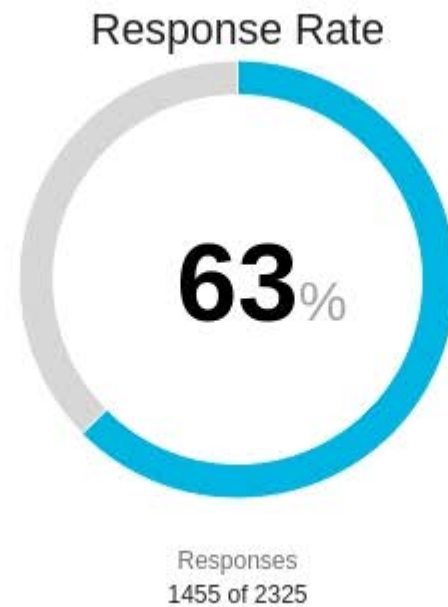




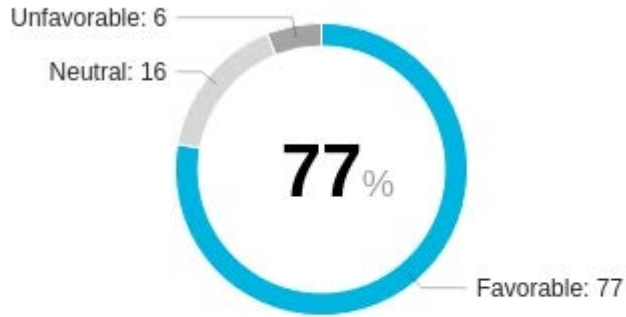
Pulse Survey 2023

Immigration New Zealand



INZ 2021 = 59%
ie. 1081 out of 1822

Employee Engagement Index



vs Total MBIE -1
vs 2021 +11
Benchmark - NZ AVG +1

Employee Engagement Items

Question	Responses	Distribution	vs Total MBIE	vs 2021
I am proud to work for Hīkina Whakatutuki (MBIE)	1,450	81%	0	+10
I am inspired to do my best to help Hīkina Whakatutuki (MBIE) succeed*	1,448	80%	-1	+25
My mahi (work) gives me a feeling of personal accomplishment	1,452	80%	-1	+5
I would recommend Hīkina Whakatutuki (MBIE) to people I know as a great place to work	1,445	74% 19%	-3	+8
I feel a sense of belonging at Hīkina Whakatutuki (MBIE)	1,449	72% 20%	-1	+8

What is Employee Engagement?

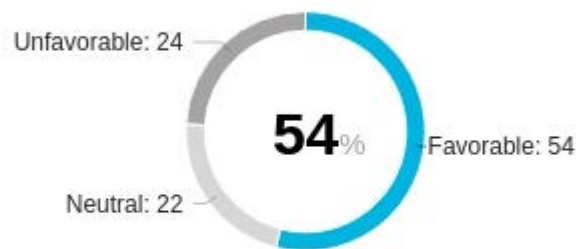
Employee Engagement measures the extent to which a group of employees feel passionate about their jobs, are committed to our organisation, and are willing to help the organisation achieve its goals.

What is the Employee Engagement Index?

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





















**The wording of this item has changed this year, which means it is not directly comparable. In 2021 the wording was "MBIE motivates me to contribute more than is normally required to complete my work"*

Retention Intention



vs Total MBIE +3
Benchmark - NZ AVG +1

Key Drivers of Engagement

Impact	Question	Distribution	vs Total MBIE	vs 2021
	I feel my contribution is valued at Hīkina Whakatutuki (MBIE)		-5	+7
	Senior Leadership (SLT and GMs) demonstrate that employees are important to the success of Hīkina Whakatutuki (MBIE)		-4	+6
	Hīkina Whakatutuki (MBIE) cares for the hauora (wellbeing) of its people		-3	+10
	There is open and honest kōrero (communication) at Hīkina Whakatutuki (MBIE)		-2	+16
	Hīkina Whakatutuki (MBIE) is interested in the views and opinions of kaimahi (people)		-6	+12
	I am provided with the tools and awahi (support) I need to manage and adapt to change		0	-
	I have confidence in Senior Leadership (SLT and GMs) to make the right decisions for Hīkina Whakatutuki (MBIE)		-5	+6
	I am treated with respect at work		0	+7
	I can see a clear link between my mahi (work) and the strategic objectives of Hīkina Whakatutuki (MBIE)		-5	+5
	I receive appropriate recognition when I do a good job		-5	+1

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.

MBIE Heatmap

The Heatmap below compares the selected breakout groups to Total MBIE's score for each question. Where a score is +/- 5 points different, it is coloured **pale purple (negative)** or **pale green (positive)**. If the score is +/- 10 points different to Total MBIE the colour is **dark purple (negative)** or **dark green (positive)**. White boxes are within +/- 5 points of the Total MBIE scores - and can be considered on par.

The default comparison is the Total MBIE score, but you can choose to compare the results to your Group's score or other scores, using the 'Comparison' dropdown box.

'One Level Below' shows you the level below the Team you are viewing (in the 'Results for' hierarchy selector box at the top of the page).

Comparison:	Breakout:		Total MBIE	Building, Resources ...	Corporate Services, ...	Digital, Data & Insights	Immigration New Zea...	Kanoa - Regional Ec...	Labour, Science and ...	Te Waka Putahitanga	Te Whakatairanga Se...
Total MBIE	Level 1										
Response Counts		4563	396	527	453	1457	115	305	81	1223	
> Engagement		79%	77%	85%	75%	77%	83%	81%	81%	78%	
> Retention		50%	47%	51%	45%	54%	43%	44%	51%	51%	
> Our Culture at Hikina Whakatutuki (MBIE)		76%	77%	83%	73%	74%	75%	75%	82%	76%	
> Leading with Purpose at Hikina Whakatutuki (MBIE)		75%	76%	80%	74%	71%	79%	79%	80%	75%	
> Being Involved & Included at Hikina Whakatutuki (MBIE)		74%	75%	80%	73%	71%	74%	76%	79%	74%	
> Being Valued & Respected at Hikina Whakatutuki (MBIE)		78%	79%	83%	75%	75%	82%	81%	86%	79%	
> Being Enabled in my Role at Hikina Whakatutuki (MBIE)		75%	73%	79%	72%	75%	74%	75%	74%	74%	
> Being Enabled in my Role at Hikina Whakatutuki (MBIE) PL		68%	50%	71%	73%	72%	70%	66%	53%	68%	
> My Growth & Development at Hikina Whakatutuki (MBIE)		77%	73%	80%	73%	78%	78%	71%	82%	78%	
> My Wellbeing & Safety at Hikina Whakatutuki (MBIE)		82%	82%	86%	85%	80%	84%	83%	89%	82%	

Immigration NZ Heatmap

The Heatmap below compares the selected breakout groups to Total MBIE's score for each question. Where a score is +/- 5 points different, it is coloured **pale purple (negative)** or **pale green (positive)**. If the score is +/- 10 points different to Total MBIE the colour is **dark purple (negative)** or **dark green (positive)**. White boxes are within +/- 5 points of the Total MBIE scores - and can be considered on par.

The default comparison is the Total MBIE score, but you can choose to compare the results to your Group's score or other scores, using the 'Comparison' dropdown box.






'One Level Below' shows you the level below the Team you are viewing (in the 'Results for' hierarchy selector box at the top of the page).

	Comparison:	Breakout:	Total MBIE	Associate Deputy Se...	Assurance	Border and Visa Ope...	Chief Operating Offic...	Customer	Customer, Engagemen...	Enablement	Immigration Risk an...	Office of the Associa...	Operations, Tasking...	Refugee and Migrant...	Service Design and L...	Verification and Com...
Response Counts	Total MBIE	One level below	4563	49	23	-	919	37	-	-	282	-	-	74	62	-
> Engagement	79%	73%	75%	-	81%	79%	-	-	68%	-	-	79%	71%	-	-	-
> Retention	50%	46%	55%	-	57%	53%	-	-	46%	-	-	53%	50%	-	-	-
> Leading with Purpose at Hikina Whakatutuki (MBIE)	75%	67%	67%	-	75%	69%	-	-	58%	-	-	75%	73%	-	-	-
> Being Involved & Included at Hikina Whakatutuki (MBIE)	74%	71%	72%	-	74%	69%	-	-	64%	-	-	67%	73%	-	-	-
> Being Valued & Respected at Hikina Whakatutuki (MBIE)	78%	69%	79%	-	77%	76%	-	-	70%	-	-	71%	75%	-	-	-
> Being Enabled in my Role at Hikina Whakatutuki (MBIE)	75%	70%	71%	-	78%	67%	-	-	70%	-	-	73%	71%	-	-	-
> Being Enabled in my Role at Hikina Whakatutuki (MBIE) PL	68%	67%	40%	-	76%	63%	-	-	67%	-	-	80%	57%	-	-	-
> My Growth & Development at Hikina Whakatutuki (MBIE)	77%	64%	71%	-	82%	72%	-	-	72%	-	-	74%	76%	-	-	-
> My Wellbeing & Safety at Hikina Whakatutuki (MBIE)	82%	78%	84%	-	81%	86%	-	-	74%	-	-	74%	85%	-	-	-
> Our Culture at Hikina Whakatutuki (MBIE)	76%	72%	74%	-	77%	71%	-	-	66%	-	-	80%	75%	-	-	-







Highest Rated Items (Excludes Engagement and Retention Items)

Question	Distribution	vs Total MBIE	vs 2021
My People Leader supports my efforts to balance my mahi (work) and personal life		-1	+8
I am treated with respect at work		0	+7
I feel safe at work		-1	+6
Flexible working has a positive impact on me		-2	-
My People Leader shows appreciation for people's efforts		-2	+8





Lowest Rated Items (Excludes Engagement and Retention Items)

Question	Distribution	vs Total MBIE	vs 2021
Teams from different parts of Hīkina Whakatutuki (MBIE) work well together		+2	-
Hīkina Whakatutuki (MBIE) is making the changes it needs to be successful in the future		-2	+6
There is open and honest kōrero (communication) at Hīkina Whakatutuki (MBIE)		-2	+16
Hīkina Whakatutuki (MBIE) is interested in the views and opinions of kaimahi (people)		-6	+12
I have confidence in Senior Leadership (SLT and GMs) to make the right decisions for Hīkina Whakatutuki (MBIE)		-5	+6

Biggest Increases from 2021

Question	Distribution	vs Total MBIE	vs 2021
I am inspired to do my best to help Hīkina Whakatutuki (MBIE) succeed*		-1	+25
I am given the opportunity to be involved in decisions that affect me		-3	+20
There is open and honest kōrero (communication) at Hīkina Whakatutuki (MBIE)		-2	+16
Hīkina Whakatutuki (MBIE) is interested in the views and opinions of kaimahi (people)		-6	+12
There are learning and development opportunities for me at Hīkina Whakatutuki (MBIE)		-2	+11
I am proud to work for Hīkina Whakatutuki (MBIE)		0	+10

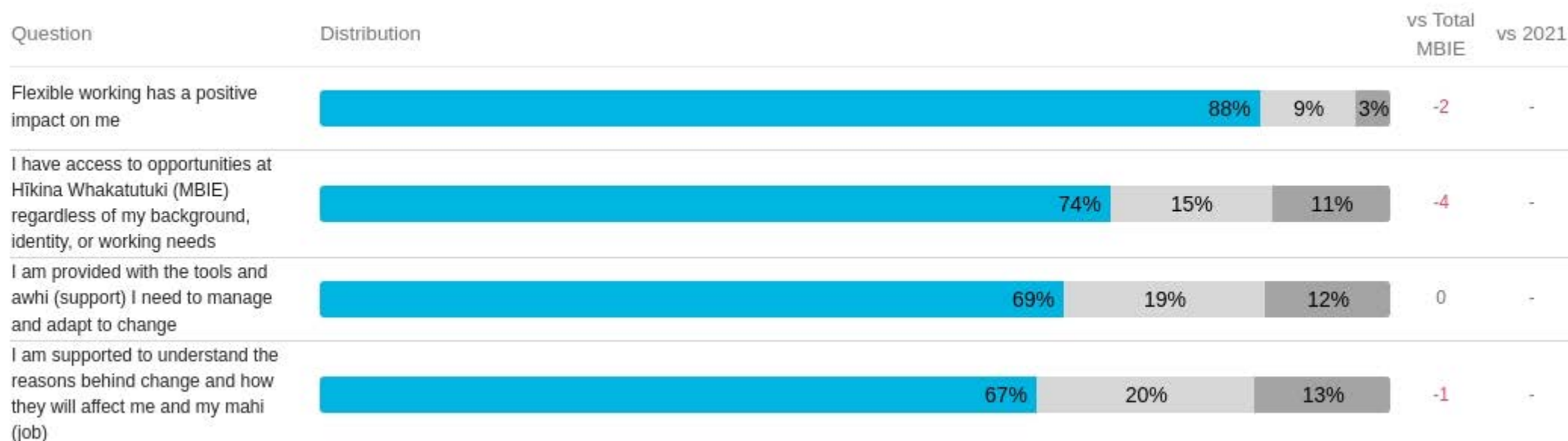
Biggest Decreases from 2021

Question	Distribution	vs Total MBIE	vs 2021
I receive appropriate recognition when I do a good job		-5	+1
I have the flexibility and authority I need to do my mahi (work) effectively		-1	+1
The amount of stress in my mahi (job) is manageable		-3	+4
My mahi (work) gives me a feeling of personal accomplishment		-1	+5
I can see a clear link between my mahi (work) and the strategic objectives of Hīkina Whakatutuki (MBIE)		-5	+5

Survey Sections

Name	Responses	Distribution	vs Total MBIE
Our Culture at Hīkina Whakatutuki (MBIE)			-2
Leading with Purpose at Hīkina Whakatutuki (MBIE)			-4
Being Involved & Included at Hīkina Whakatutuki (MBIE)			-3
Being Valued & Respected at Hīkina Whakatutuki (MBIE)			-3
Being Enabled in my Role at Hīkina Whakatutuki (MBIE)			0
Being Enabled in my Role at Hīkina Whakatutuki (MBIE) PL			+3
My Growth & Development at Hīkina Whakatutuki (MBIE)			+1
My Wellbeing & Safety at Hīkina Whakatutuki (MBIE)			-2

Our Culture at Hīkina Whakatutuki (MBIE)








In the past 12 months have you progressed with building your Māori Capability?

1419 Responses








- I do feel that I have progressed building my Māori capability in the last 12 months
- I am already capable
- I don't feel that I have progressed building my Māori capability in the last 12 months






Leading with Purpose at Hīkina Whakatutuki (MBIE)

Question	Distribution	vs Total MBIE	vs 2021
The actions of my People Leader are aligned with Hīkina Whakatutuki (MBIE) values and behaviours		-3	+7
I believe in what Hīkina Whakatutuki (MBIE) is trying to accomplish		-4	+7
I can see a clear link between my mahi (work) and the strategic objectives of Hīkina Whakatutuki (MBIE)		-5	+5
I have confidence in Senior Leadership (SLT and GMs) to make the right decisions for Hīkina Whakatutuki (MBIE)		-5	+6
Hīkina Whakatutuki (MBIE) is making the changes it needs to be successful in the future		-2	+6





Being Involved & Included at Hīkina Whakatutuki (MBIE)

Question	Distribution	vs Total MBIE	vs 2021
My People Leader keeps me informed about the things I need to know		-1	+9
Diverse perspectives are encouraged and valued in my rōpū (team)		-2	+8
I am given the opportunity to be involved in decisions that affect me		-3	+20
Hīkina Whakatutuki (MBIE) is interested in the views and opinions of kaimahi (people)		-6	+12
There is open and honest kōrero (communication) at Hīkina Whakatutuki (MBIE)		-2	+16

Being Valued & Respected at Hīkina Whakatutuki (MBIE)

Question	Distribution	vs Total MBIE	vs 2021
I am treated with respect at work		0	+7
My People Leader shows appreciation for people's efforts		-2	+8
I receive appropriate recognition when I do a good job		-5	+1
I feel my contribution is valued at Hīkina Whakatutuki (MBIE)		-5	+7
Senior Leadership (SLT and GMs) demonstrate that employees are important to the success of Hīkina Whakatutuki (MBIE)		-4	+6

Being Enabled in my Role at Hikina Whakatutuki (MBIE)

Question	Distribution	vs Total MBIE	vs 2021
I have a clear understanding of what is expected of me		+1	+7
I have the flexibility and authority I need to do my mahi (work) effectively		-1	+1
I am encouraged to come up with better ways of doing things		-1	+5
Teams from different parts of Hikina Whakatutuki (MBIE) work well together		+2	-

My Growth & Development at Hīkina Whakatutuki (MBIE)

Question	Distribution	vs Total MBIE	vs 2021
I have regular, meaningful kōrero (conversations) with my People Leader about my priorities/performance/development		+2	-
I receive regular feedback that helps me improve my mahi (work)		+4	+10
There are learning and development opportunities for me at Hīkina Whakatutuki (MBIE)		-2	+11

My Wellbeing & Safety at Hīkina Whakatutuki (MBIE)

Question	Distribution	vs Total MBIE	vs 2021
My People Leader supports my efforts to balance my mahi (work) and personal life		-1	+8
I feel safe at work		-1	+6
Hīkina Whakatutuki (MBIE) cares for the hauora (wellbeing) of its people		-3	+10
My workload and mahi (job) demands are manageable		-4	+6
The amount of stress in my mahi (job) is manageable		-3	+4

INZ Engagement by Tier

Comparison:

Total MBIE

Breakout:

OrganisationTier

Total MBIE

3

4

5

6

7

8

Response Counts	4563	6	38	108	240	366	697
> Engagement	79%	100%	70%	75%	75%	75%	80%
> Retention	50%	50%	39%	50%	52%	50%	57%
> Our Culture at Hikina Whakatutuki (MBIE)	76%	96%	75%	75%	73%	70%	77%
> Leading with Purpose at Hikina Whakatutuki (MBIE)	75%	87%	69%	69%	67%	66%	75%
> Being Involved & Included at Hikina Whakatutuki (MBIE)	74%	90%	70%	73%	68%	67%	74%
> Being Valued & Respected at Hikina Whakatutuki (MBIE)	78%	100%	74%	77%	72%	72%	77%
> Being Enabled in my Role at Hikina Whakatutuki (MBIE)	75%	96%	73%	73%	72%	74%	78%
> Being Enabled in my Role at Hikina Whakatutuki (MBIE) - People Leaders only question	68%	80%	72%	69%	73%	70%	100%
> My Growth & Development at Hikina Whakatutuki (MBIE)	77%	94%	65%	77%	75%	77%	81%
> My Wellbeing & Safety at Hikina Whakatutuki (MBIE)	82%	100%	83%	80%	80%	78%	80%

Comparison:

Total MBIE

Breakout:

Level 1

Immigration NZ

Response Counts	1457
> Engagement	77%
> Retention	54%
> Our Culture at Hikina Whakatutuki (MBIE)	74%
> Leading with Purpose at Hikina Whakatutuki (MBIE)	71%
> Being Involved & Included at Hikina Whakatutuki (MBIE)	71%
> Being Valued & Respected at Hikina Whakatutuki (MBIE)	75%
> Being Enabled in my Role at Hikina Whakatutuki (MBIE)	75%
> Being Enabled in my Role at Hikina Whakatutuki (MBIE) - People Leaders only question	72%
> My Growth & Development at Hikina Whakatutuki (MBIE)	78%
> My Wellbeing & Safety at Hikina Whakatutuki (MBIE)	80%

Insights to Action

An overview of team sessions recommended for MBIE

Team Session 1: Results	Team Session 2: Brainstorm	Team Session 3: Action
<p>In this session: Share the results with your team and identify a few focus areas for the next session. Approx. 20 - 30 minutes</p>	<p>In this session: Brainstorm with your team actions that could be taken on your focus areas. Approx. 30 - 45 minutes</p>	<p>In this session: Assess those actions to choose 1-3 preferred actions. Discuss and agree how these actions will be achieved. Approx. 20 - 30 minutes.</p>

Resources Available

- You can find more Guidance on the MyVoice@MBIE [Te Taura page](#)
- Our survey partners, Culture Analytics, have provided a full [insights to action guide](#) which provides extra tips and guidance as well as an [ideas bank](#) you can pull from while brainstorming.
- If you'd like further support reach out to other leaders in your area. You may like to compare your results and discuss how you will approach these conversations.

Note: Links may not work in the powerpoint version of this report but will in PDF. All referenced documents are available on the MyVoice@MBIE Te Taura page.