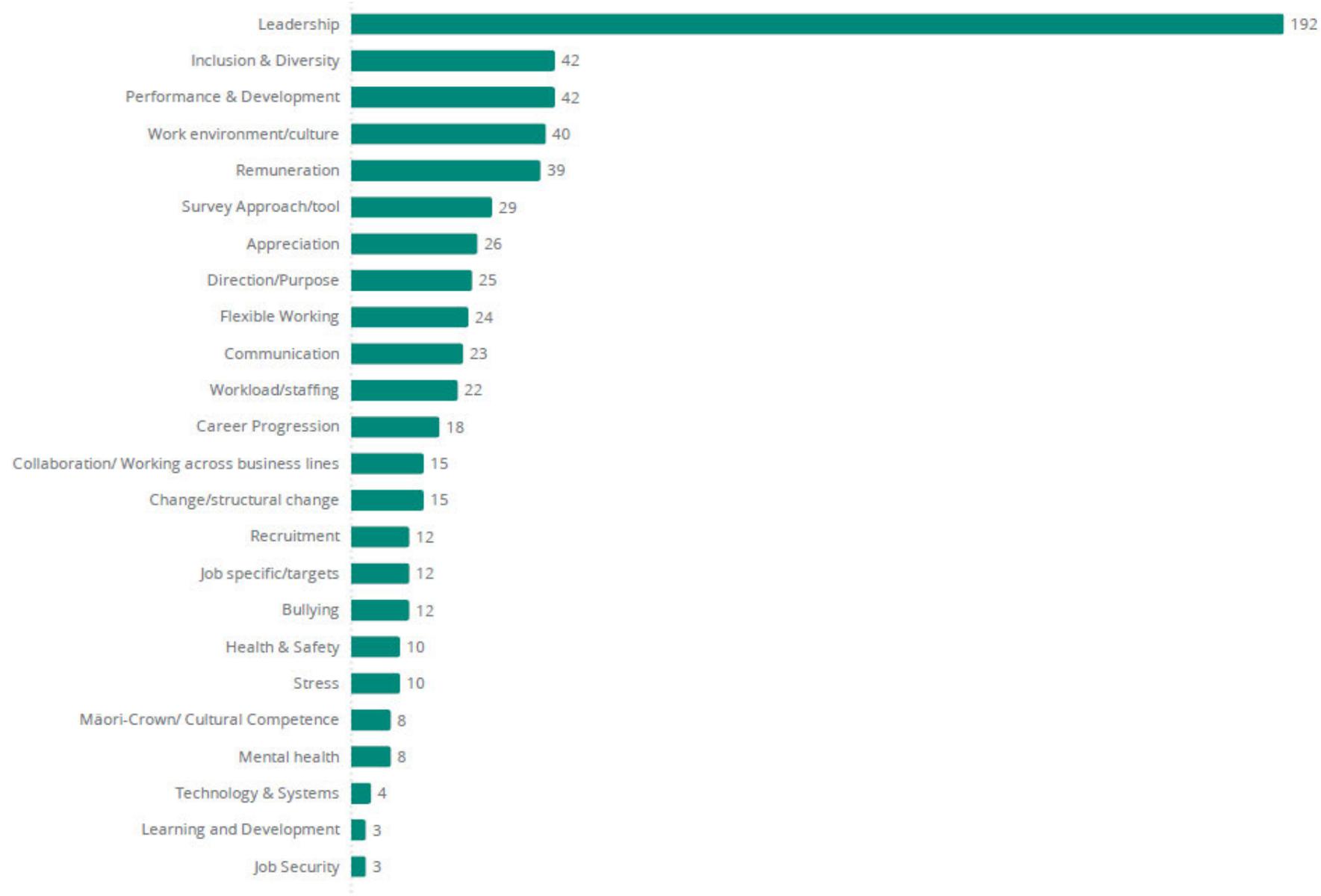
Verbatim Comments

- There were two open ended questions asked within the survey:
 - What do you think are the actions of a people centred leader (a leader that keeps people top of mind in everything they do) (911 responses)
 - Finally, is there anything further you would like to share? (552 responses)
-

Actions of a People Centred Leader



Is there anything further you would like to share



Next Steps

- Proposed focus areas?
 - Actions and commitments?
 - How will we communicate and demonstrate that people's voices were heard through this survey?
 - What are the next steps for your leaders?
-