

# Culture & Engagement Survey 2015



Here are our high level organisation wide results for IR's Culture & Engagement survey – Kōrero Mai.

The survey ran from 2 - 20 of November 2015 and was open to all people working for IR, including contractors and agency staff 79.12% of those invited to complete the survey took the opportunity to do so.

The survey results provide us with an understanding of our overall perceptions of our current culture and levels of engagement.

The results help us to understand what we are doing well and need to keep doing and what opportunities we have to improve to make IR a great place to work.

## Culture results

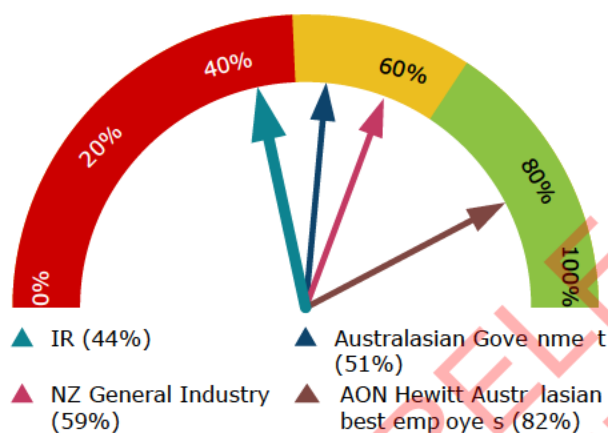


### Culture data results

- The results of the current survey are comparable to the baseline survey completed in May 2015.
- The culture dimensions with the biggest gaps between current perceptions and our target future state are:
  - Outcomes oriented
  - Whole of IR
  - Open/Transparent
  - Risk Tolerant
  - Empowered
- Our people perceive IR to be:
  - Process Oriented
  - Risk Averse
  - Guarded
  - Task Oriented
  - Command and Control
- To shift our culture, we are best to focus our efforts on:
  - Recognising and utilising the individual talents, capabilities, and work styles of our people
  - Ensuring our processes and procedures are simple and effective
  - Encouraging genuine collaboration across IR
  - Empowering individuals to influence what happens in their day-to-day jobs including the decisions that impact them directly

## Engagement results

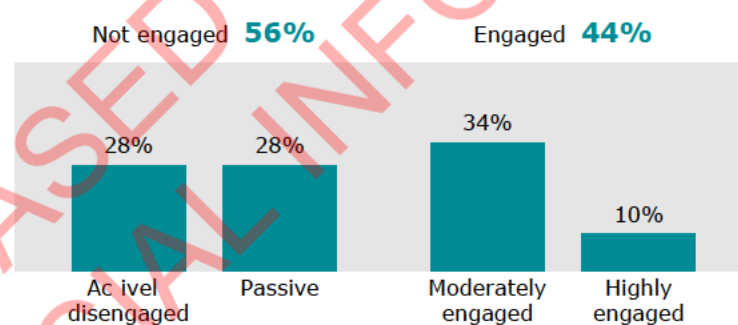
### Engagement



### Driver priorities

Improve	Sustain
Empowerment	People Leader
Diversity & Inclusion	
Reward & Recognition	
Policies & Process	

### Engagement profile



### Engagement questions

	2015	Baseline
Given the opportunity, I tell others great things about working here	53%	52%
I would not hesitate to recommend IR to a friend seeking employment	54%	55%
I rarely think about leaving IR to work somewhere else	45%	40%
It would take a lot to get me to leave IR	41%	43%
IR inspires me to do my best work everyday	42%	43%
IR motivates me to contribute more than is normally required to complete my work	39%	40%

### Engagement data results

- IR's engagement score (44%) is below average compared to other government agencies in Australia/NZ (51%).
- Leaders are more engaged (57%) than non-leaders (42%).
- 28% of respondents are 'actively disengaged'.
- Engagement declines with tenure up to 10 years and then begins to increase moderately.
- There is significant variation in levels of engagement across geographic sites.
- Those things that will have the greatest impact on levels of employee engagement are the same as those impacting on our culture. In addition to these, how we reward and recognise people in helping us achieve our goals is also an important driver of employee engagement.
- Generally, people perceive their direct leader positively.
- Most respondents feel change is necessary for IR and feel well informed by their People Leader.

### What the Culture & Engagement results indicate

- Most of us feel change is necessary for IR.
- We feel well informed by our people leader, who we see as clear, open and honest.
- We look at things from our customer's perspective and want to improve our services.
- We have work to do to lift our overall levels of engagement.
- We need to shift our culture towards being more proactive, transparent and risk tolerant.
- We need to enable our people to be empowered to make effective decisions.
- We need to better recognise and value individual talents and capabilities.

### Next steps

- All leaders will receive a link to the online Engagement tool to access their team/unit engagement results on 25 January 2016, once our provider AON Hewitt has processed them.
- By the end of February 2016, all leaders are expected to have shared their own team/unit engagement results with their people.
- Teams to talk about their results and share any initial thoughts about what they mean to them.
- Results for Business Groups will be shared in February 2016.
- We will keep you informed as we learn more.



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## 2015 Culture Report

Inland Revenue

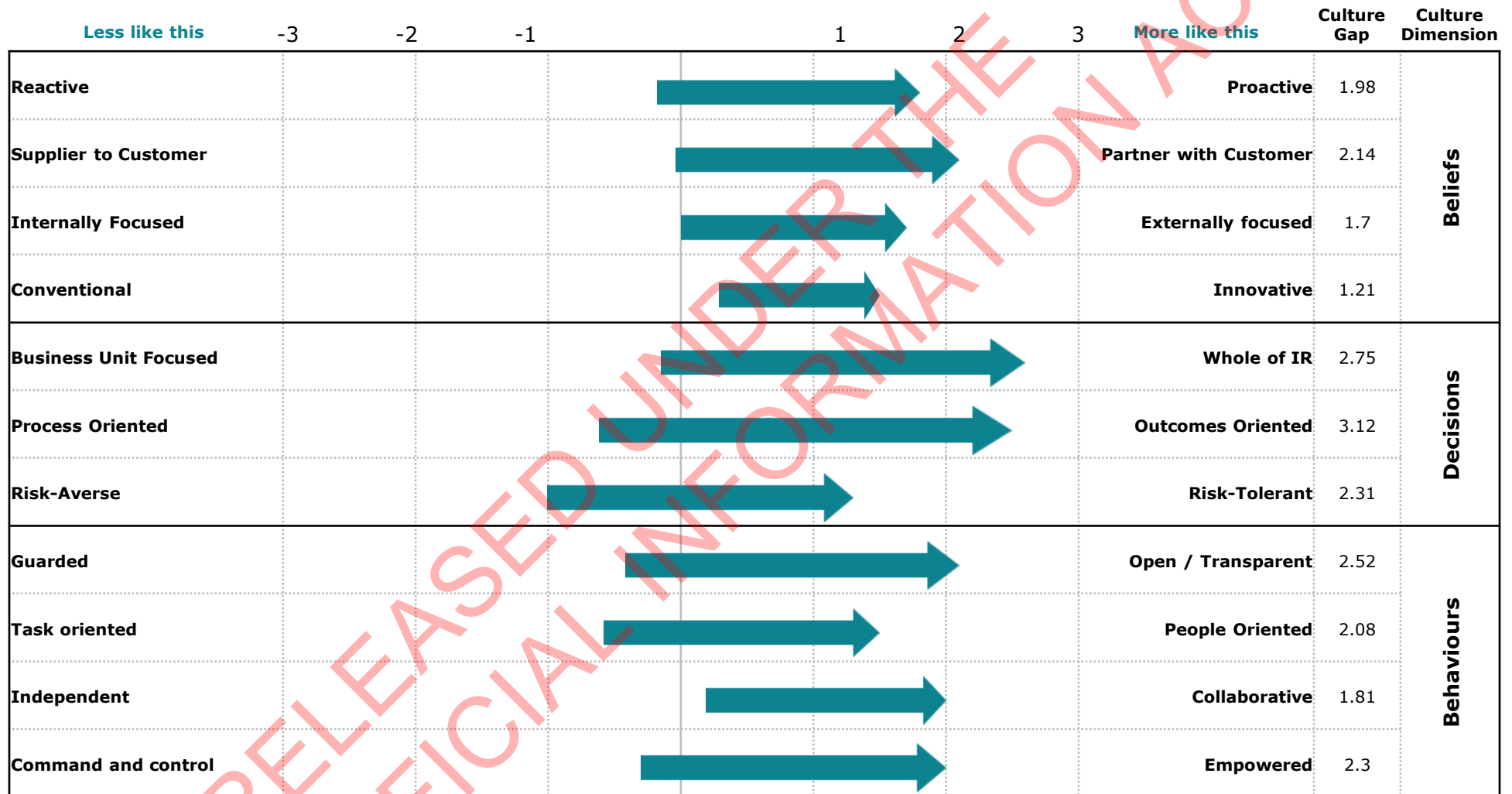


Inland Revenue  
Te Tari Taake

**AON**  
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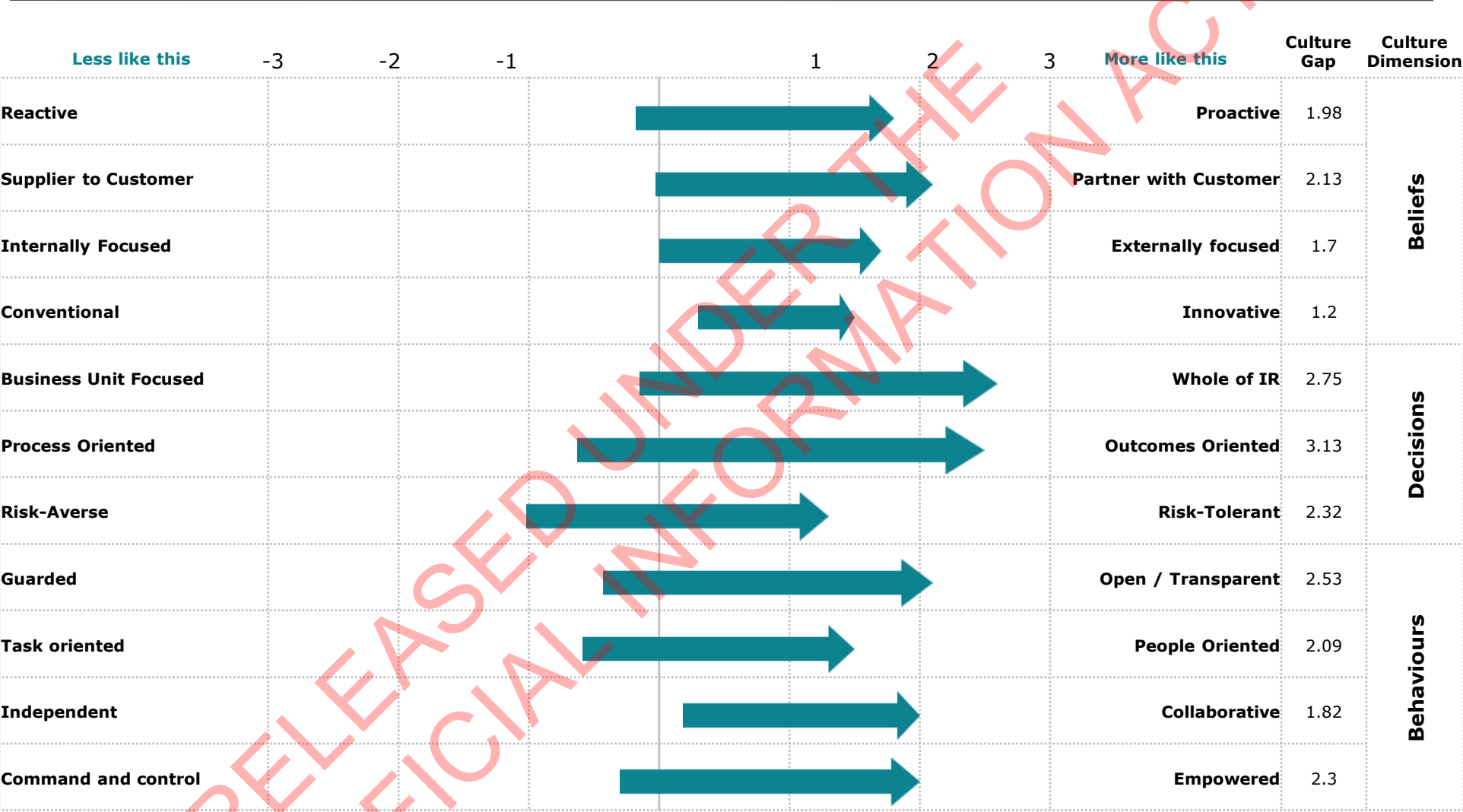
# Culture Results - Gap analysis for **IR overall**

## Includes active employees and contractors



# Culture Results - Gap analysis for IR overall

## Employees only





# Culture Results - Gap analysis for **IR overall**

## Contractors only



# Current culture spread of scores – IR Overall

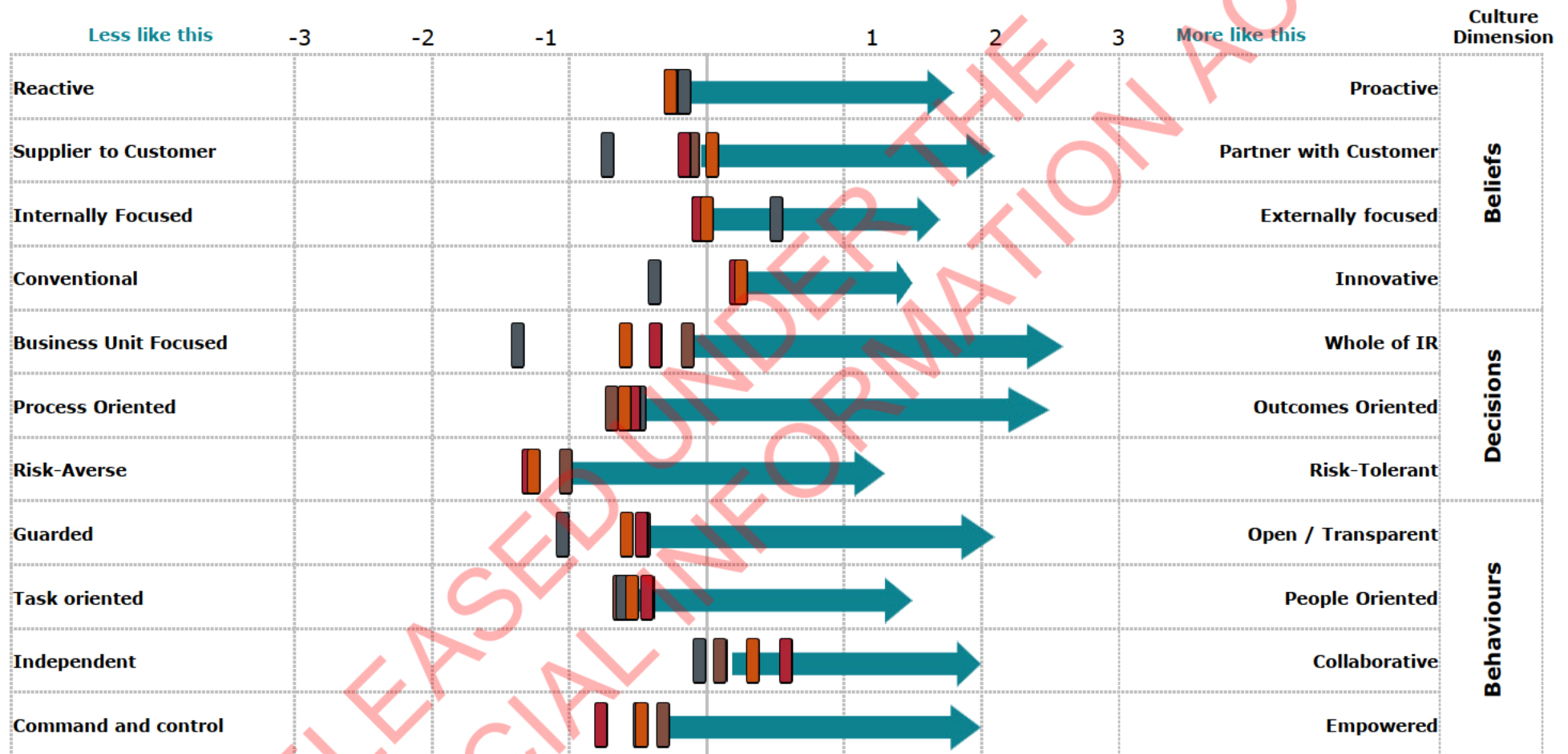


# Overall culture alignment by Employee Category

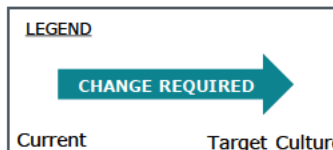
Shows the **average** culture gap across all scales by Employee Category.



# Gap analysis by Employee Category



Executive Leaders  
Leaders of Leaders  
Leader of people  
Team Member



# Culture gap by Employee Category

Shows the absolute culture gap for each scale across IR Overall and by Employee Category.

Absolute Gap Size	Legend
0 - 1	
1 - 2	
2 - 3	
Over 3	

Less like this	Gap IR overall	ELT	Leader of Leaders	Leader of People	Team Member	More like this	Culture Dimension
Reactive	1.98	1.91	2.01	2.01	1.98	Proactive	Beliefs
Supplier to Customer	2.14	2.77	2.21	2.01	2.15	Partner with Customer	
Internally Focused	1.7	1.14	1.71	1.65	1.71	Externally focused	
Conventional	1.21	1.83	1.24	1.2	1.21	Innovative	
Business Unit Focused	2.75	3.93	2.92	3.14	2.69	Whole of IR	Decisions
Process Oriented	3.12	2.94	2.98	3.05	3.14	Outcomes Oriented	
Risk-Averse	2.31	2.52	2.55	2.51	2.28	Risk-Tolerant	Behaviours
Guarded	2.52	3.1	2.52	2.63	2.51	Open / Transparent	
Task oriented	2.08	2.06	1.88	1.99	2.09	People Oriented	
Independent	1.81	2	1.37	1.61	1.85	Collaborative	
Command and control	2.3	2.44	2.72	2.42	2.27	Empowered	





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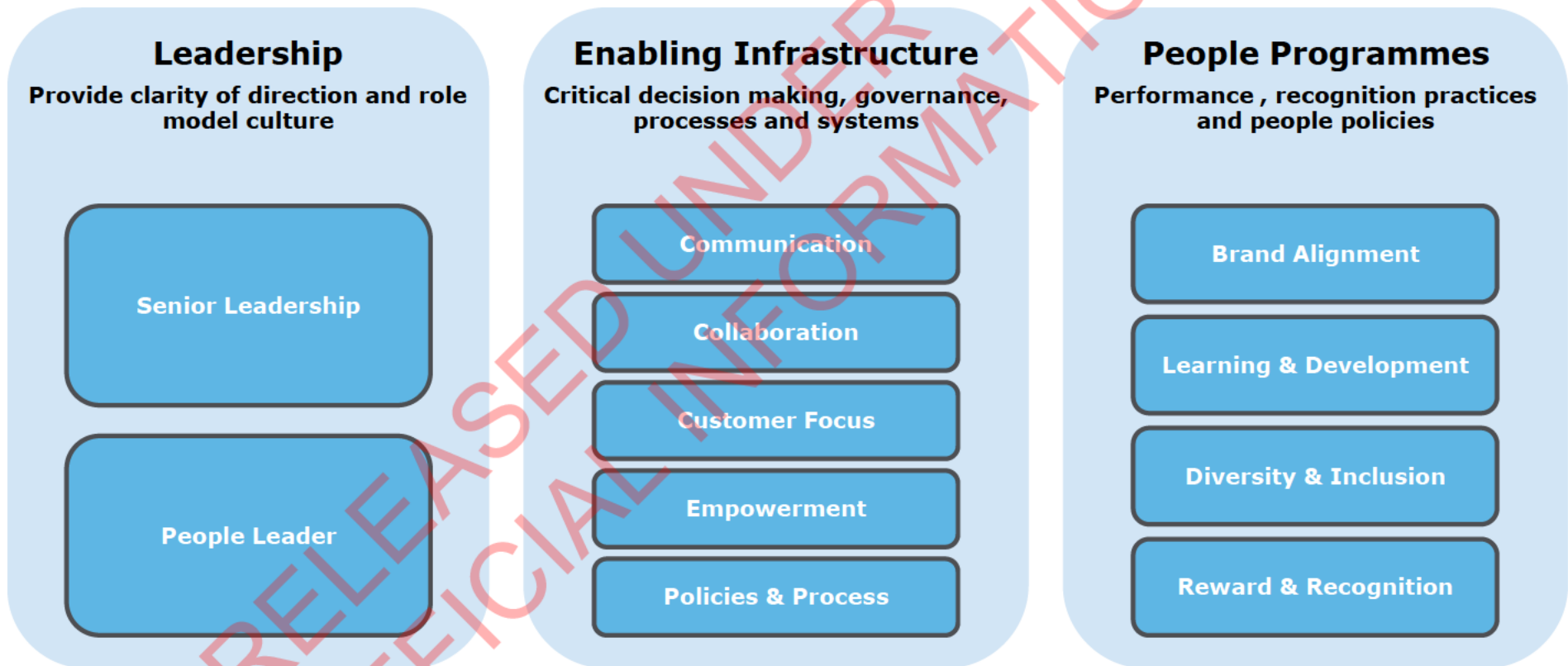
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## Driver analysis

# Understanding culture drivers and culture levers

To better understand how to **align our culture** and **improve engagement** we ask a series of questions which are grouped into categories called **drivers**. Drivers allow us to identify the areas that have the strongest relationship with engagement and culture.

The drivers help us understand where our efforts will have the greatest impact in closing the culture gap and building employee engagement through the strongest **levers** for change – leadership, enabling infrastructure and people programmes.



# Understanding the Culture Driver Priorities – Category Level

An advanced statistical driver analysis that identifies and prioritises the key drivers to take action on to most effectively close the **overall culture gap**. The overall culture gap is the average culture gap across all culture scales.

Top ranked priorities have the greatest potential to achieving a **zero culture gap**, e.g. complete alignment between current and required culture.

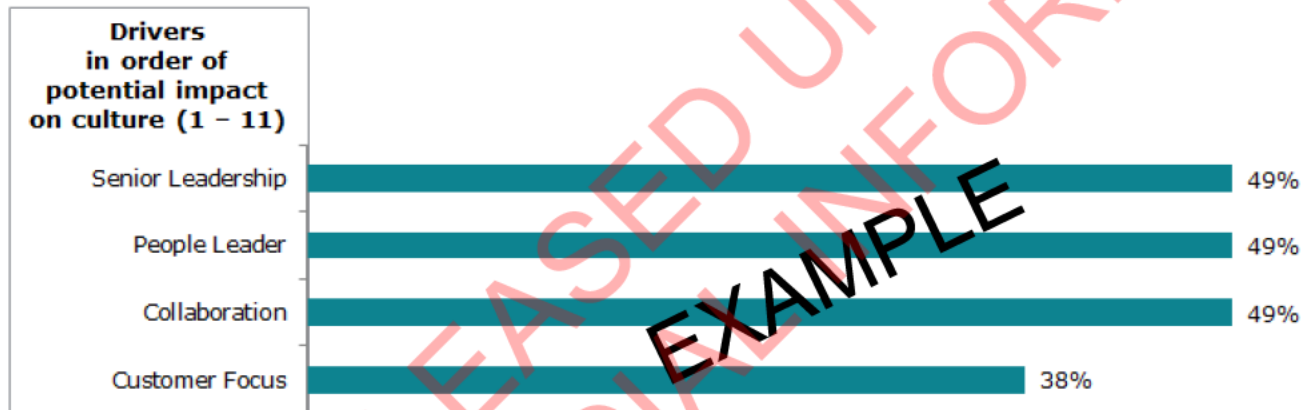
## Overall Driver Category - Ordered by Rank:

Aggregate based on the rank that a driver receives under the following inputs:

- Importance
- Effectiveness; and
- Distance from Benchmark

**Effectiveness:** % of employees who, on average, are satisfied with all questions within the category

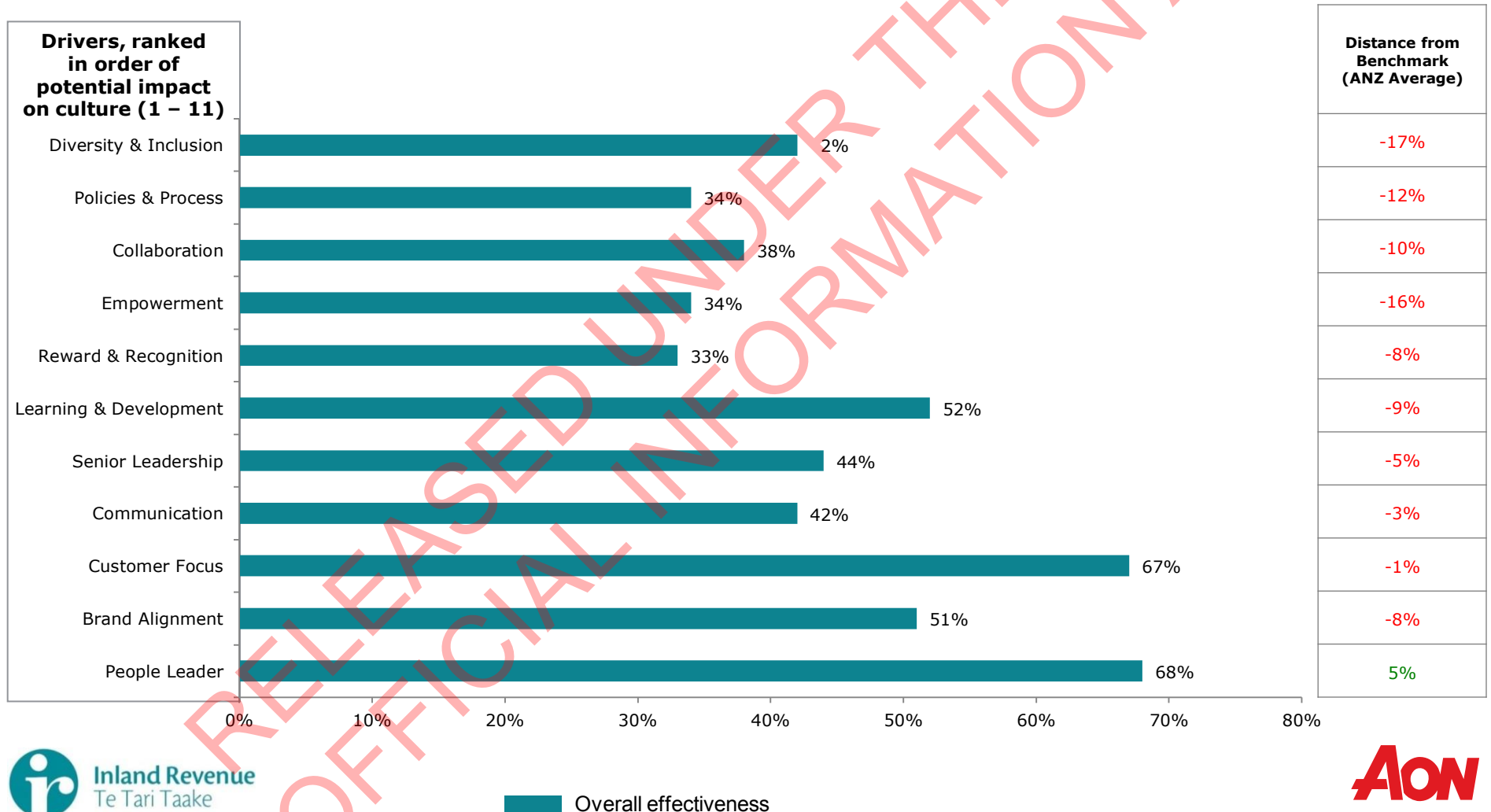
**Distance From Benchmark:** Variance between your effectiveness and the ANZ norm (a minus indicates your score is below the norm)



Distance from Benchmark (ANZ Average)
-11%
-7%
0%
-3%
-3%

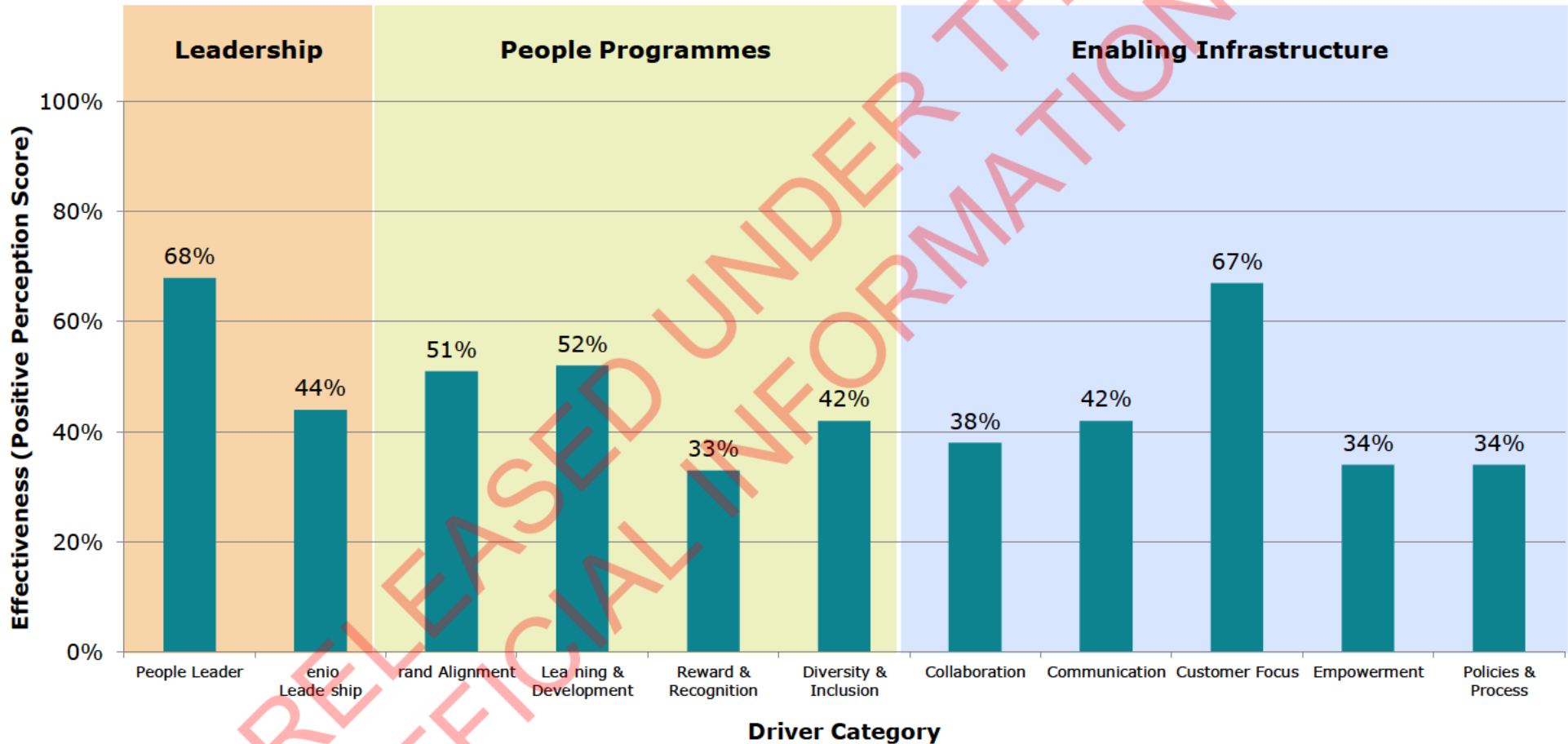
# Potential of each driver category to impact culture alignment

Prioritises the key drivers to take action on to most effectively close the overall culture gap. Top ranked priorities have the greatest potential to achieving a zero culture gap, e.g. complete alignment between current and required culture.



# Driver Category effectiveness scores by culture lever

Shows the Category Level effectiveness score for each of the Driver Categories.





# Understanding the Culture Driver Priorities – Item Level

Prioritises action areas at an individual item (question) level. This level of detail will show for every item within the Driver Category.

**Effectiveness:** % of employees who, on average, are satisfied with all questions within the category

**Distance From Benchmark:** Variance between your effectiveness and the ANZ norm (a minus indicates your score is below the norm)

**Item Priority - Ordered by Rank:** Ranking of all survey items, in order of their average rank from the following three inputs:

- Importance
- Effectiveness; and
- Distance from Benchmark

Driver Category	Item	Effectiveness (% Favourable)	Distance from Benchmark (ANZ Average)
Leadership	The behaviour of senior leadership is consistent with IR's values	XX%	-21
Leadership	Senior leadership in IR provides clear direction for the future	XX%	-9
Leadership	I have trust and confidence that IR's Executive team and senior leaders make the right decisions for our future	XX%	-16
Leadership	Change initiatives are well managed and help us to deliver better performance	XX%	-16
Leadership	Senior leadership is appropriately visible and accessible to our people	XX%	-21
Leadership	Senior leadership is open and honest in communication	XX%	+9
Leadership	Senior leadership treat people as IR's most valued asset	XX%	+16
Leadership	I am confident the insights from this survey will be acted upon	XX%	+16
People Leader	My people leader is open and honest in communication	XX%	-21
People Leader	My people leader keeps me informed about change and how it impacts me and my immediate team	XX%	-9

# Where should we focus our attention?

The item level analysis prioritises action areas at an individual item (question) level. This level of detail will show for every item within the Driver Category.

Driver Category	Item	Effectiveness (% Favourable)	Distance from Benchmark (ANZ Average)
Diversity & Inclusion	I can clearly see that we seek to include and fully use the talents and capabilities of all people	38%	-18%
Diversity & Inclusion	Different work styles and approaches are supported at IR	39%	-18%
Diversity & Inclusion	We have a work environment that is open and accepts individual differences	56%	-13%
Policies & Process	We have straightforward processes and procedures for doing our work	35%	-18%
Policies & Process	The work processes we have in place enable me to be as effective as possible	35%	-15%
Policies & Process	The tools and resources I have enable me to be as effective as possible	46%	-4%
Collaboration	There is effective collaboration between different Business Units in IR	26%	-18%
Collaboration	In my experience, people share best practice and job knowledge with each other	49%	-16%
Collaboration	IR lives up to its fundamental values of "working together"	53%	+5%
Empowerment	Work decisions are made by the people that are affected directly by the situation	26%	-
Empowerment	I can try new things even if they lead to occasional mistakes	36%	-22%
Empowerment	I have the opportunity to appropriately influence what happens at work	38%	-
Empowerment	At work my opinions and ideas count	49%	-12%
Empowerment	I am able to choose how best to complete my work	51%	-14%
Reward & Recognition	Overall the way we reward and recognise people in IR helps us achieve our goals	28%	-13%

# Where should we focus our attention?

The item level analysis prioritises action areas at an individual item (question) level. This level of detail will show for every item within the Driver Category.

Driver Category	Item	Effectiveness (% Favourable)	Distance from Benchmark (ANZ Average)
Reward & Recognition	At IR, we recognise people for both the behaviours, and the results that will help IR to succeed	36%	-11%
Reward & Recognition	I receive appropriate recognition for my contributions and accomplishments	45%	0%
Learning & Development	At IR, mistakes are used for learning	45%	-23%
Learning & Development	IR strongly supports the learning and development of its people	49%	-6%
Learning & Development	I know what skills I need to focus on to develop further	59%	-6%
Learning & Development	Learning and development opportunities are available at IR to help me build valuable skills	53%	-1%
Senior Leadership	I am confident the insights from this survey will be acted upon	34%	-14%
Senior Leadership	Senior leadership treat people as IR's most valued asset	36%	-11%
Senior Leadership	Senior leadership is appropriately visible and accessible to all people	41%	-14%
Senior Leadership	Senior leadership is open and honest in communication	45%	-10%
Senior Leadership	Change initiatives are well managed and help us to deliver better performance	41%	+1%
Senior Leadership	I have trust and confidence that IR's Executive team and senior leaders make the right decisions for our future	49%	-1%
Senior Leadership	Senior leadership in IR provides clear direction for the future	53%	-1%
Senior Leadership	The behaviour of senior leadership is consistent with IR's values	58%	+5%
Communication	I believe open communication is encouraged at IR	39%	-6%

# Where should we focus our attention?

The item level analysis prioritises action areas at an individual item (question) level. This level of detail will show for every item within the Driver Category.

Driver Category	Item	Effectiveness (% Favourable)	Distance from Benchmark (ANZ Average)
Communication	Communication within IR is timely	40%	-5%
Communication	IR does an excellent job of keeping us informed of important matters	48%	-2%
Communication	I believe it will be made clear to me how change will impact me	47%	-1%
Communication	I get enough good information about IR's business results and performance	61%	-2%
Customer Focus	We regularly seek participation from our customers	44%	-11%
Customer Focus	I am encouraged to look at things from our customer's perspective in my day-to-day work	67%	-3%
Customer Focus	I am encouraged to take the initiative and suggest improvements to better serve our customers	65%	+2%
Customer Focus	The Business Unit I work for is customer focused	74%	+7%
Brand Alignment	IR delivers on the promises it makes to its people	36%	-11%
Brand Alignment	I am proud to be part of IR	63%	-9%
Brand Alignment	IR's values are aligned with my personal values	61%	-3%
People Leader	My people leader keeps me informed about change and how it impacts me and my immediate team	72%	+16%
People Leader	My people leader effectively models IR's values	72%	+6%
People Leader	My people leader is open and honest in communication	74%	+5%
People Leader	My people leader sets clear expectations and goals with me	70%	+5%

## Where should we focus our attention?

The item level analysis prioritises action areas at an individual item (question) level. This level of detail will show for every item within the Driver Category.

Driver Category	Item	Effectiveness (% Favourable)	Distance from Benchmark (ANZ Average)
People Leader	My people leader recognises my efforts and achievements	68%	+3%
People Leader	My people leader provides valuable feedback throughout the year that enables me to improve my performance	64%	+4%
People Leader	I am encouraged to seek out innovative and creative solutions to help improve IR's performance	49%	-7%





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## Appendices

# Culture scale definitions

Descriptor	Less like this	More like this	Descriptor	Cultural Dimension
We tend to react to circumstances in response to a problem or situation	Reactive	Proactive	We tend to anticipate, prepare for, intervene in, or control potential occurrences or situations before they happen	Beliefs - Assumptions about the strategy and business model
We focus is on delivering the products and services that meet the external customer's needs as determined explicitly by IR	Supplier to Customer	Partner with Customer	We focus on collaborating with external customers and stakeholders to identify and understand their needs and explore relevant solutions	
We focus on managing IR's internal environment, people, teamwork, structure, function, processes and resources	Internally Focused	Externally focused	We focus on managing IR's external environment, customers, third parties, political, regulatory and economic environment	
We have a shared belief that business strategy is achieved primarily through consistent, conventional, established methods for products, processes, services, technologies, or ideas	Conventional	Innovative	We have a shared belief that business strategy is achieved primarily through creating and implementing better or more effective products, processes, services, technologies, or ideas	
At IR decisions are made primarily in the best interest of one's own Group, Business Unit or Team	Business Unit Focused	Whole of IR	At IR decisions are made primarily in the best interest of IR as a whole	Decisions - How decisions are made
We focus on getting work done by following standard procedures and processes	Process Oriented	Outcomes Oriented	We focus is on reaching goals and achieving outcomes in the most practical way possible	
At IR decisions are made by playing it safe in order to avoid unforeseen negative outcomes that could impact an individual or the organisation	Risk-Averse	Risk-Tolerant	At IR decisions are made with a willingness to take calculated risks that could impact an individual or the organisation	
We tend to be very cautious, careful, prudent about giving and sharing information	Guarded	Open / Transparent	We tend to express thoughts and feelings in a direct, candid and honest way; we are willing to listen to or accept different ideas or opinions	Behaviours - How we interact with each other
We focus on accomplishment and production to get things done	Task oriented	People Oriented	We focus on relationships taking into account people's strengths, interests, and development needs to get things done	
At IR most work is done or preferred to be done through individual effort	Independent	Collaborative	At IR most work is done or preferred to be done with others, with common objectives	
At IR decision-makers define and delegate work and it is completed in an established way	Command and control	Empowered	At IR employees confidently complete work with little instruction or guidance from others (including decision makers) using their knowledge, skills and abilities	

# Driver Definitions

Driver	Definition
Brand Alignment	Employees' perceptions that their expectations about working at the organisation have been met
Collaboration	The extent to which employees see effective teamwork within and between different areas in the organisation
Communication	The extent to which employees have the information they need to do their jobs well
Customer Focus	The extent to which the organisation is responsive to the changing needs of its customers
Diversity & Inclusion	Employees' perceptions that the organisation values the contribution of a diverse workforce
Empowerment	The extent to which an employee has the ability to choose how to best complete their work
Learning & Development	Employees' perceptions that there are sufficient and available opportunities for learning and development
People Leader	The employees' view of their people leader's effectiveness in supporting them to perform and grow in their job
Policies & Process	Employees' perceptions of the support, tools and resources they receive to do their job well
Reward & Recognition	Employees' perceptions that their benefits, rewards and recognition fairly reflect their contribution
Senior Leadership	The extent to which employees believe that senior leaders are effectively leading the organisation and making business decisions

# Glossary

Driver	Definition
Average Gap	The average of the culture gap across all culture scales
Absolute Gap	The gap between the current culture and IR's target culture per scale
Positive Perception Score	The number of people who 'Agree' or 'Strongly Agree' to a question (item) within the survey.
Item	The word 'item' is used to describe a single question within the survey.
Drivers / Driver Category	A group of questions that all measure a specific aspect of the work experience, such as empowerment, senior leadership.



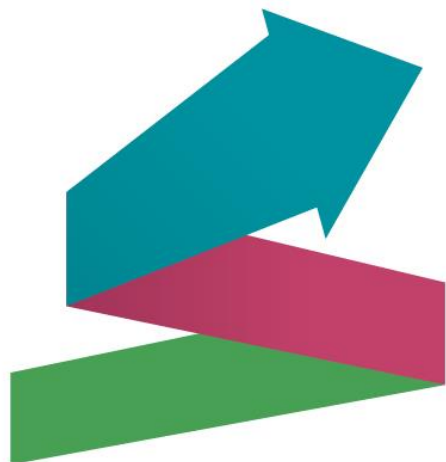
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## 2015 Engagement Report

Inland Revenue Overall





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## Engagement Results

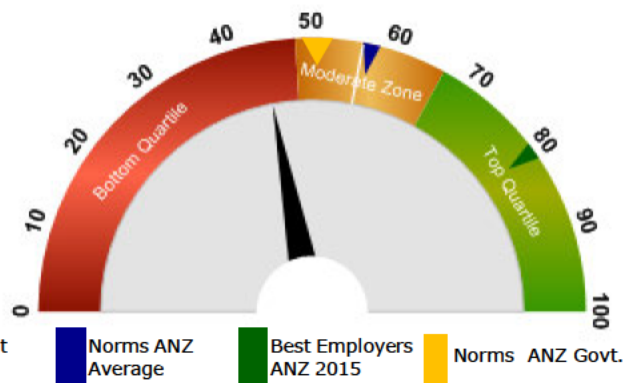
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# Dashboard

Your selection(s): **Inland Revenue**

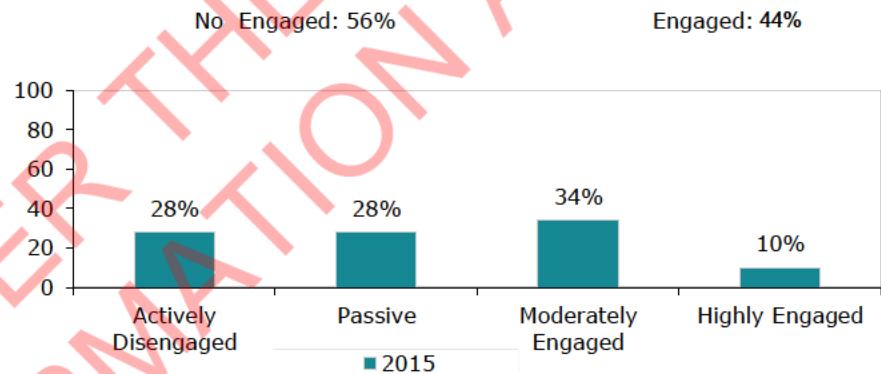
Engagement Score: 44%      Response Rate: 79%

Region selected to display quartile ranges: Australia and New Zealand (ANZ)  
This is your 2015 Engagement Score and should be used to set future targets.



## Engagement Distribution

The Engagement Distribution shows the spread of how engaged your employees are. Your Moderately and Highly Engaged populations together make up your Engagement Score. Differences in scores within the Engagement Distribution will be due to rounding.



## Driver Priorities

These are the key drivers to focus on to impact employee engagement

### Driver Analysis Benchmark: ANZ Average



## Engagement Behaviours

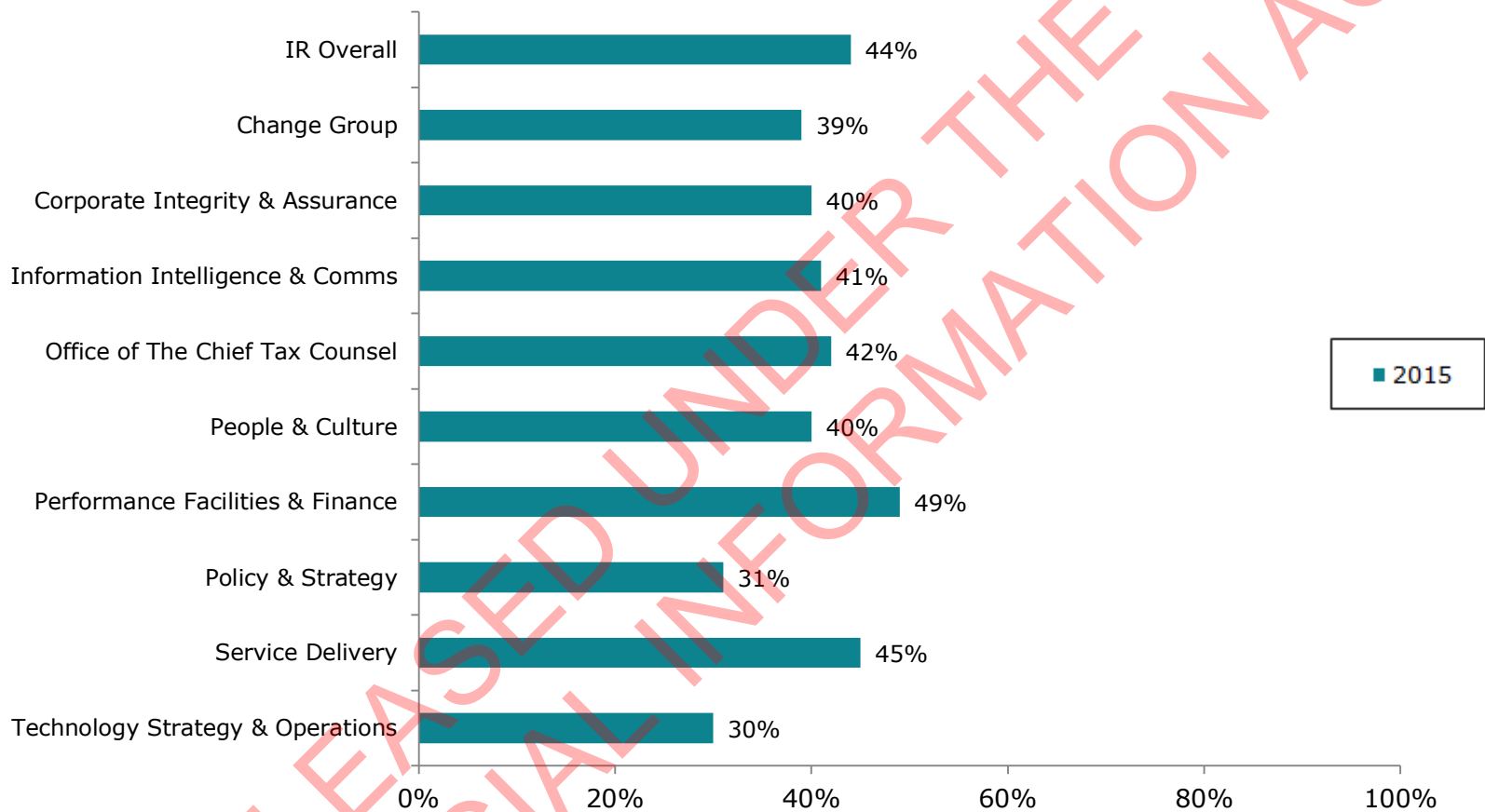
This table shows how employees have responded to each of the six engagement questions across 'Say', 'Stay' and 'Strive'

	2015	Base Line
Given the opportunity, I tell others great things about working here	53%	52%
I would not hesitate to recommend IR to a friend seeking employment	54%	55%
I rarely think about leaving IR to work somewhere else	45%	40%
It would take a lot to get me to leave IR	41%	43%
IR inspires me to do my best work every day	42%	43%
IR motivates me to contribute more than is normally required to complete my work	39%	40%

# Engagement Score by Organisational Unit

Your selection(s): **Inland Revenue**

This graph provides you with an understanding of how engagement scores vary across your business area.



Response rates are only provided for groups of five or more employees. This is to protect employees' confidentiality.



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## What is Driving Engagement?

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## Driver Priorities Category

Your selection(s): **Inland Revenue**

Driver Analysis Benchmark: ANZ Average

The Driver Analysis is an advanced statistical analysis that identifies and prioritises the key drivers of engagement. The analysis is used to understand which drivers to take action on to most effectively enhance (or maintain) engagement levels. For smaller teams, the results from the aggregate group above will be displayed.

Priorities	Overall Driver Category Rank	Driver Category	Importance (Statistical Rank)	Effective (% Favourable)	Distance from Benchmark (ANZ Average)
↑ Improve	1	Empowerment	3	34%	-16%
↑ Improve	2	Diversity & Inclusion	4	42%	-17%
↑ Improve	3	Reward & Recognition	5	33%	-8%
↑ Improve	4	Policies & Process	9	34%	-12%
↑ Improve	5	Brand Alignment	1	51%	-8%
↑ Improve	6	Learning & Development	2	52%	-9%
↑ Improve	7	Collaboration	8	38%	-10%
↑ Improve	8	Communication	6	42%	-3%
↑ Improve	9	Senior Leadership	7	44%	-5%
↑ Improve	10	Customer Focus	11	67%	-1%
✓ Sustain	1	People Leader	10	68%	5%

## Driver Priorities Items

Your selection(s): **Inland Revenue**

Driver Analysis Benchmark: ANZ Average

The analysis breaks down the driver categories by the survey questions (items) to help you to prioritise your focus and action to improve and sustain engagement in the areas that will have the biggest impact. This analysis is only produced for groups of minimum of 30 people. For smaller teams, the results from the aggregate group above will be displayed.

Priorities	Overall Driver Category Rank	Driver Category	Item Priority Rank	Item	Importance (Statistical Impact Rank)	Effective (% Favourable)	Distance from Benchmark (ANZ Average)
↑ Improve	1	Empowerment	1	Work decisions are made by the people that are affected directly by the situation	3	26%	-
↑ Improve	1	Empowerment	3	I can try new things even if they lead to occasional mistakes	3	36%	-22%
↑ Improve	1	Empowerment	8	I have the opportunity to appropriately influence what happens at work	3	38%	-
↑ Improve	1	Empowerment	16	At work my opinions and ideas count	3	49%	-12%
↑ Improve	1	Empowerment	16	I am able to choose how best to complete my work	3	51%	-14%
↑ Improve	2	Diversity & Inclusion	4	I can clearly see that we seek to include and fully use the talents and capabilities of all people	4	38%	-18%
↑ Improve	2	Diversity & Inclusion	9	Different work styles and approaches are supported at IR	4	39%	-18%
↑ Improve	2	Diversity & Inclusion	23	We have a work environment that is open and accepts individual differences	4	56%	-13%
↑ Improve	3	Reward & Recognition	6	Overall, the way we reward and recognise people in IR helps us achieve our goals	5	28%	-13%
↑ Improve	3	Reward & Recognition	13	At IR, we recognise people for both the behaviours, and the results that will help IR to succeed	5	36%	-11%

## Driver Priorities Items

Your selection(s): **Inland Revenue**

(Continued)

Driver Analysis Benchmark: ANZ Average

Priorities	Overall Driver Category Rank	Driver Category	Item Priority Rank	Item	Importance (Statistical Impact Rank)	Effective (% Favourable)	Distance from Benchmark (ANZ Average)
↑ Improve	3	Reward & Recognition	31	I receive appropriate recognition for my contributions and accomplishments	5	45%	0%
↑ Improve	4	Policies & Process	5	We have straightforward processes and procedures for doing our work	9	35%	-18%
↑ Improve	4	Policies & Process	9	The work processes we have in place enable me to be as effective as possible	9	35%	-15%
↑ Improve	4	Policies & Process	25	The tools and resources I have enable me to be as effective as possible	9	46%	-4%
↑ Improve	5	Brand Alignment	9	IR delivers on the promises it makes to its people	1	36%	-11%
↑ Improve	5	Brand Alignment	27	I am proud to be part of IR	1	63%	-9%
↑ Improve	5	Brand Alignment	34	IR's values are aligned with my personal values	1	61%	-3%
↑ Improve	6	Learning & Development	9	At IR, mistakes are used for learning	2	45%	-23%
↑ Improve	6	Learning & Development	24	IR strongly supports the learning and development of its people	2	49%	-6%
↑ Improve	6	Learning & Development	31	I know what skills I need to focus on to develop further	2	59%	-6%

## Driver Priorities Items

Your selection(s): **Inland Revenue**

(Continued)

Driver Analysis Benchmark: ANZ Average

Priorities	Overall Driver Category Rank	Driver Category	Item Priority Rank	Item	Importance (Statistical Impact Rank)	Effective (% Favourable)	Distance from Benchmark (ANZ Average)
↑ Improve	6	Learning & Development	34	Learning and development opportunities are available at IR to help me build valuable skills	2	53%	-1%
↑ Improve	7	Collaboration	2	There is effective collaboration between different Business Units in IR	8	26%	-18%
↑ Improve	7	Collaboration	18	In my experience, people share best practice and job knowledge with each other	8	49%	-16%
↑ Improve	7	Collaboration	39	IR lives up to its fundamental values of "working together"	8	53%	5%
↑ Improve	8	Communication	18	I believe open communication is encouraged at IR	6	39%	-6%
↑ Improve	8	Communication	2	Communication within IR is timely	6	40%	-5%
↑ Improve	8	Communication	26	IR does an excellent job of keeping us informed of important matters	6	48%	-2%
↑ Improve	8	Communication	27	I believe it will be made clear to me how change will impact me	6	47%	-1%
↑ Improve	8	Communication	36	I get enough good information about IR's business results and performance	6	61%	-2%
↑ Improve	9	Senior Leadership	7	I am confident the insights from this survey will be acted upon	7	34%	-14%



## Driver Priorities Items

Your selection(s): **Inland Revenue**

(Continued)

Driver Analysis Benchmark: ANZ Average

Priorities	Overall Driver Category Rank	Driver Category	Item Priority Rank	Item	Importance (Statistical Impact Rank)	Effective (% Favourable)	Distance from Benchmark (ANZ Average)
↑ Improve	9	Senior Leadership	14	Senior leadership treat people as IR's most valued asset	7	36%	-11%
↑ Improve	9	Senior Leadership	14	Senior leadership is a appropriately visible and accessible to our people	7	41%	-14%
↑ Improve	9	Senior Leadership	20	Senior leadership is open and honest in communication	7	45%	-10%
↑ Improve	9	Senior Leadership	27	Change initiatives are well managed and help us to deliver better performance	7	41%	1%
↑ Improve	9	Senior Leadership	33	I have trust and confidence that IR's Executive team and senior leaders make the right decisions for our future	7	49%	-1%
↑ Improve	9	Senior Leadership	36	Senior leadership in IR provides clear direction for the future	7	53%	-1%
↑ Improve	9	Senior Leadership	40	The behaviour of senior leadership is consistent with IR's values	7	58%	5%
↑ Improve	10	Customer Focus	22	We regularly seek participation from our customers	11	44%	-11%
↑ Improve	10	Customer Focus	38	I am encouraged to look at things from our customer's perspective in my day-to-day work	11	67%	-3%
↑ Improve	10	Customer Focus	41	I am encouraged to take the initiative and suggest improvements to better serve our customers	11	65%	2%

## Driver Priorities Items

Your selection(s): **Inland Revenue**

(Continued)

Driver Analysis Benchmark: ANZ Average

Priorities	Overall Driver Category Rank	Driver Category	Item Priority Rank	Item	Importance (Statistical Impact Rank)	Effective (% Favourable)	Distance from Benchmark (ANZ Average)
↑ Improve	10	Customer Focus	48	The Business Unit I work for is customer focused	1	74%	7%
✓ Sustain	1	People Leader	47	My people leader keeps me informed about change and how it impacts me and my immediate team	10	72%	16%
✓ Sustain	1	People Leader	46	My people leader effectively models IR's values	10	72%	6%
✓ Sustain	1	People Leader	45	My people leader is open and honest in communication	10	74%	5%
✓ Sustain	1	People Leader	44	My people leader sets clear expectations and goals with me	10	70%	5%
✓ Sustain	1	People Leader	43	My people leader recognises my efforts and achievements	10	68%	3%
✓ Sustain	1	People Leader	41	My people leader provides valuable feedback throughout the year that enables me to improve my performance	10	64%	4%
✓ Sustain	1	People Leader	27	I am encouraged to seek out innovative and creative solutions to help improve IR's performance	10	49%	-7%

## Top 10 Perception Scores

Your selection(s): **Inland Revenue**

The table below shows the 10 highest scoring questions. Scores represent the percentage of people who 'Agreed' or 'Strongly Agreed' with the item.

Top 10	Driver Category	2015
I am convinced that change is necessary for IR		77%
The Business Unit I work for is customer focused	Customer Focus	74%
My people leader is open and honest in communication	People Leader	74%
My people leader keeps me informed about change and how it impacts me and my immediate team	People Leader	72%
My people leader effectively models IR's values	People Leader	72%
My people leader sets clear expectations and goals with me	People Leader	70%
My people leader recognises my efforts and achievements	People Leader	68%
I am encouraged to look at things from our customer's perspective in my day-to-day work	Customer Focus	67%
The balance between my work and personal commitments is right for me		67%
I am encouraged to take the initiative and suggest improvements to better serve our customers	Customer Focus	65%
My people leader provides valuable feedback throughout the year that enables me to improve my performance	People Leader	64%
I am proud to be part of IR	Brand Alignment	63%
IR's values are aligned with my personal values	Brand Alignment	61%
I get enough good information about IR's business results and performance	Communication	61%

Scores are only provided for groups of five or more employees. This is to protect employees' confidentiality.

## Bottom 10 Perception Scores

Your selection(s): **Inland Revenue**

The table below shows the 10 lowest scoring questions. Scores represent the percentage of people who 'Agreed' or 'Strongly Agreed' with the item.

Bottom 10	Driver Category	2015
There is effective collaboration between different Business Units in IR	Collaboration	26%
Work decisions are made by the people that are affected directly by the situation	Empowerment	26%
Overall, the way we reward and recognise people in IR helps us achieve our goals	Reward & Recognition	28%
I am confident the insights from this survey will be acted upon	Senior Leadership	34%
We have straightforward processes and procedures for doing our work	Policies & Process	35%
The work processes we have in place enable me to be as effective as possible	Policies & Process	35%
IR delivers on the promises it makes to its people	Brand Alignment	36%
I can try new things even if they lead to occasional mistakes	Empowerment	36%
At IR, we recognise people for both the behaviours, and the results that will help IR to succeed	Reward & Recognition	36%
Senior leadership treat people as IR's most valued asset	Senior Leadership	36%

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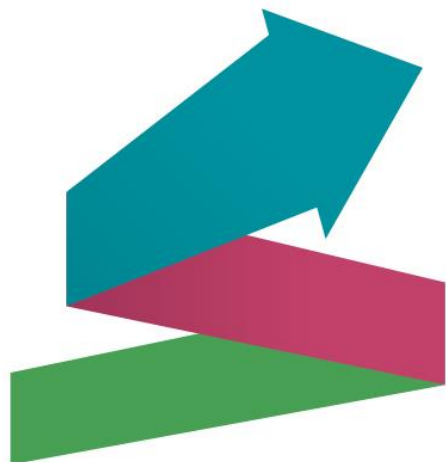
## Bottom 10 Perception Scores

Your selection(s): **Inland Revenue**  
(Continued)

The table below shows the 10 lowest scoring questions. Scores represent the percentage of people who 'Agreed' or 'Strongly Agreed' with the item.

Bottom 10	Driver Category	2015
I can clearly see that we seek to include and fully use the talents and capabilities of all people	Diversity & Inclusion	38%
I have the opportunity to appropriately influence what happens at work	Empowerment	38%
IR motivates me to contribute more than is normally required to complete my work	Engagement	39%
I believe open communication is encouraged at IR	Communication	39%
Different work styles and approaches are supported at IR	Diversity & Inclusion	39%
Communication within IR is timely	Communication	40%
It would take a lot to get me to leave IR	Engagement	41%
Change initiatives are well managed and help us to deliver better performance	Senior Leadership	41%
Senior leadership is appropriately visible and accessible to our people	Senior Leadership	41%
IR inspires me to do my best work every day	Engagement	42%

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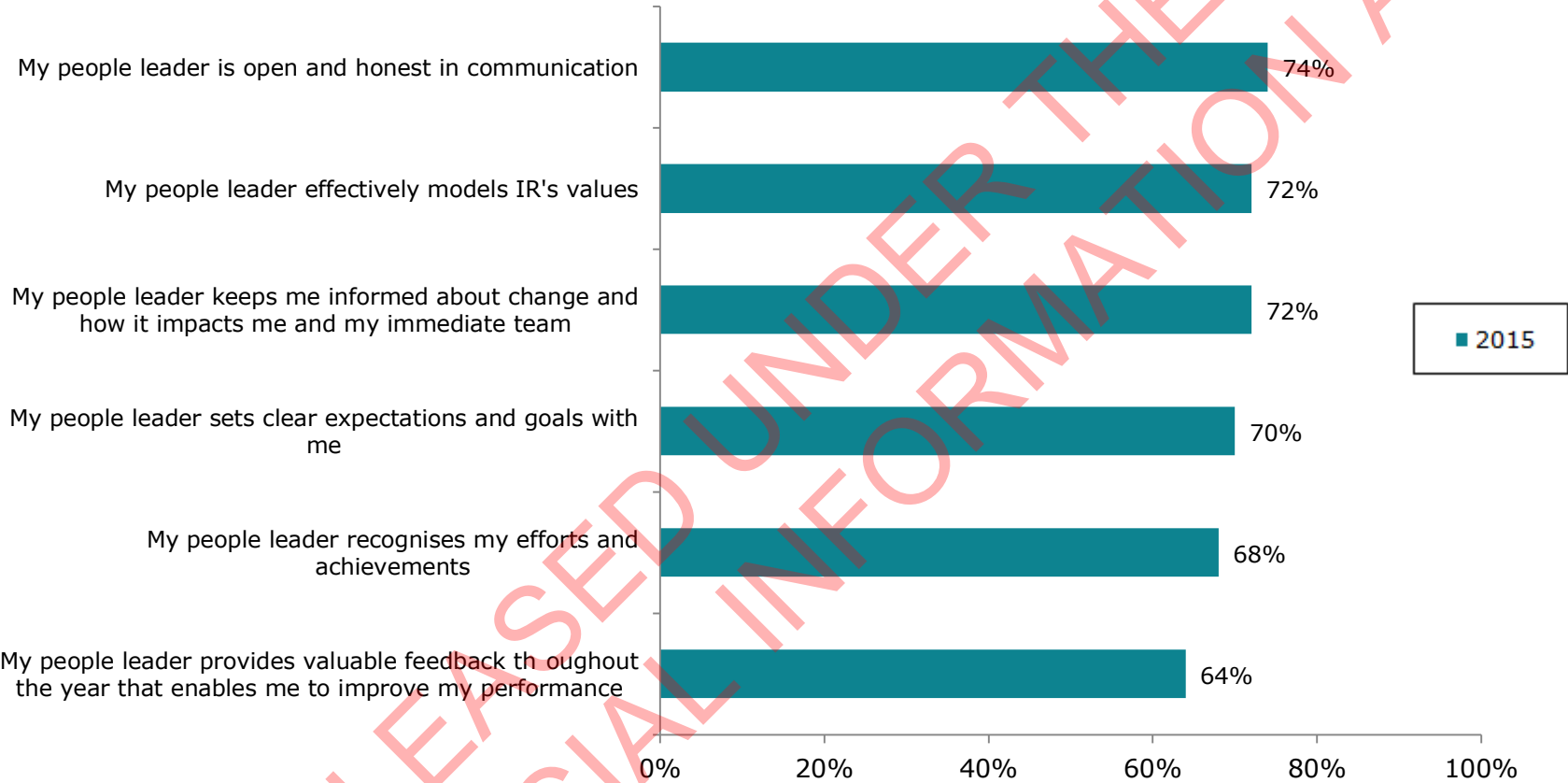
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## People Leader Analysis

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**People Leader Effectiveness**  
Your Selection(s): **Inland Revenue**

Assesses the impact of people leaders actions on team members' work experience and performance. The score represents the percentage of employees who selected 'Agree' or 'Strongly Agree' to each question.

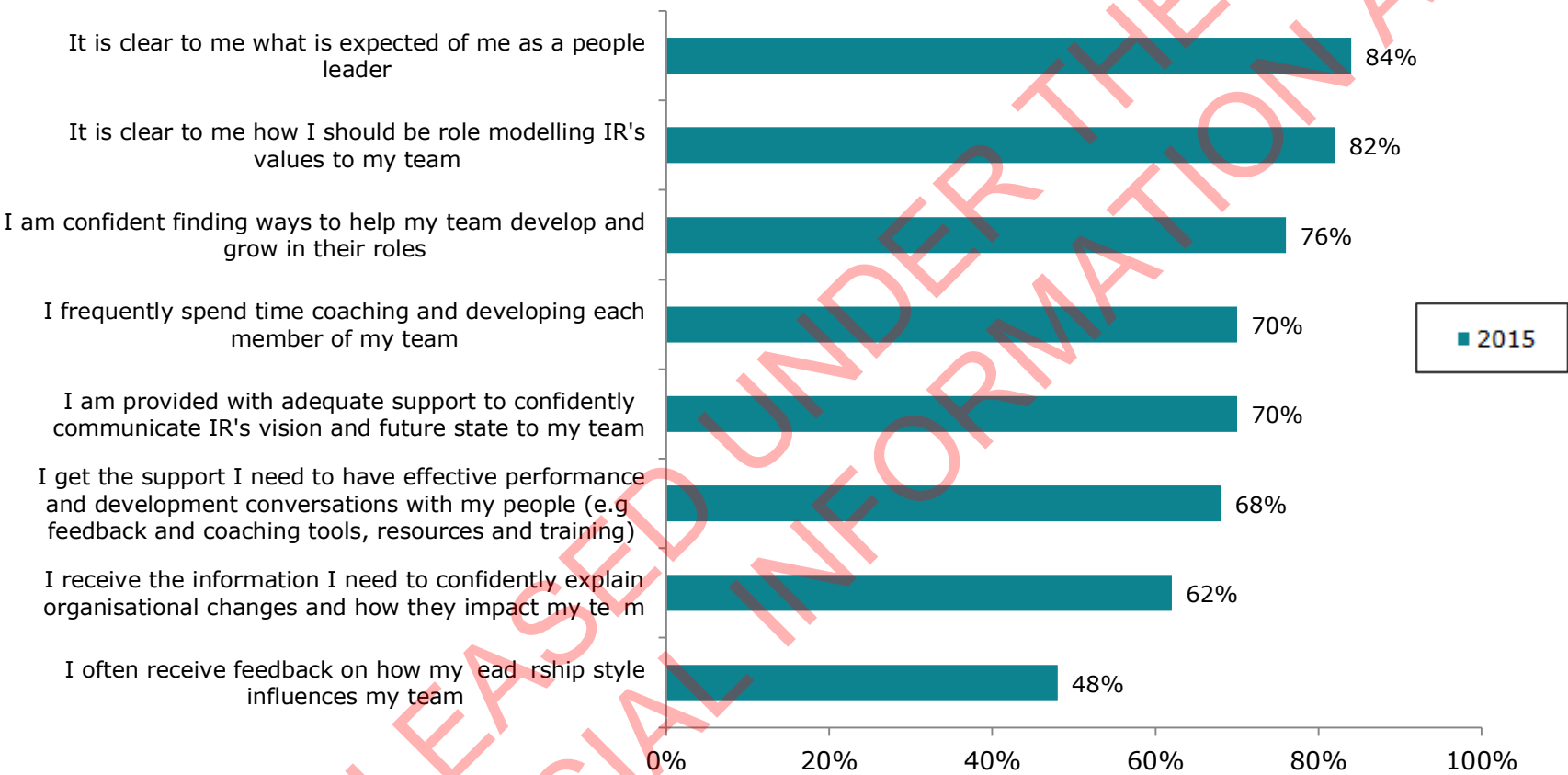


Response rates are only provided for groups of five or more employees. This is to protect employees' confidentiality.

# People Leader Support

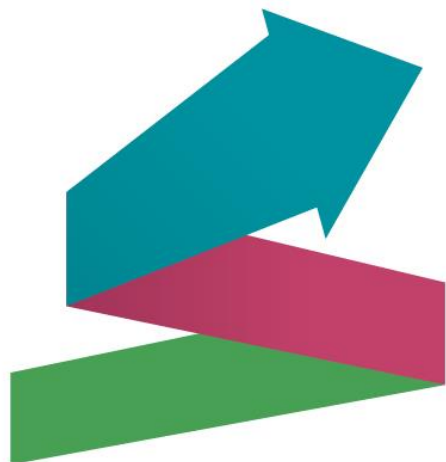
Your Selection(s): **Inland Revenue**

Assesses how equipped and supported People Leaders feel to be successful in their role. The score represents the percentage of employees who selected 'Agree' or 'Strongly Agree' to each question.



Response rates are only provided for groups of five or more employees. This is to protect employees' confidentiality.





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## Engagement by Demographics

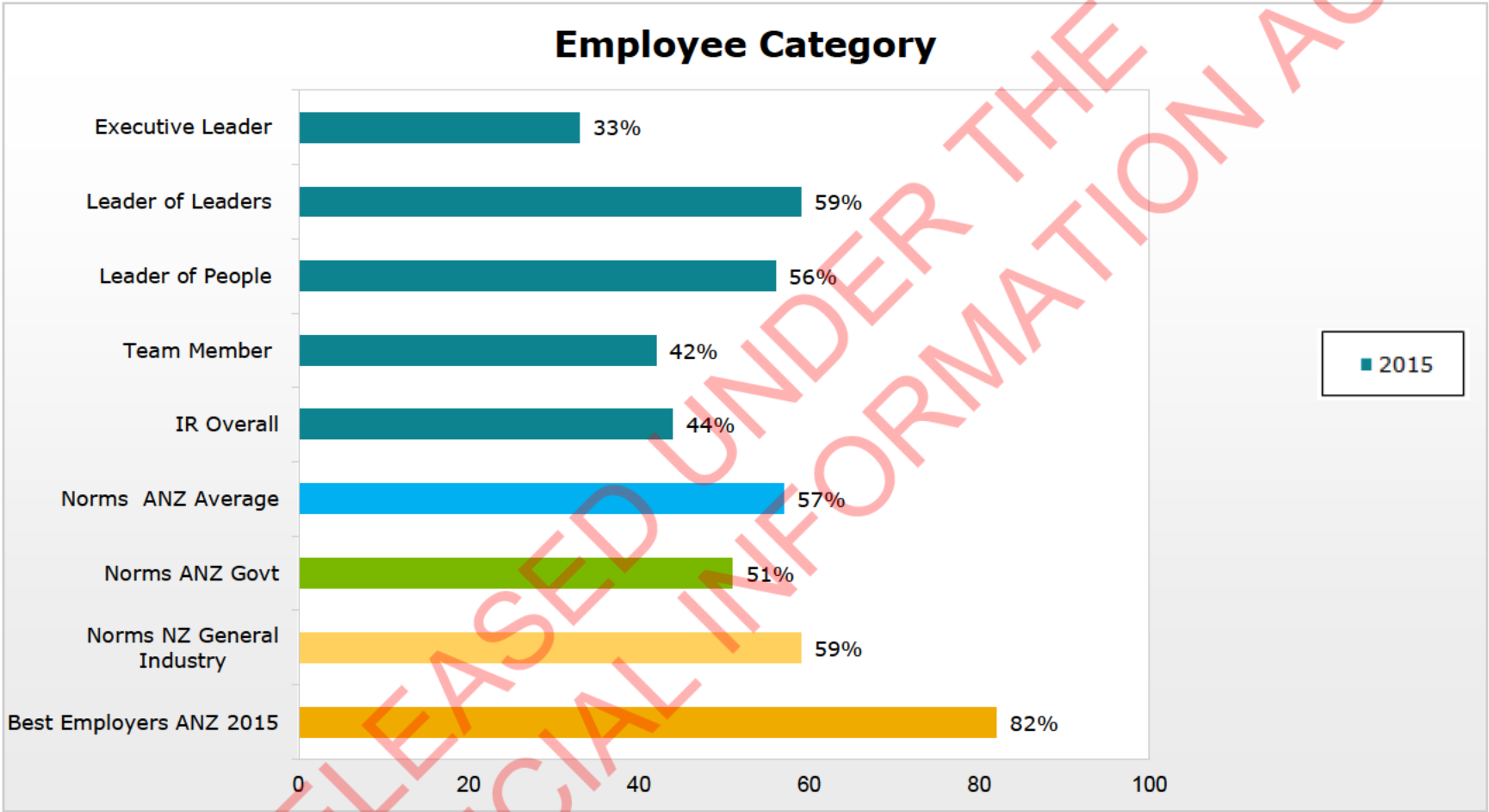
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# Engagement Score by Demographic

Your selection(s): **Inland Revenue**

This graph provides you with an understanding of how engagement scores vary across different demographics.

## Employee Category



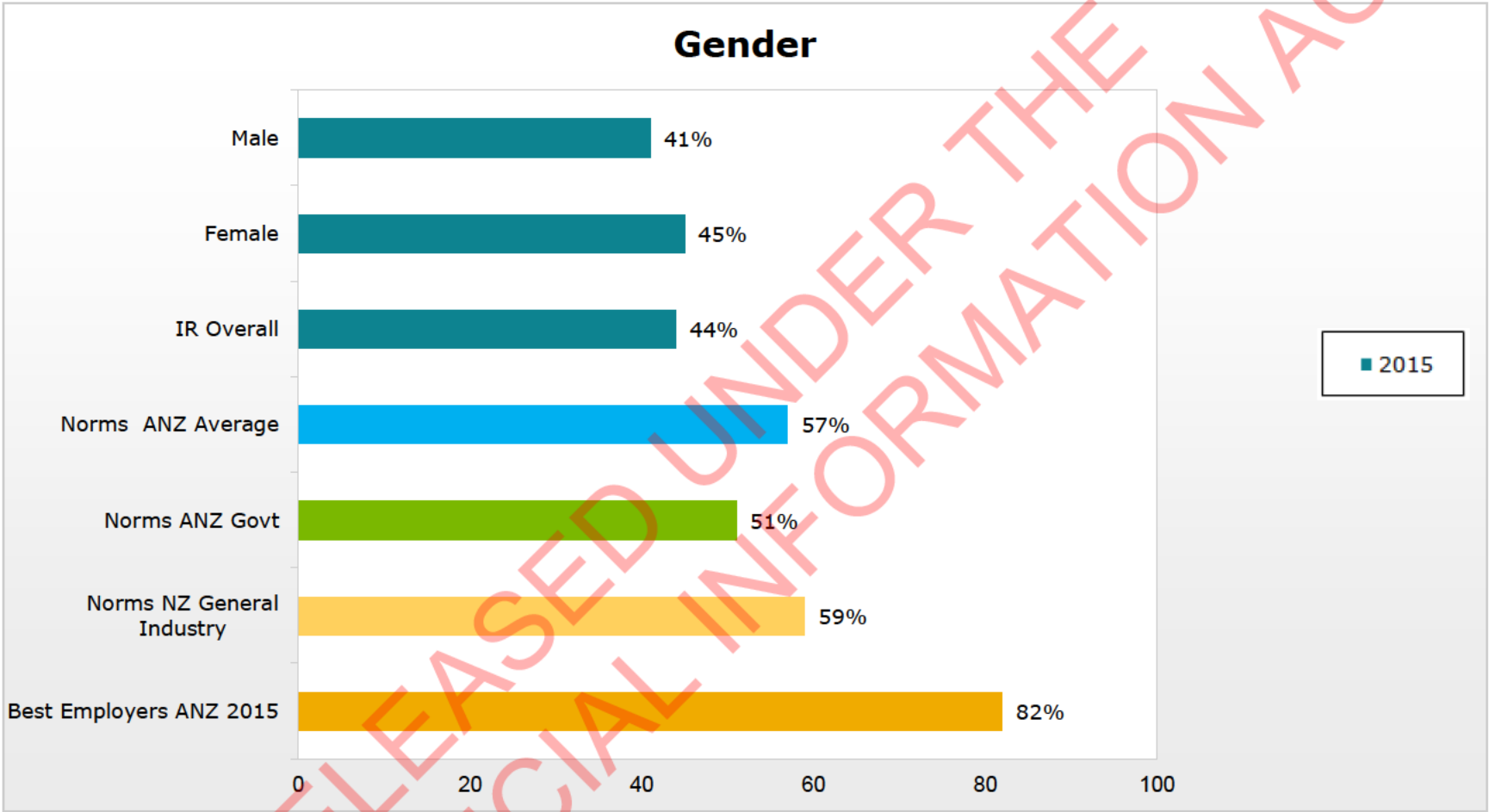
Scores are only provided for groups of five or more employees. This is to protect employees' confidentiality.

# Engagement Score by Demographic

Your selection(s): **Inland Revenue**

This graph provides you with an understanding of how engagement scores vary across different demographics.

## Gender



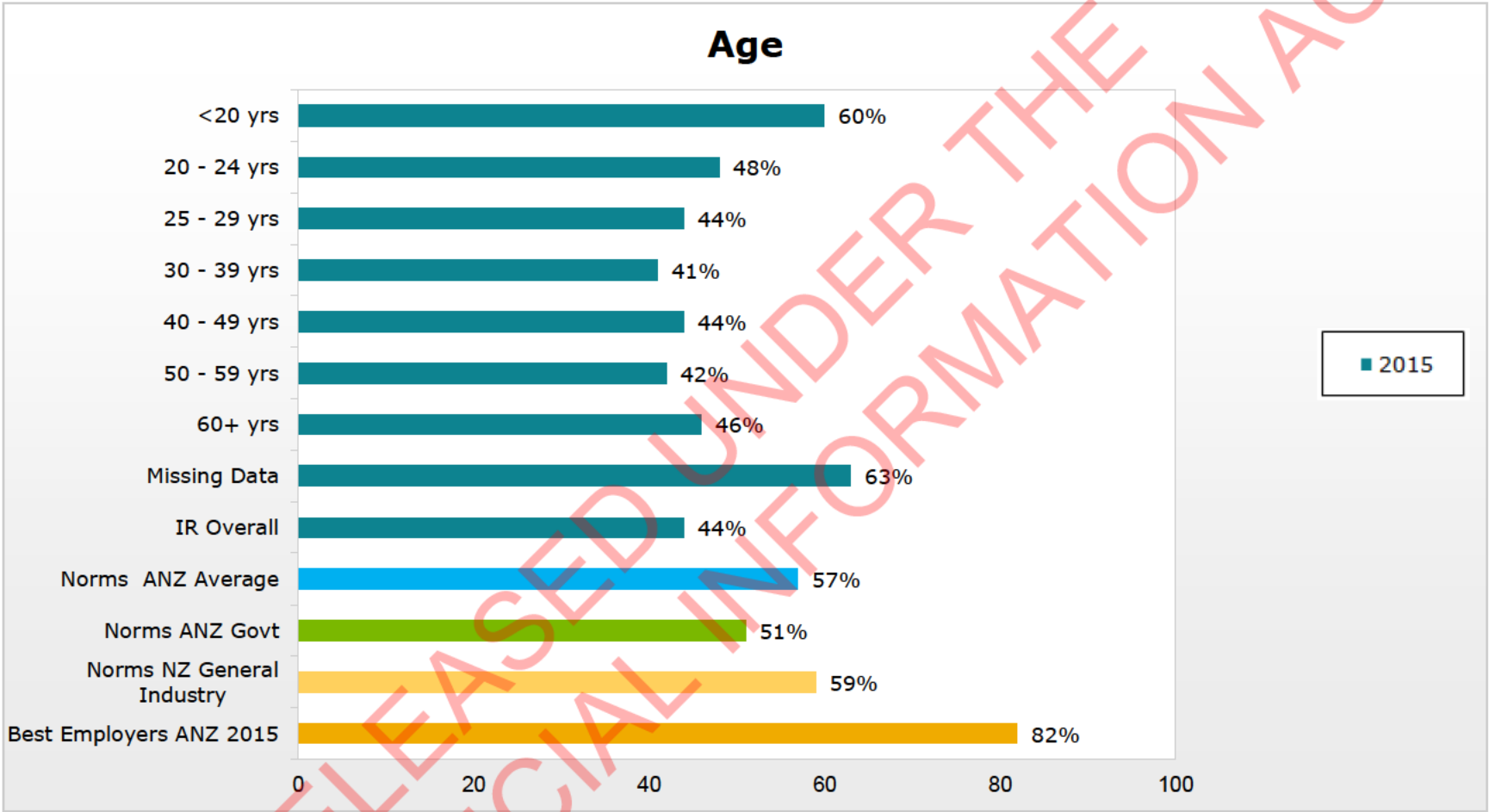
Scores are only provided for groups of five or more employees. This is to protect employees' confidentiality.

# Engagement Score by Demographic

Your selection(s): **Inland Revenue**

This graph provides you with an understanding of how engagement scores vary across different demographics.

## Age



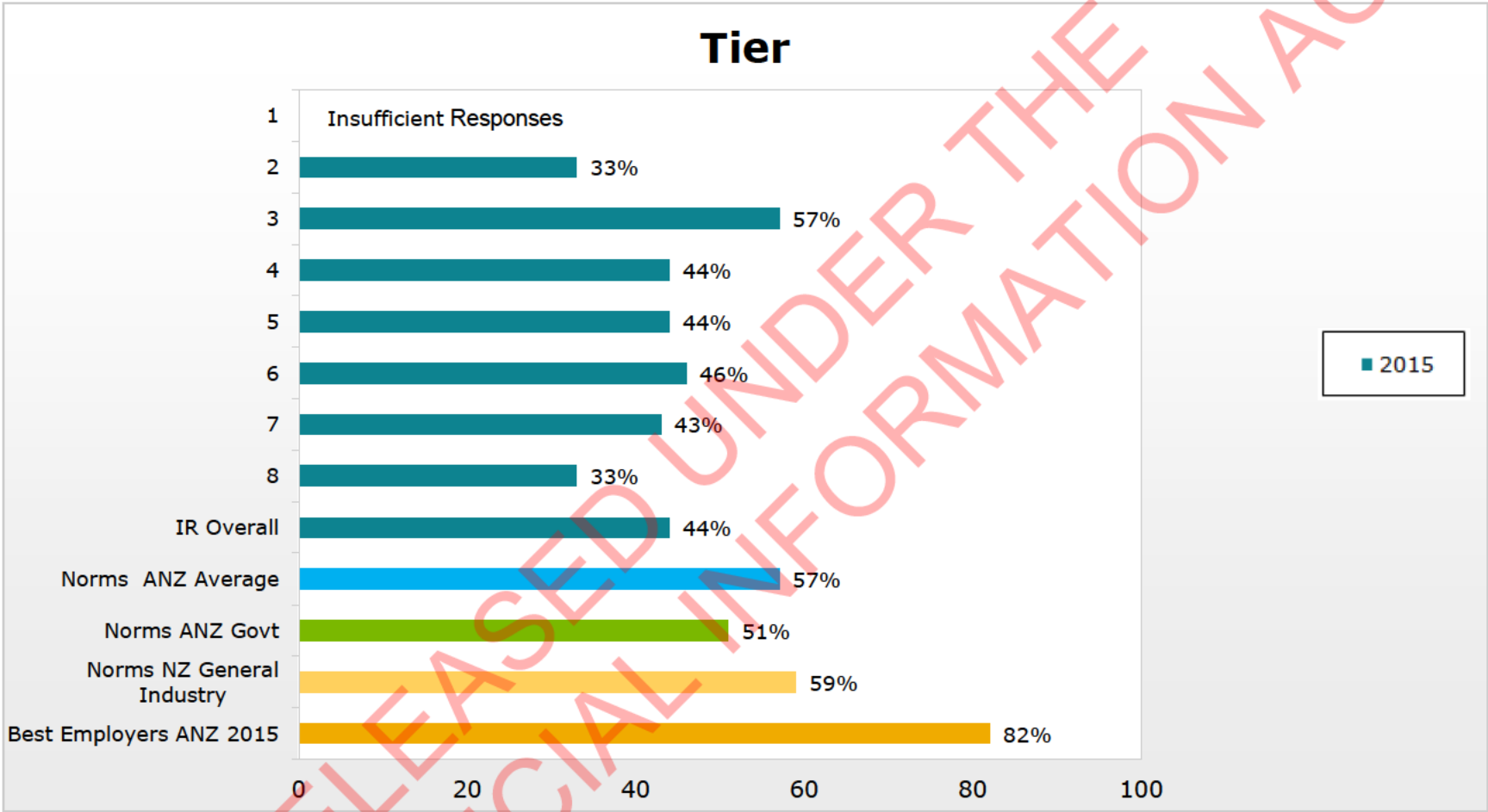
Scores are only provided for groups of five or more employees. This is to protect employees' confidentiality.

# Engagement Score by Demographic

Your selection(s): **Inland Revenue**

This graph provides you with an understanding of how engagement scores vary across different demographics.

**Tier**



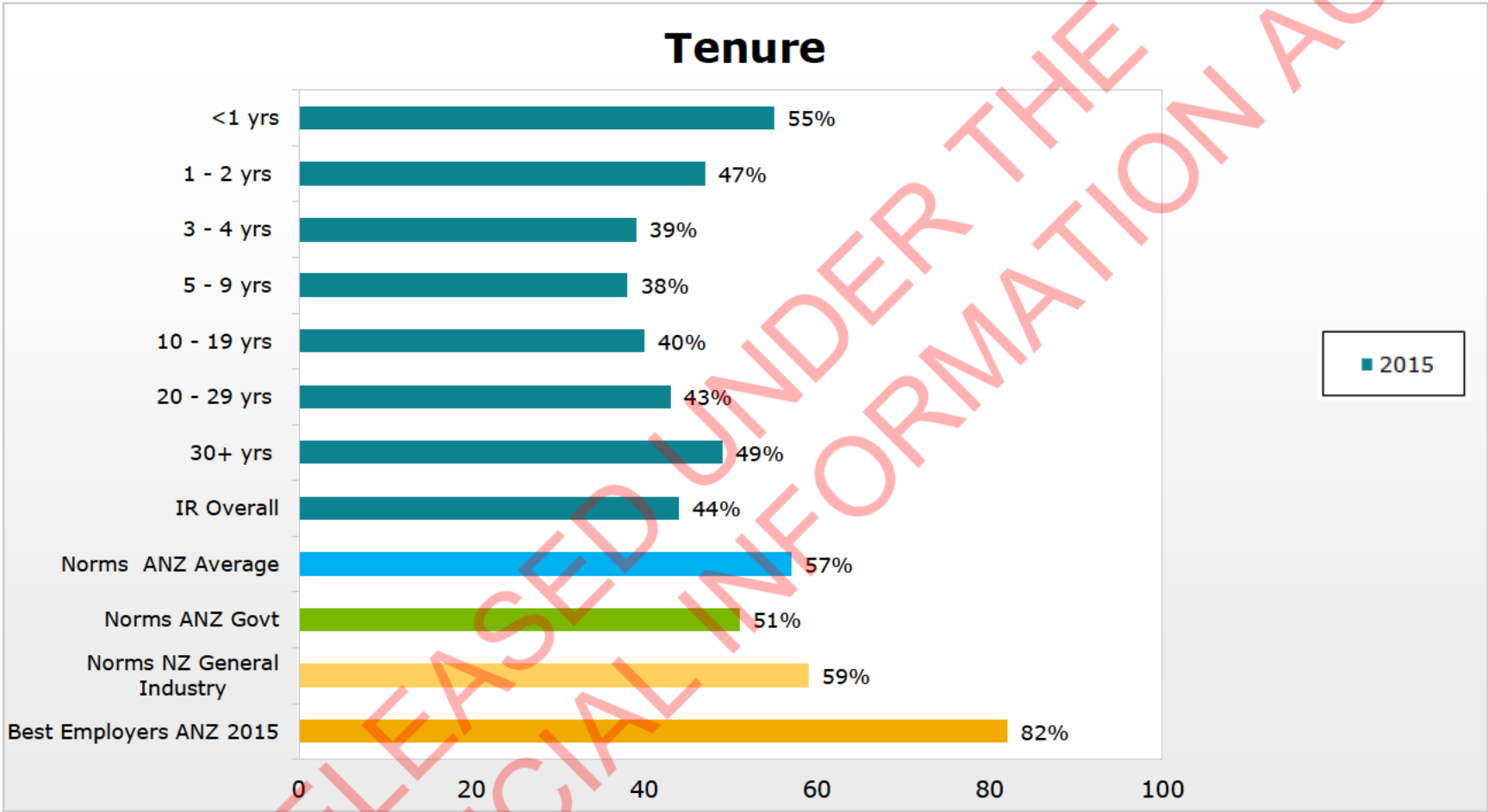
Scores are only provided for groups of five or more employees. This is to protect employees' confidentiality.

# Engagement Score by Demographic

Your selection(s): **Inland Revenue**

This graph provides you with an understanding of how engagement scores vary across different demographics.

## Tenure



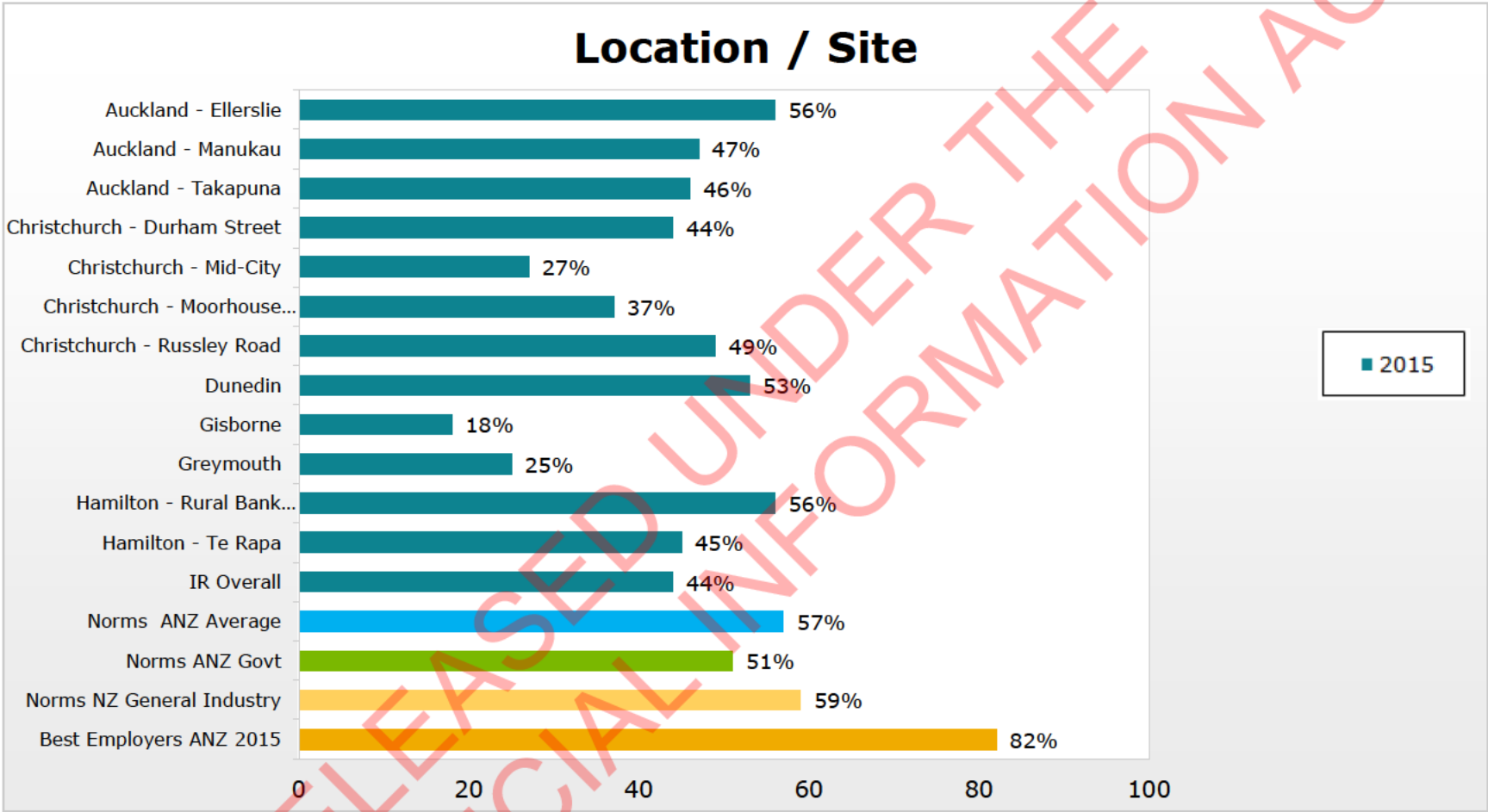
Scores are only provided for groups of five or more employees. This is to protect employees' confidentiality.

# Engagement Score by Demographic

Your selection(s): **Inland Revenue**

This graph provides you with an understanding of how engagement scores vary across different demographics.

**Location / Site**



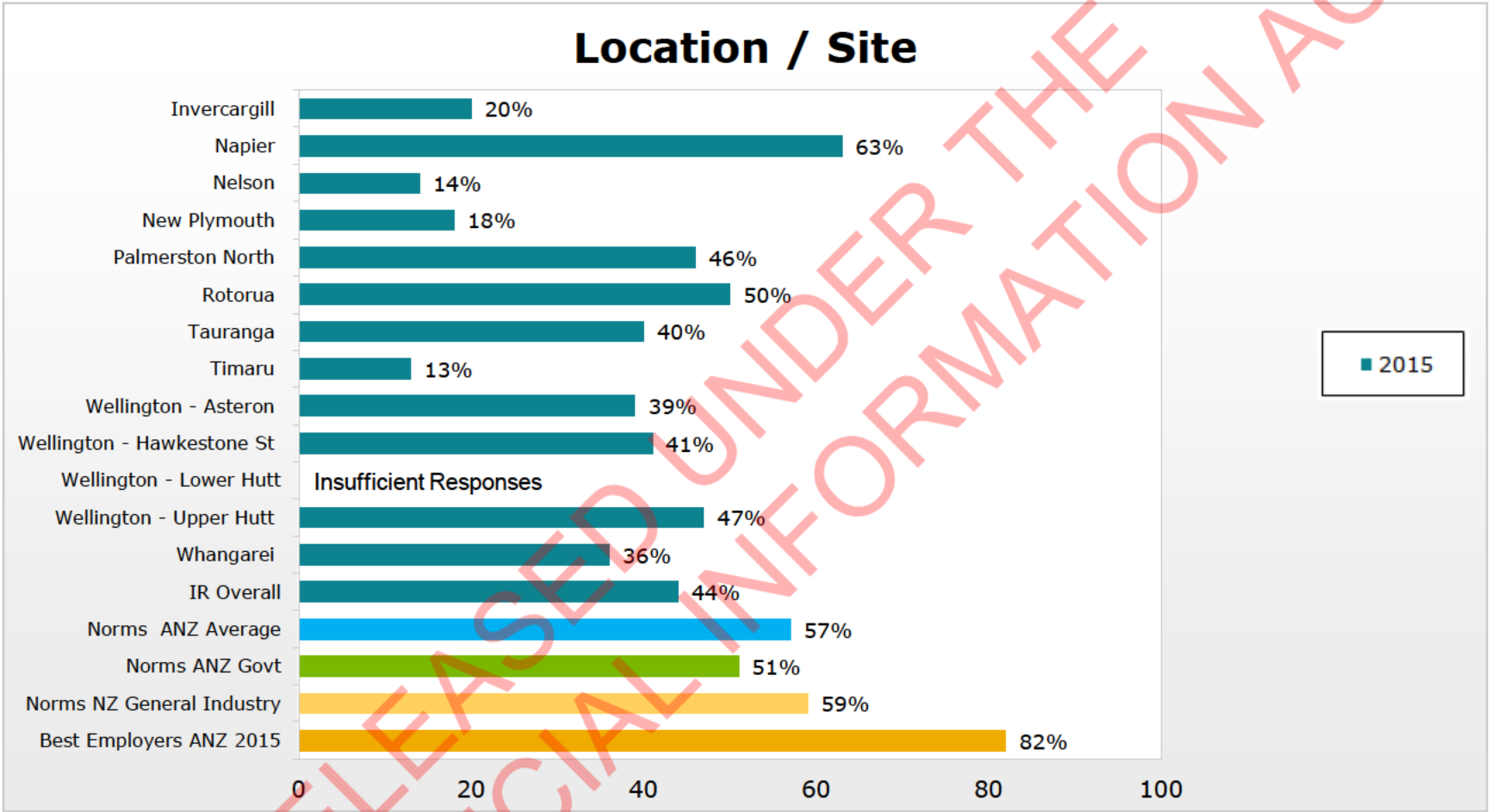
Scores are only provided for groups of five or more employees. This is to protect employees' confidentiality.

# Engagement Score by Demographic

Your selection(s): **Inland Revenue**  
(Continued)

This graph provides you with an understanding of how engagement scores vary across different demographics.

Location / Site



Scores are only provided for groups of five or more employees. This is to protect employees' confidentiality.

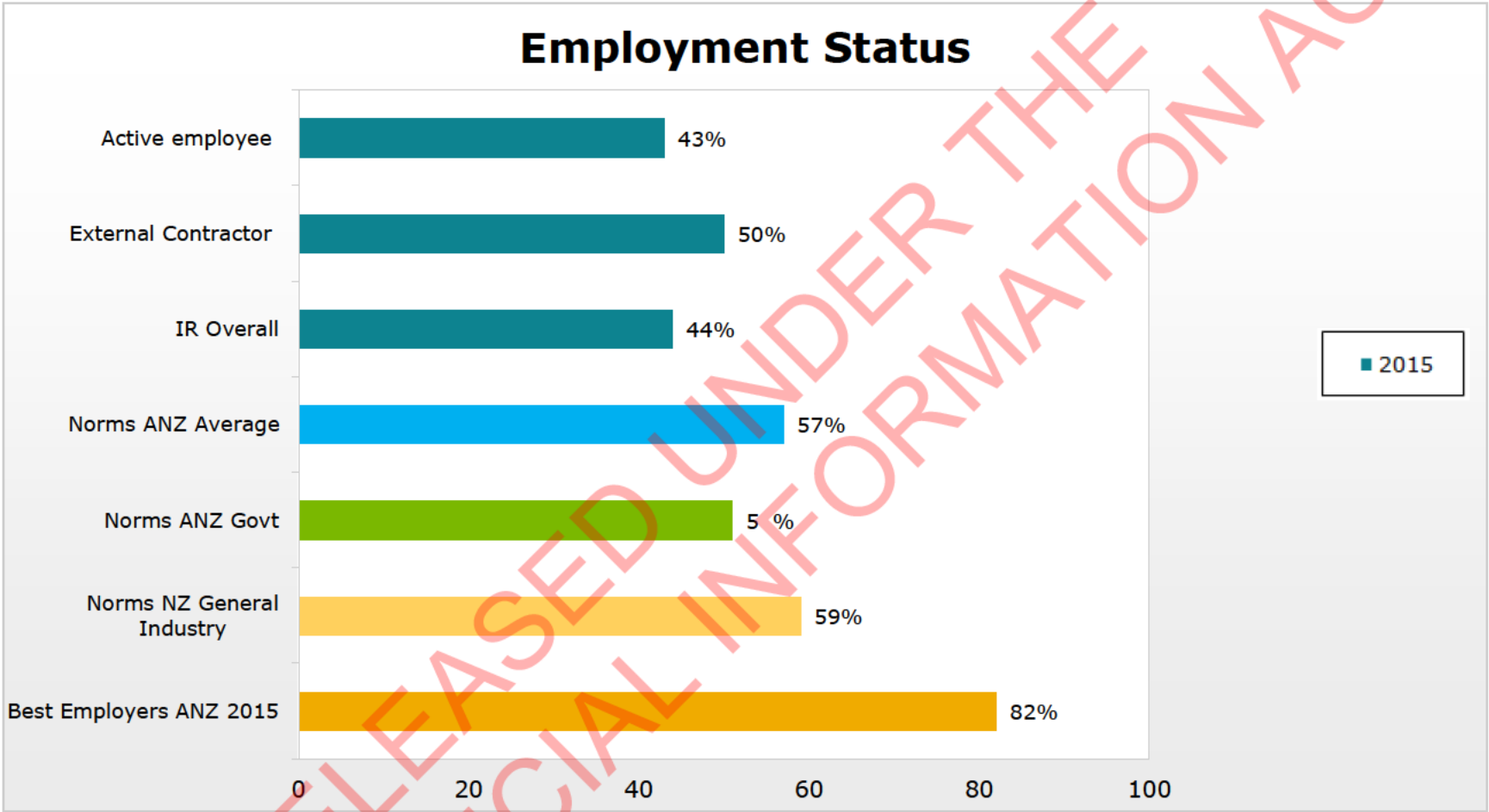


# Engagement Score by Demographic

Your selection(s): **Inland Revenue**

This graph provides you with an understanding of how engagement scores vary across different demographics.

## Employment Status



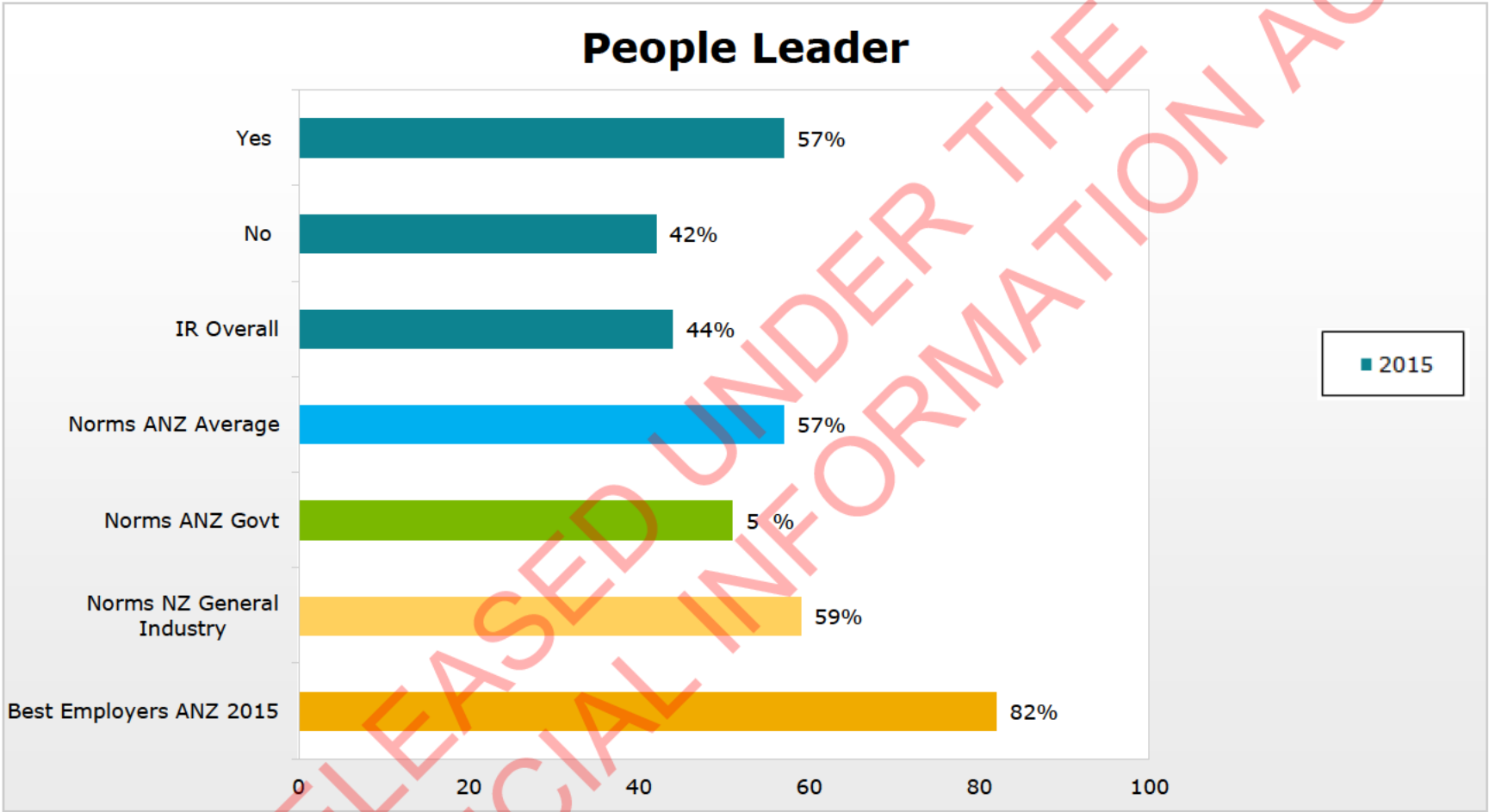
Scores are only provided for groups of five or more employees. This is to protect employees' confidentiality.

# Engagement Score by Demographic

Your selection(s): **Inland Revenue**

This graph provides you with an understanding of how engagement scores vary across different demographics.

## People Leader



Scores are only provided for groups of five or more employees. This is to protect employees' confidentiality.



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## Appendices

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## Glossary

Term	Definition
Engagement Score	A measure of the extent to which IR has captured the 'hearts and minds' of its people. Represents the percentage of people who, on average, have responded positively to the say, stay and strive engagement behaviours.
Engagement Behaviours	Say, stay and strive questions.
Positive perception score	The number of people who 'Agree' or 'Strongly Agree' to a question (item) within the survey.
Item	The word 'item' is used to describe a single question within the survey.
Engagement Distribution	The spread of how engaged your employees are, from highly engaged to actively disengaged.
Drivers / Driver Category	A group of questions that all measure a specific aspect of the work experience, such as empowerment, senior leadership.
Driver Priorities	The driver categories that you need to focus on most to impact employee engagement. These should be built into your people and business plans.

## Driver Definitions

Driver	Definition
Brand Alignment	Employees' perceptions that their expectations about working at the organisation have been met.
Collaboration	The extent to which employees see effective teamwork within and between different areas in the organisation.
Communication	The extent to which employees have the information they need to do their jobs well.
Customer Focus	The extent to which the organisation is responsive to the changing needs of its customers.
Diversity & Inclusion	Employees' perceptions that the organisation values the contribution of a diverse workforce.
Empowerment	The extent to which an employee has the ability to choose how to best complete their work.
Learning & Development	Employees' perceptions that there are sufficient and available opportunities for learning and development.
People Leader	The employees' view of their people leader's effectiveness in supporting them to perform and grow in their job.
Policies & Process	Employees' perceptions of the support, tools and resources they receive to do their job well.
Reward & Recognition	Employees' perceptions that their benefits, rewards and recognition fairly reflect their contribution.
Senior Leadership	The extent to which employees believe that senior leaders are effectively leading the organisation and making business decisions.



Kōrero Mai ran from 26 July to 9 August 2017 and was open to everyone working for IR, including contractors and agency staff.

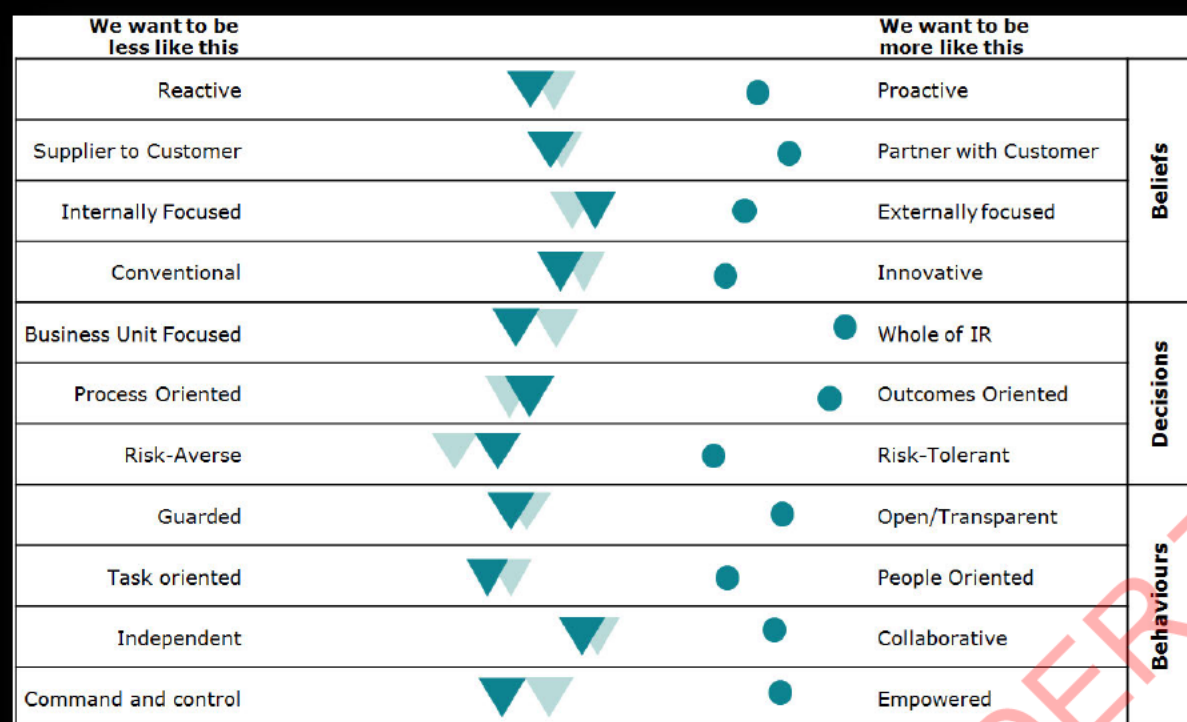
You rated what you felt our culture looks like today and answered questions about how you felt about working at IR.

The results below provide us with an understanding of how you currently see IR - our culture and how engaged you are.

Your feedback enables us to look at what we can do to make IR a great place to work.

**Our culture** is how we do things around here - our beliefs, values and ways of behaving. It's the foundation for everything we do: our relationships, our work with customers, the decisions we make and the actions we take.

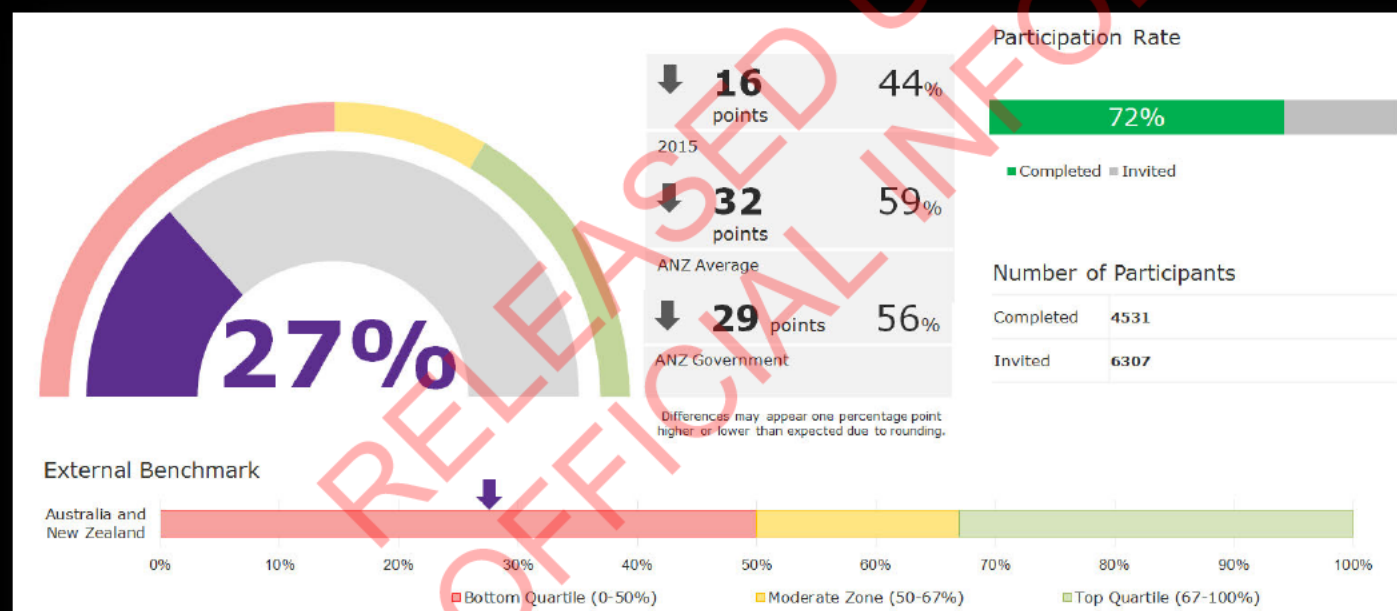
In 2015 the Executive Leadership Team looked at the beliefs, decisions and behaviours we need to achieve our vision of building a world class revenue organisation. These are known as [our culture scales](#) and show what we want to be more like in the future. Results from this year's survey are below.



## What you told us

- You told us that our culture is starting to become more externally focussed, more risk tolerant and we're shifting our focus to outcomes rather than just the process.
- But we have work to do, to make changes to our culture.
- The same things are influencing our culture and our engagement:
- You also told us that you feel change is necessary for IR, but senior leaders need to explain the decisions being made for our future more clearly, so that you understand those decisions, feel confident about our future and feel part of it.
- Many of you are having good conversations with your people leader. You have clear goals and expectations and you feel your leader is keeping you informed about the changes happening.
- Our policies and processes continue to be a source of frustration for many of you. We need to make them simpler.
- Senior leaders need to get better at helping everyone adapt well to changes, and make sure that everyone feels valued as we go through transformation.
- Many of you feel that you can regularly put into practice any learning and development that you receive. But we need to improve how we fully use the talent and capabilities of all our people. In short you'd like us to value you as an individual.
- The customer is still important to you, and many of you feel encouraged to look at things from our customer's perspective every day.

**Engagement** is an indication of the degree to which a person is committed to an organisation, put simply 'how they feel about working here'. Results from this year's survey are below.



## What we are going to do

**ELT commitment** - we have listened to your feedback and we care about the results. We're committed to creating a great place to work, where you are supported as an individual to do your best. We will be discussing focus areas regularly and you will hear from us about what's happening.

**Clearer decision-making** - we will get better at explaining our decisions and connecting the dots about how those decisions take us closer to the organisation we want to be.

**Simplifying process** - we will continually look at processes and find ways to make them simpler so it's easier for you to do your job.

**Valuing individuals** - we will be looking at how we can better use the talent and capabilities of all our people.

**Focus groups** - we are going to run some focus groups and ask you more about what works and what needs to change. All feedback will be shared and discussed by ELT. Your feedback matters and we need to be clearer about what we do and change because of it.

**Share experiences** - provide better opportunities for our people to share their positive experiences of work. We need to take those experiences and insights and make improvements at an organisational level.

**Keep asking** - we are going to change how frequently we ask how you're feeling about work. We are going to start running smaller and shorter Kōrero Mai pulse checks more regularly. At different times, we may ask a proportionate sample of people from across the organisation, a particular group or we may ask all of you to participate.

**Finally, thank you for being open and honest. Keep talking with us and working with us to build our future together.**



Inland Revenue  
Te Tari Taake



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# Kōrero Mai 2017

## Culture Report Inland Revenue –Overall

In confidence

# Introduction

Understanding current perceptions of our culture is critical to Inland Revenue, because it helps us understand how we are tracking towards the type of culture we need in place once we have transformed.

To capture our people's perceptions we ran Kōrero Mai - our culture and engagement survey ran from 26 July - 9 August 2017.

The survey asked everyone:

- to rate where they felt we sat along our culture scales
- a range of questions about their experience of working at IR.

This is the culture results report for Inland Revenue Overall and provides gap analysis information between the current state and the desired future.



# Our Culture

What's important to us in how we work

## What is culture?

**Our Culture** is what makes us IR.

- It describes how we work together, our beliefs, values and ways of behaving.
- Our culture is the foundation for everything we do.
- It's our working environment, the way that work gets done.
- Put simply it's '**how we work around here.**'

**Our Values** underpin and support our culture:

- Trust and integrity
- Innovating to make a difference
- Valuing people
- Working together

## Our future culture

We have identified the organisational culture that will support us to achieve our strategic objectives.

Our culture anchors below are how we want our people, our customers and our stakeholders to describe our culture:

- Customer centric**  
Together we understand the many influences on each customer and decide how we will work with them to get the best outcomes for New Zealand.
- Intelligence-led**  
We're confident we make good decisions based on quality information and analysis. We continually test and learn to know what the best approaches will be.
- Agile**  
We work at pace, pulling together the right people to make good decisions quickly, focusing on the things that matter most.

## How do we experience it?

When we describe culture we often do so by describing characteristics or traits.

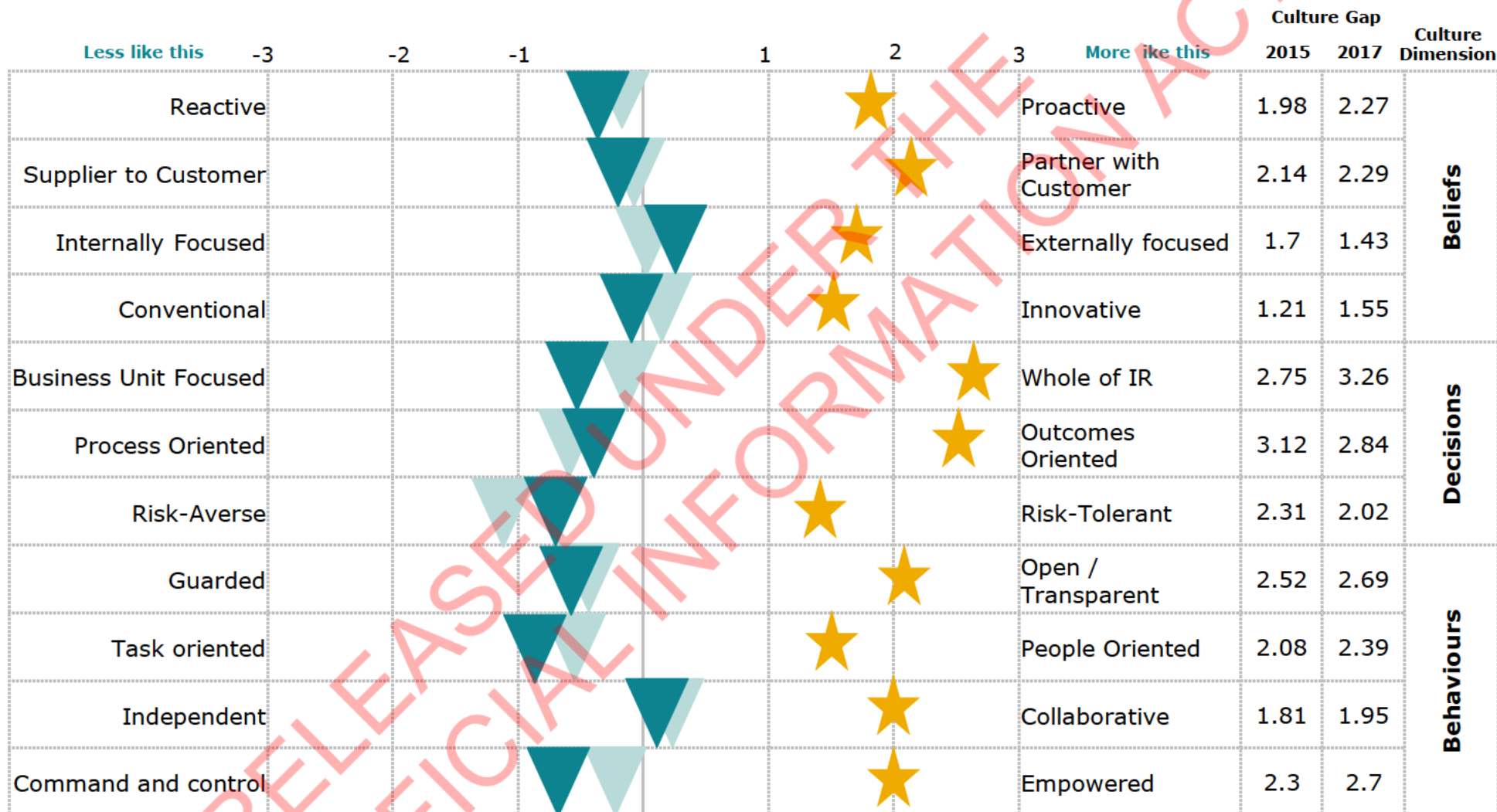
We experience culture as what we see, hear and feel. It's the relationship between our beliefs, behaviours and decisions.

- Beliefs**  
Our beliefs are what we think and feel are true. They guide our behaviours and decisions, and therefore how we work every day.
- Behaviours**  
Our behaviours are how we interact with others. We need to behave in a way that actively displays our values.
- Decisions**  
Our decisions are about focusing on the outcome and not just the process. How we go about making decisions is as important as the decisions we make.

# Culture scales measured in the survey

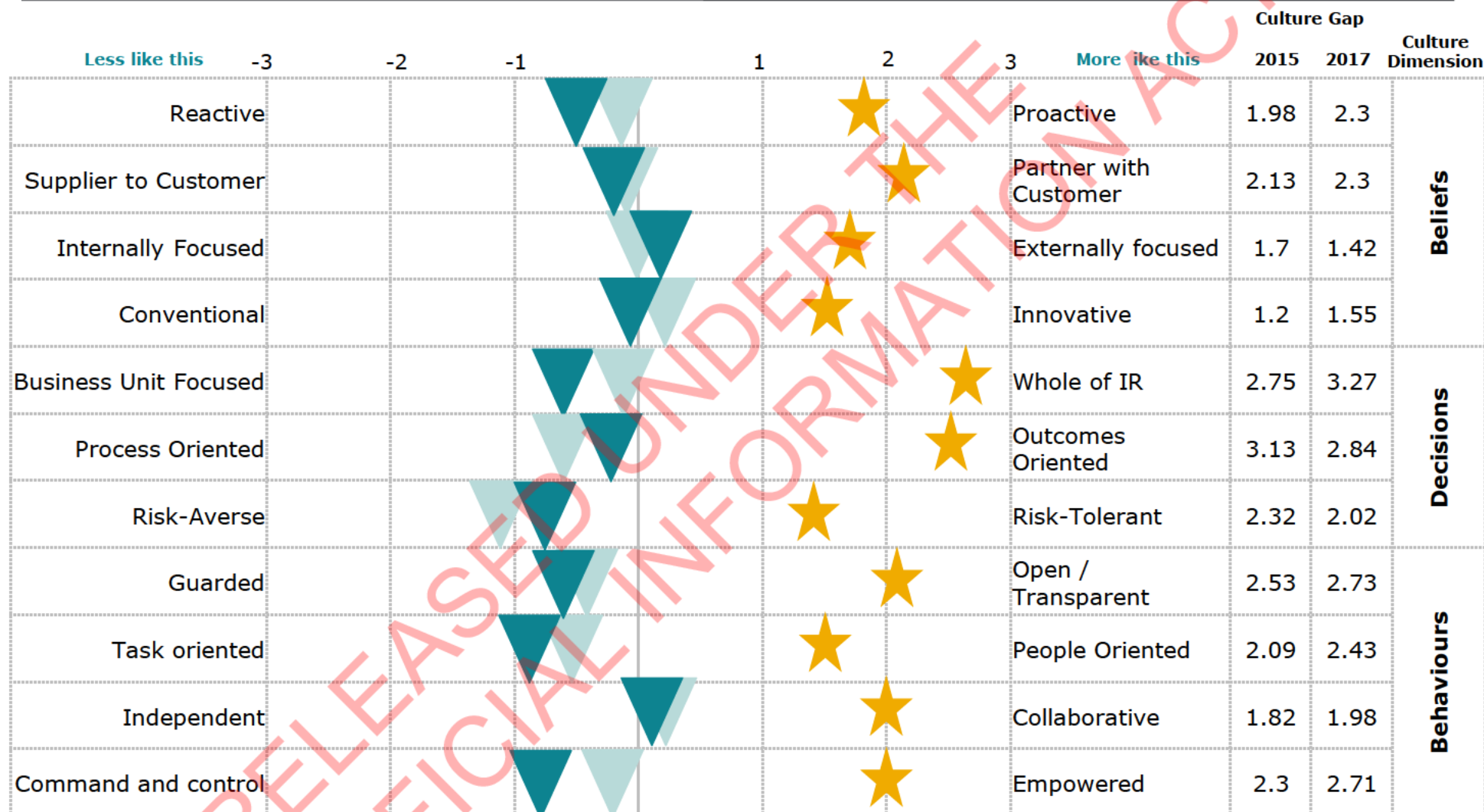
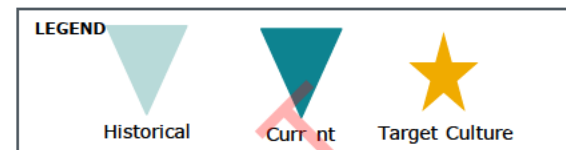
		We want to be more like this:		
Beliefs	Reactive	We tend to react to circumstances in response to a problem or situation	Proactive	We tend to anticipate, prepare for, intervene in, or control potential occurrences or situations before they happen
	Supplier to Customer	We focus on delivering the products and services that meet the external customer's needs as determined explicitly by IR	Partner with Customer	We focus on collaborating with external customers and stakeholders to identify and understand their needs and explore relevant solutions
	Internally Focused	We focus on managing IR's internal environment, people, teamwork, structure, function, processes, and resources	Externally Focussed	We focus on managing IR's external environment, customers, third parties, political, regulatory and economic environment
	Conventional	We have a shared belief that business strategy is achieved primarily through consistent, conventional, established methods for products, processes, services, technologies, or ideas	Innovative	We have a shared belief that business strategy is achieved primarily through creating and implementing better or more effective products, processes, services, technologies, or ideas
Decisions	Business Unit Focused	At IR decisions are made primarily in the best interest of one's own Group, Business Unit or Team	Whole of IR	At IR decisions are made primarily in the best interest of IR as a whole
	Process Oriented	We focus on getting work done by following standard procedures and processes	Outcomes Oriented	We focus on reaching goals and achieving outcomes in the most practical way possible
	Risk-Averse	At IR decisions are made by playing it safe in order to avoid unforeseen negative outcomes that could impact an individual or the organisation	Risk-Tolerant	At IR decisions are made with a willingness to take calculated risks that could impact an individual or the organisation
Behaviours	Guarded	We tend to be very cautious, careful, prudent about giving and sharing information	Open/Transparent	We tend to express thoughts and feelings in a direct, candid and honest way; we are willing to listen to or accept different ideas or opinions
	Task Oriented	We focus on accomplishment and production to get things done	People Oriented	We focus on relationships taking into account people's strengths, interests, and development needs to get things done
	Independent	At IR most work is done or preferred to be done through individual effort	Collaborative	At IR most work is done or preferred to be done with others, with common objectives
	Command & Control	At IR decision-makers define and delegate work and it is completed in an established way	Empowered	At IR employees confidently complete work with little instruction or guidance from others (including decision makers) using their knowledge, skills and abilities

# Culture Results - Gap analysis for **Inland Revenue** employees and contractors

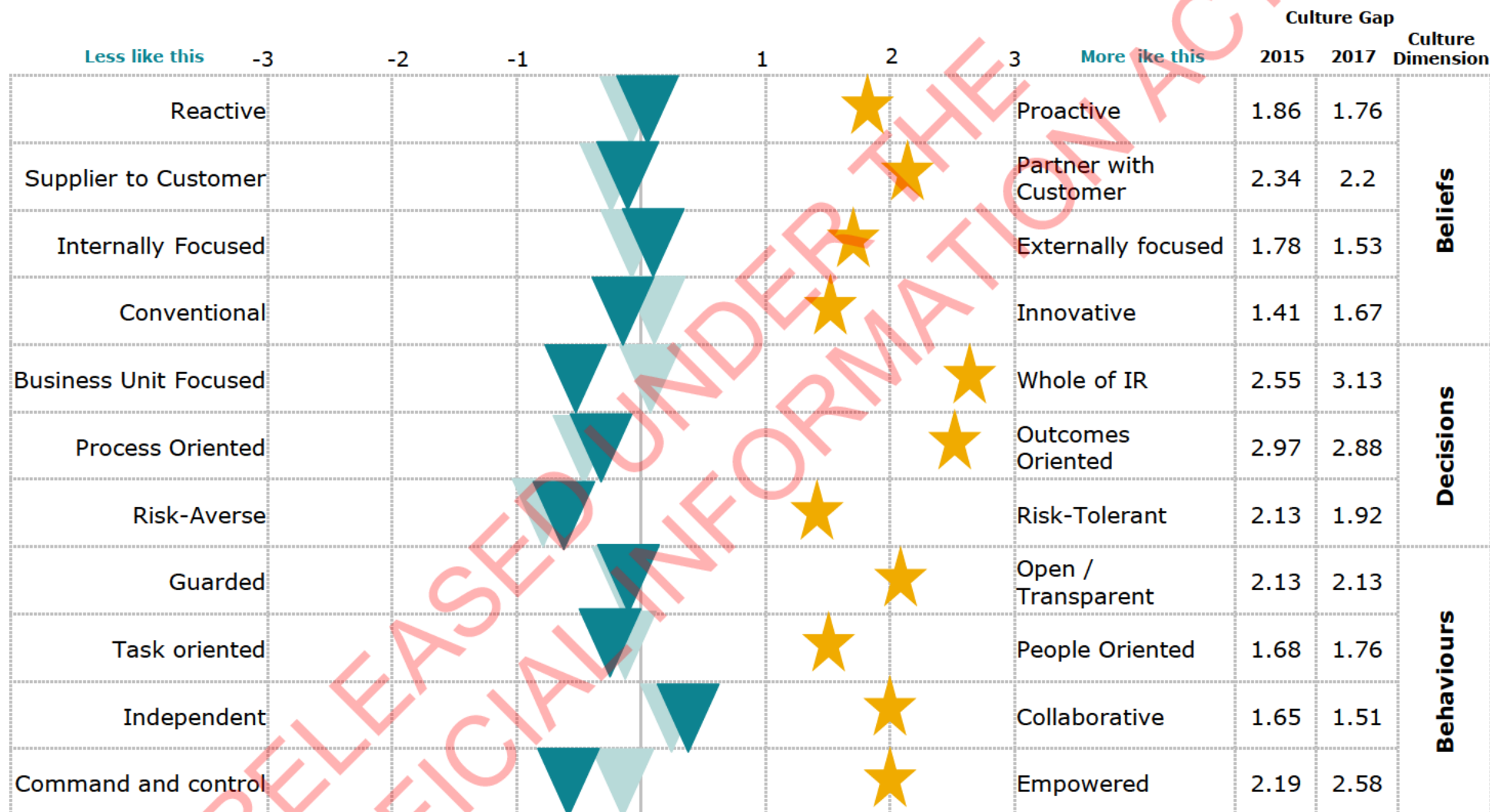




# Culture Results - Gap analysis for **Inland Revenue** employees only



# Culture Results - Gap analysis for **Inland Revenue** contractors



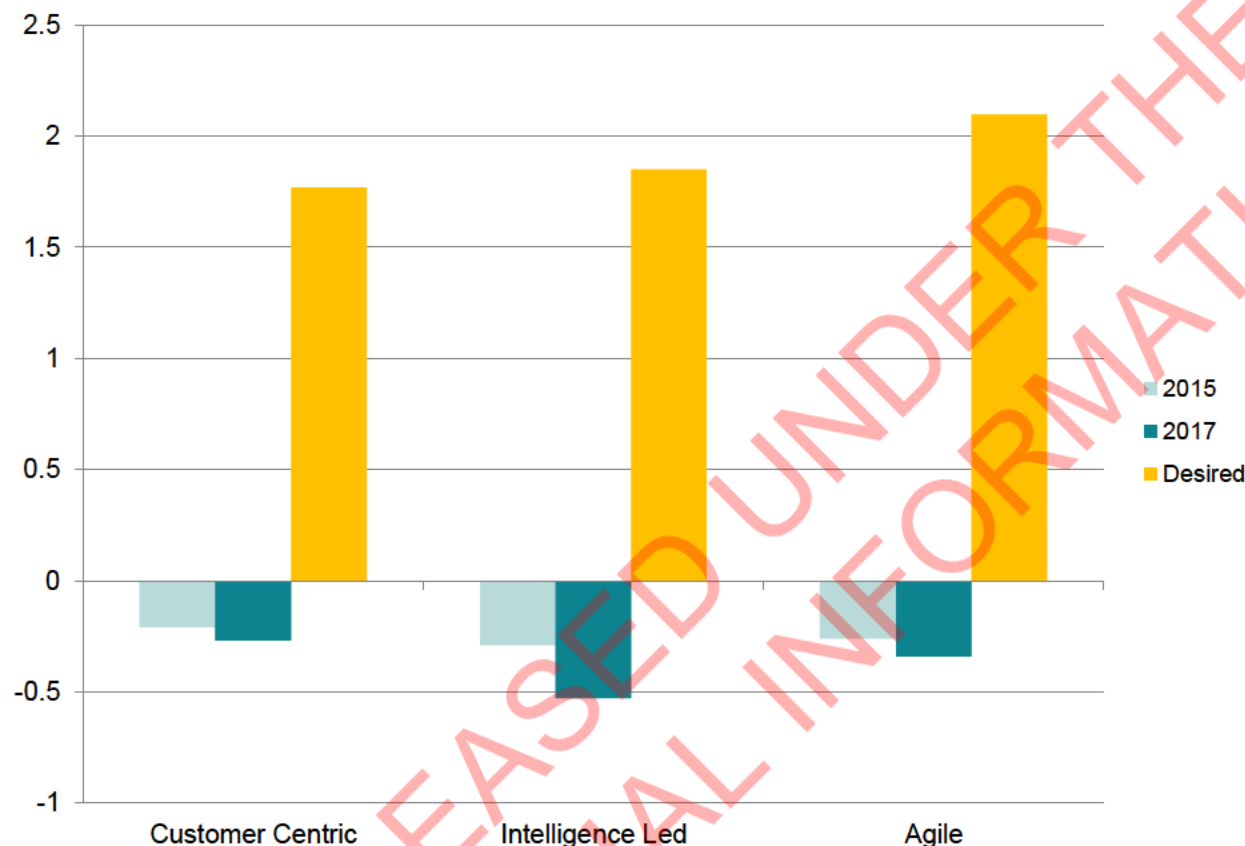
# Distribution of scores– Inland Revenue

employees and contractors



# What's important to us in how we work

Shows the **average** culture gap across our culture anchors.



## Our culture anchors

### Customer centric

Together we understand the many influences on each customer and decide how we will work with them to get the outcomes for New Zealand

### Intelligence-led

We're confident we make good decisions based on quality information and analysis. We continually test and learn to know what the best approaches will be.

### Agile

We work at pace, pulling together the right people to make good decisions quickly, focusing on the things that matter most

# What's important to us in how we work

Shows the **average** culture gap across our culture levers.



## Beliefs

Our beliefs are what we think and feel are true. They guide our behaviours and decisions, and therefore how we work every day.

## Behaviours

Our behaviours are how we interact with others. We need to behave in a way that actively displays our values.

## Decisions

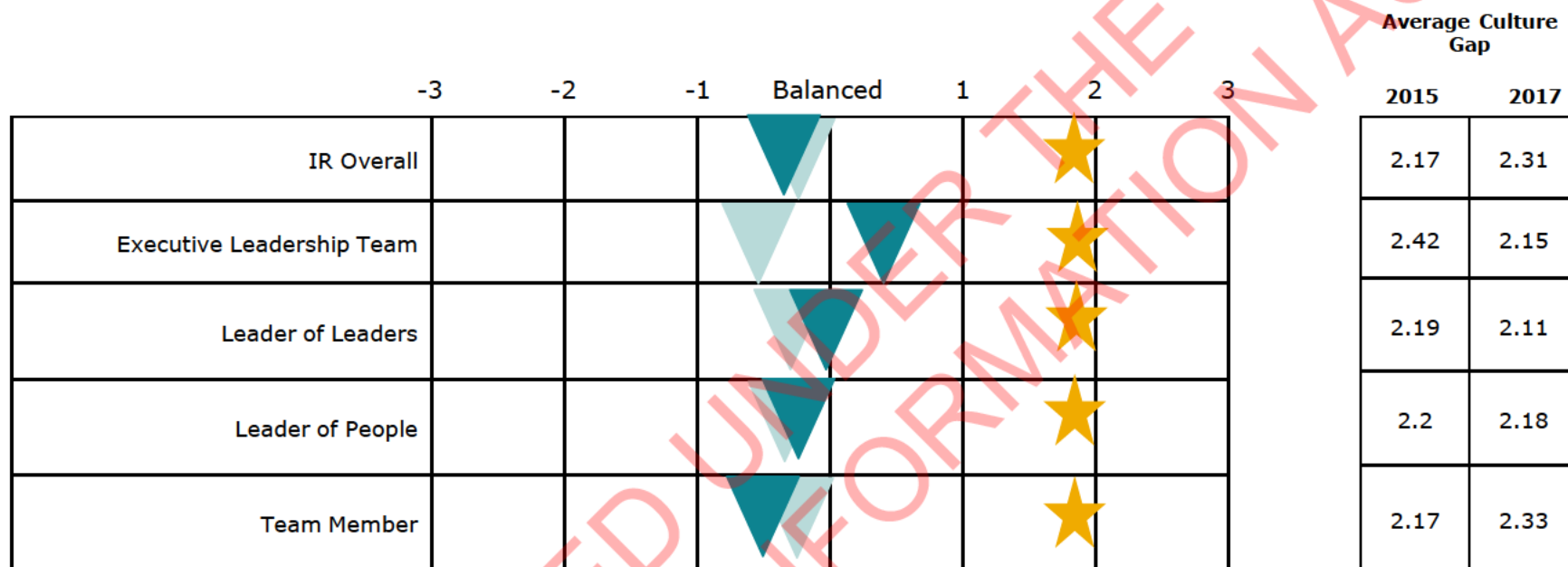
Our decisions are about focusing on the outcome and not just the process. How we go about making decisions is as important as the decisions we make.



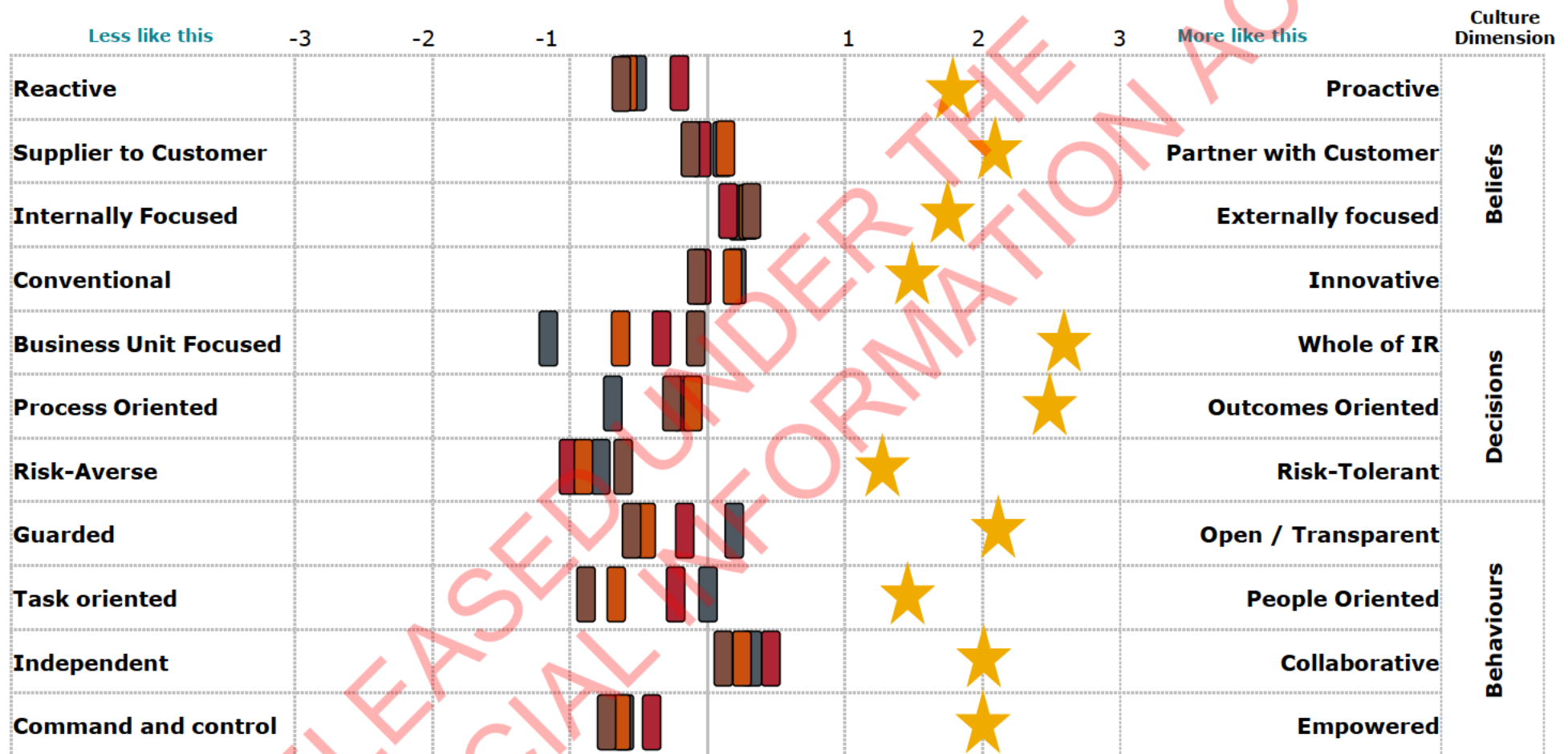
# Overall culture alignment by Leadership



Shows the **average** culture gap across leadership layers



# Gap analysis by Employee Category



# Understanding the Culture Driver Priorities – Category Level

An advanced statistical driver analysis that identifies and prioritises the key drivers to take action on to most effectively close the **overall culture gap**. The overall culture gap is the average culture gap across all culture scales.

Top ranked priorities have the greatest potential to achieving a **zero culture gap**, e.g. complete alignment between current and required culture.

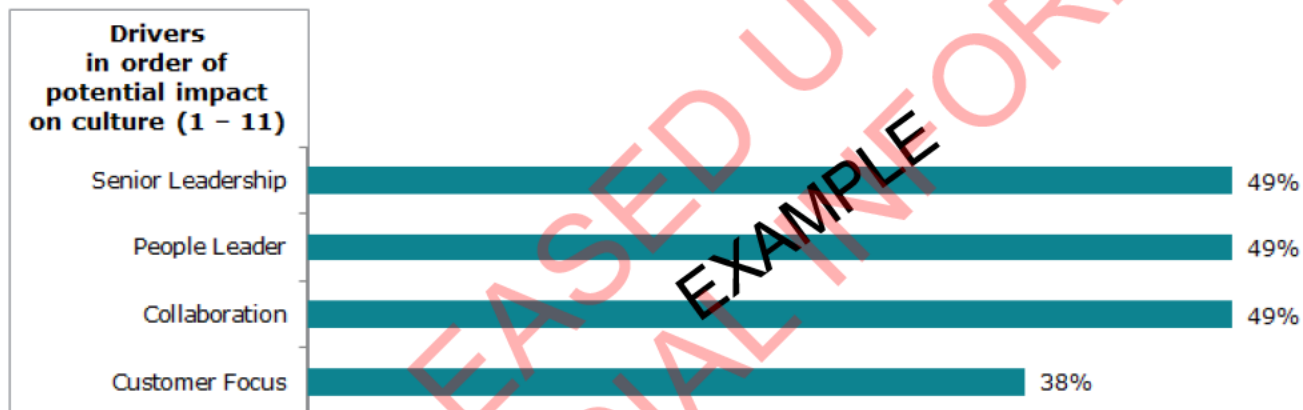
## Overall Driver Category – Ordered by Rank:

Aggregate based on the rank that a driver receives under the following inputs:

- Importance
- Effectiveness; and
- Distance from Benchmark

**Effectiveness:** % of employees who, on average, are satisfied with all questions within the category

**Distance From Benchmark:** Variance between your effectiveness and the ANZ norm (a minus indicates your score is below the norm)



## Distance from Benchmark (ANZ Average)

-11%

-7%

0%

-3%

-3%

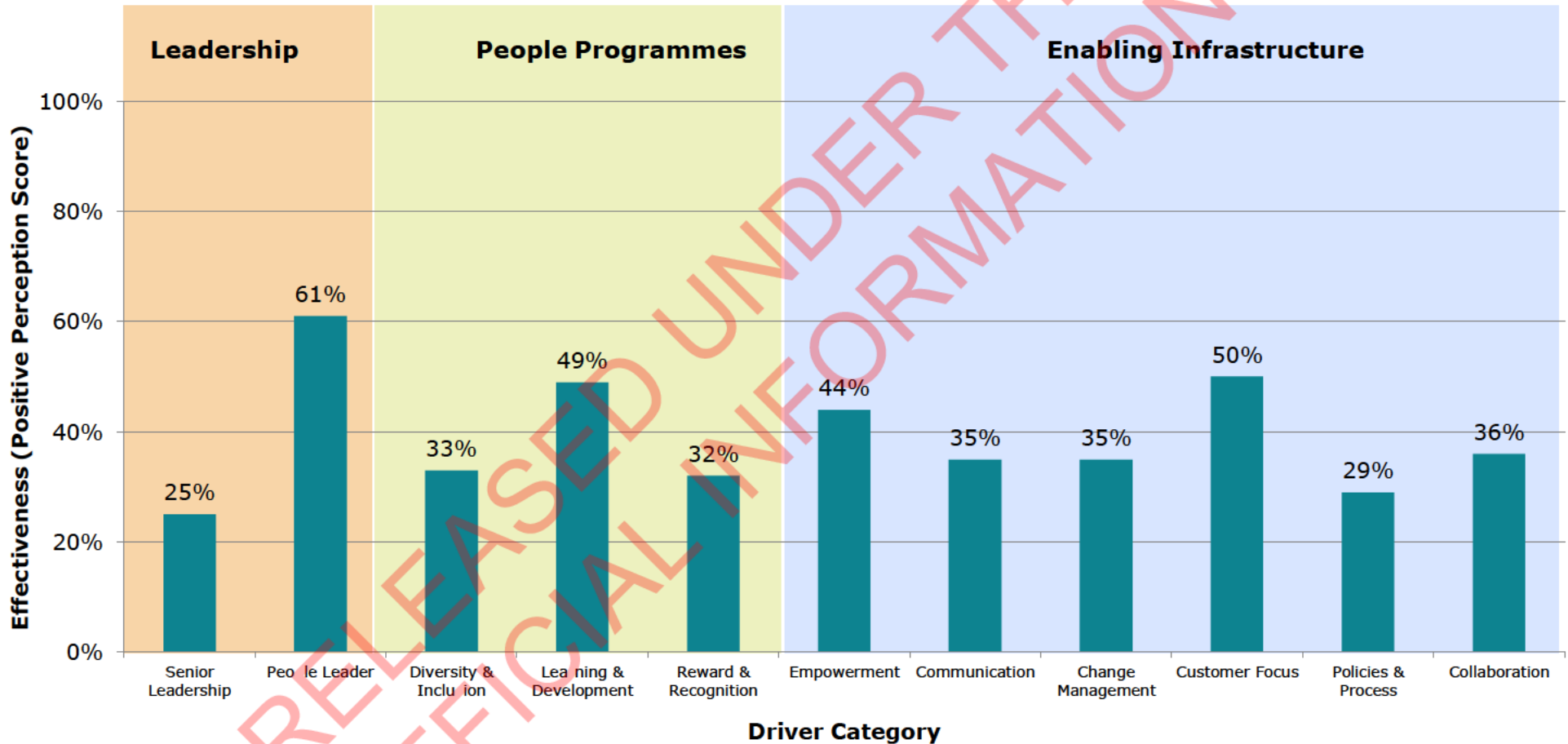
# Potential of each driver category to impact culture alignment

Prioritises the key drivers to take action on to most effectively close the overall culture gap. Top ranked priorities have the greatest potential to achieving a zero culture gap, e.g. complete alignment between current and desired future culture.



# Driver Category effectiveness scores by culture lever

Shows the Category Level effectiveness score for each of the Driver Categories.



# Understanding the Culture Driver Priorities – Question Level

Prioritises action areas at an individual question level. This level of detail will show for every question within the Driver Category.

**Question Priority - Ordered by Rank:** Ranking of all survey questions, in order of their average rank from the following three inputs:

- Importance
- Effectiveness; and
- Distance from Benchmark

**Effectiveness:** % of employees who, on average, are satisfied with all questions within the category

**Distance From Benchmark:** Variance between your effectiveness and the ANZ norm (a minus indicates your score is below the norm)

Driver Category	Item	Effectiveness (% Favourable)	Distance from Benchmark (ANZ Average)
Leadership	The behaviour of senior leadership is consistent with IR's values	XX%	-21
Leadership	Senior leadership in IR provides clear direction for the future	XX%	-9
Leadership	I have trust and confidence that IR's Executive team and senior leaders make the right decisions for our future	XX%	-16
Leadership	Change initiatives are well managed and help us to deliver better performance	XX%	-16
Leadership	Senior leadership is appropriately visible and accessible to our people	XX%	-21
Leadership	Senior leadership is open and honest in communication	XX%	+9
Leadership	Senior leadership treat people as IR's most valued asset	XX%	+16
Leadership	I am confident the insights from this survey will be acted upon	XX%	+16
People Leader	My people leader is open and honest in communication	XX%	-21
People Leader	My people leader keeps me informed about change and how it impacts me and my immediate team	XX%	-9

# Where should we focus our attention?

The question level analysis prioritises action areas at an individual question level. This level of detail will show for every question within the Driver Category.

Driver Category	Question	Effectiveness (% Favourable)	Distance from Benchmark (ANZ Average)
Policies & Process	We have straightforward processes and procedures for doing our work	21%	-28
Diversity & Inclusion	I can clearly see that we seek to include and fully use the talents and capabilities of all our people	23%	-33
Senior Leadership	I have trust and confidence that IR's Executive team and senior leaders make the right decisions for our future	22%	-33
Collaboration	In my experience, there is effective collaboration across IR	19%	-24
Policies & Process	The work processes and procedures we have in place enable me to be as effective as possible	24%	-25
Senior Leadership	Senior leadership in IR provides clear direction for the future	27%	-27
Diversity & Inclusion	Different work styles and approaches are supported at IR	31%	-25
Communication	I believe open communication is encouraged at IR	29%	-24
Change Management	Change initiatives are well managed and help us to deliver better performance	19%	-22
Reward & Recognition	At IR, we recognise people for not the behaviour, and the results that will help IR to succeed	29%	-25
Learning & Development	At IR, mistakes are used for learning	36%	-29
Diversity & Inclusion	We have a work environment that is open and accepts individual differences	44%	-26
Change Management	We are developing a workforce that adapts well to change	28%	-22
Change Management	Senior leaders are doing a good job of helping me understand the reasons for organisational change	29%	-23
Empowerment	I can try new things even if they lead to occasional mistakes	39%	-16

# Where should we focus our attention?

The question level analysis prioritises action areas at an individual question level. This level of detail will show for every question within the Driver Category.

Driver Category	Question	Effectiveness (% Favourable)	Distance from Benchmark (ANZ Average)
Empowerment	At work my opinions and ideas count	40%	-21
Reward & Recognition	I receive appropriate recognition for my contributions and accomplishments	34%	-13
Policies & Process	The tools and resources I have enable me to be as effective as possible	41%	-11
Customer Focus	We regularly seek participation from our customers	40%	-14
Communication	I believe it will be made clear to me how change will impact me	40%	-4
Collaboration	In my experience, people share best practice and job knowledge with each other	53%	-7
Empowerment	I am empowered to make appropriate decisions about my day to day work	53%	-7
Customer Focus	I am encouraged to look at things from our customer's perspective in my day-to-day work	56%	-16
Customer Focus	I am encouraged to take the initiative and suggest improvements to better serve our customers	53%	-12
Learning & Development	I know what capabilities I need to focus on to personally develop further	49%	-1
Change Management	I am convinced that change is necessary for IR	65%	-7
People Leader	My people leader recognises my efforts and achievements	60%	-7
People Leader	My people leader provides valuable feedback throughout the year that enables me to improve my performance	59%	-4
People Leader	My people leader sets clear expectations and goals with me	62%	-4
Learning & Development	I regularly put into practice any learning & development I receive	61%	+3
People Leader	My people leader keeps me informed about change and how it impacts me and my immediate team	65%	+2





# KŌRERO MAI

Building our future culture

## Appendices

# Driver Definitions

Driver	Definition
Collaboration	The extent to which employees see effective teamwork within and between different areas in the organisation
Communication	The extent to which employees have the information they need to do their jobs well
Customer Focus	The extent to which the organisation is responsive to the changing needs of its customers
Diversity & Inclusion	Employees' perceptions that the organisation values the contribution of a diverse workforce
Empowerment	The extent to which an employee has the ability to choose how to best complete their work
Learning & Development	Employees' perceptions that there are sufficient and available opportunities for learning and development
People Leader	The employees' view of their people leader's effectiveness in supporting them to perform and grow in their job
Policies & Process	Employees' perceptions of the support, tools and resources they receive to do their job well
Reward & Recognition	Employees' perceptions that their benefits, rewards and recognition fairly reflect their contribution
Senior Leadership	The extent to which employees believe that senior leaders are effectively leading the organisation and making business decisions

# Glossary

	Definition
Average Gap	The average of the culture gap across all culture scales
Absolute Gap	The gap between the current culture and IR's target culture per scale
Positive Perception Score	The number of people who 'Agree' or 'Strongly Agree' to a question (item) within the survey.
Item	The word 'item' is used to describe a single question within the survey.
Drivers / Driver Category	A group of questions that all measure a specific aspect of the work experience, such as empowerment, senior leadership

# Alignment of culture scales to IR's culture anchors

		We want to be more like this:		Culture Anchor	
Beliefs	Reactive	We tend to react to circumstances in response to a problem or situation	Proactive	We tend to anticipate, prepare for, intervene in, or control potential occurrences or situations before they happen	Agile
	Supplier to Customer	We focus on delivering the products and services that meet the external customer's needs as determined explicitly by IR	Partner with Customer	We focus on collaborating with external customers and stakeholders to identify and understand their needs and explore relevant solutions	Customer Centric
	Internally Focused	We focus on managing IR's internal environment, people, teamwork, structure, function, processes, and resources	Externally Focused	We focus on managing IR's external environment, customers, third parties, political, regulatory and economic environment	Customer Centric
	Conventional	We have a shared belief that business strategy is achieved primarily through consistent, conventional, established methods for products, processes, services, technologies, or ideas	Innovative	We have a shared belief that business strategy is achieved primarily through creating and implementing better or more effective products, processes, services, technologies, or ideas	Intelligence Led
Decisions	Business Unit Focused	At IR decisions are made primarily in the best interest of one's own Group, Business Unit or Team	Whole of IR	At IR decisions are made primarily in the best interest of IR as a whole	Intelligence Led
	Process Oriented	We focus on getting work done by following standard procedures and processes	Outcomes Oriented	We focus on reaching goals and achieving outcomes in the most practical way possible	Agile
	Risk-Averse	At IR decisions are made by playing it safe in order to avoid unforeseen negative outcomes that could impact an individual or the organisation	Risk-Tolerant	At IR decisions are made with a willingness to take calculated risks that could impact an individual or the organisation	Intelligence Led
Behaviours	Guarded	We tend to be very cautious, careful, prudent about giving and sharing information	Open/Transparent	We tend to express thoughts and feelings in a direct, candid and honest way; we are willing to listen to or accept different ideas or opinions	Agile
	Task Oriented	We focus on accomplishment and production to get things done	People Oriented	We focus on relationships taking into account people's strengths, interests, and development needs to get things done	Customer Centric
	Independent	At IR most work is done or preferred to be done through individual effort	Collaborative	At IR most work is done or preferred to be done with others, with common objectives	Agile
	Command & Control	At IR decision-makers define and delegate work and it is completed in an established way	Empowered	At IR employees confidently complete work with little instruction or guidance from others (including decision makers) using their knowledge, skills and abilities	Intelligence Led



Inland Revenue  
Te Tari Taake



KŌRERO MAI  
Building our future culture



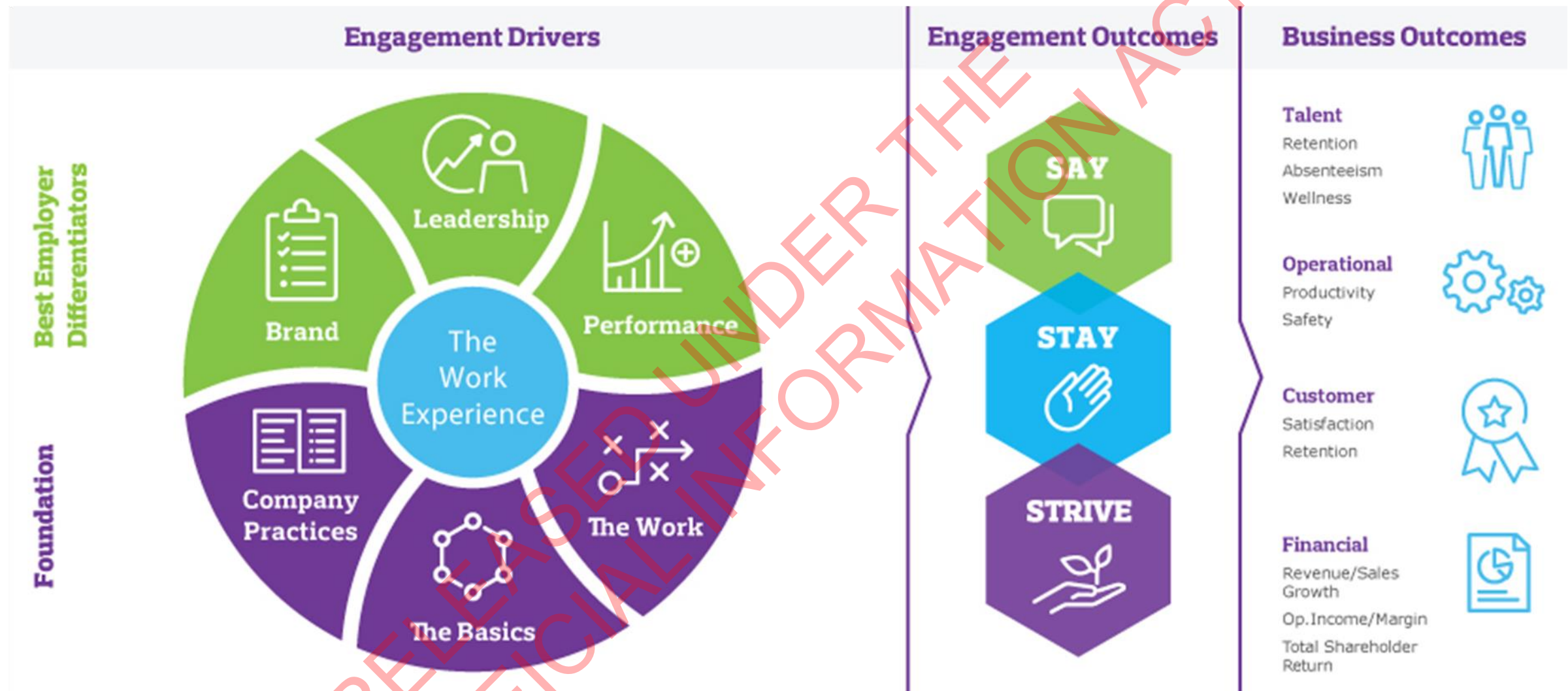
# Kōrero Mai 2017 Engagement Report

Inland Revenue


In Confidence



# Aon Engagement Model

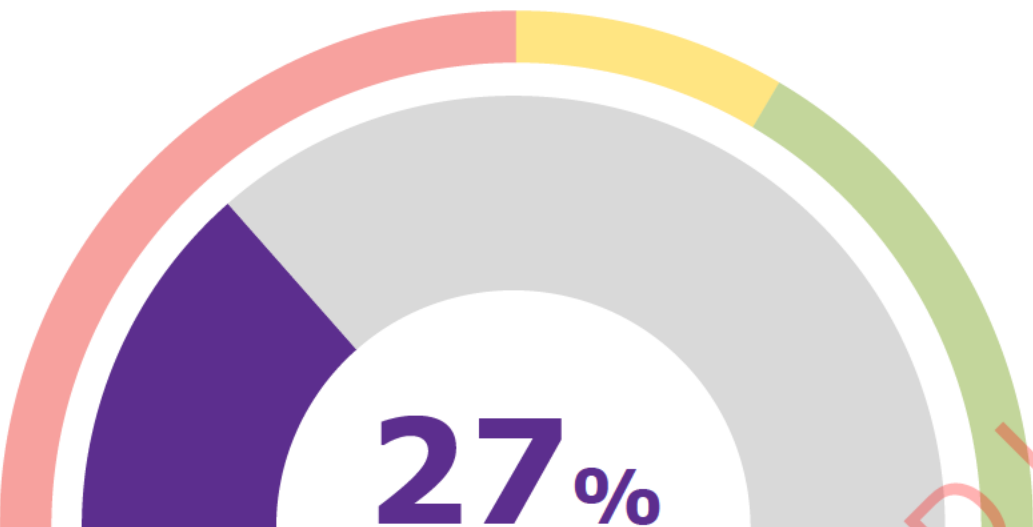


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<div>The <b>RWA3 METHODOLOGY</b> makes it simple and easy to prioritize and enable meaningful <b>ACTION</b></div>		
RWA3 prioritizes action based on:	Question answered	Method
Importance	What will have the greatest impact on engagement	Relative Weights Analysis (RWA) provides a statistical predictive relationship between a driver and engagement outcome
Effectiveness	What areas are my employees providing feedback as the greatest opportunities to improve?	% Favorable responses of employees
Probability of Movement	Where do great companies excel and where am I most likely to be able to create positive movement?	Distance from top quartile benchmarks

# Engagement Score

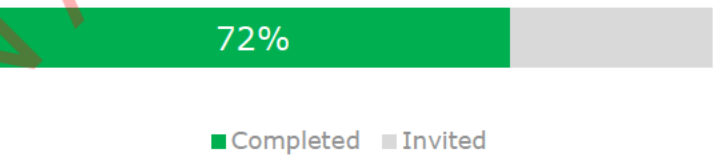
## Overall Engagement Score



↓ 16 points	44%
2015	
↓ 32 points	59%
ANZ Average	
↓ 29 points	56%
ANZ Government	

Differences may appear one percentage point higher or lower than expected due to rounding.

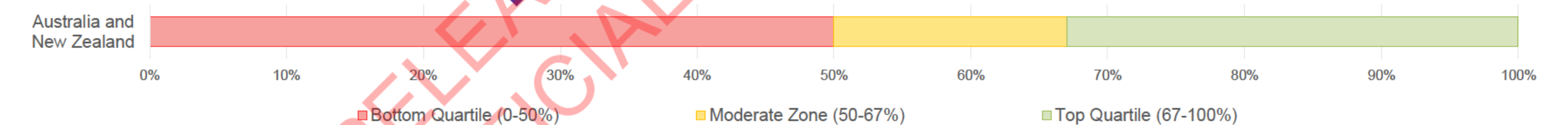
## Participation Rate



## Number of Participants

Completed	4531
Invited	6307

## External Benchmark



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# Engagement Score Comparison: Organisational Hierarchy

Australia and New Zealand	Difference in % Engaged vs.		
	Bottom Quartile (0-50%)	Moderate Zone (50-67%)	Top Quartile (67-100%)
Inland Revenue	27%		
Corporate Integrity & Assurance	48%		
Information Intelligence & Comms	27%		
Office of The Chief Tax Counsel	18%		
People & Culture	46%		
Performance Facilities & Finance	41%		
Policy & Strategy	24%		
Service Delivery	25%		
Technology Strategy & Operations	28%		
Transformation	37%		

# Engagement Score Comparison: Leader Category

		Difference in % Engaged vs.		
Australia and New Zealand	<div><div></div><div></div><div></div></div>	2015	ANZ Average	ANZ Government
Inland Revenue	<div></div> 27%	-16	-32	-29
Executive Leader	<div></div> 89%	+56	+30	+33
Leader of Leaders	<div></div> 45%	-14	-14	-11
Leader of People	<div></div> 35%	-22	-24	-21
Team Member	<div></div> 26%	-16	-33	-30

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# Engagement Score Comparison: Location (page 1 of 3)

		Difference in % Engaged vs.		
Australia and New Zealand	<div><div></div><div></div><div></div></div> <div>Bottom Quartile (0-50%)Moderate Zone (50-67%)Top Quartile (67-100%)</div>	2015	ANZ Average	ANZ Government
Inland Revenue	<div></div> 27%	-16	-32	-29
Auckland - Ellerslie	<div></div> 34%	-22	-25	-22
Auckland - Manukau	<div></div> 24%	-23	-35	-32
Auckland - Takapuna	<div></div> 23%	-24	-36	-33
Christchurch - Mid-City	<div></div> 21%	-6	-38	-35
Christchurch - Moorhouse Avenue	<div></div> 13%	-24	-46	-43
Christchurch - NZ Govt Building	<div></div> 40%	-4	-19	-16
Christchurch - Russley Road	<div></div> 27%	-22	-32	-29
Dunedin	<div></div> 34%	-18	-25	-22
Gisborne	<div></div> 10%	-8	-49	-46

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# Engagement Score Comparison: Location (page 2 of 3)

Australia and New Zealand	Difference in % Engaged vs. ANZ Average			2015	ANZ Average	ANZ Government
	Bottom Quartile (0-50%)	Moderate Zone (50-67%)	Top Quartile (67-100%)			
	<div><div></div><div></div><div></div></div>					
Greymouth	<div></div> 22%			-3	-37	-34
Hamilton - Rural Bank Building	<div></div> 27%			-29	-32	-29
Hamilton - Te Rapa	<div></div> 33%			-12	-26	-23
Invercargill	<div></div> 7%			-13	-52	-49
Napier	<div></div> 42%			-21	-17	-14
Nelson	<div></div> 22%			+9	-37	-34
New Plymouth	<div></div> 24%			+6	-35	-32
Palmerston North	<div></div> 24%			-21	-35	-32
Rotorua	<div></div> 43%			-7	-16	-13
Tauranga	<div></div> 24%			-16	-35	-32

In Confidence

# Engagement Score Comparison: Location (page 3 of 3)

		Difference in % Engaged vs.		
Australia and New Zealand	<div><div></div><div></div><div></div></div>	2015	ANZ Average	ANZ Government
Timaru	0%	-12	-59	-56
Wellington - Asteron	30%	-9	-29	-26
Wellington - Deloitte House	43%	--	-16	-13
Wellington - Hawkestone St	22%	-18	-37	-34
Wellington - Lower Hutt	24%	--	-35	-32
Wellington - The Terrace	22%	--	-37	-34
Wellington - Upper Hutt	31%	-16	-28	-25
Whangarei	23%	-13	-36	-33

# Engagement Score Comparison: Service Years Group

		Difference in % Engaged vs.		
Australia and New Zealand	<div><div></div> Bottom Quartile (0-50%)<div></div> Moderate Zone (50-67%)<div></div> Top Quartile (67-100%)</div>			
		2015	ANZ Average	ANZ Government
Inland Revenue	<div></div> 27%	-16	-32	-29
<1yr	<div></div> 44%	-11	-15	-12
1 - 2yrs	<div></div> 27%	-20	-32	-29
3 - 4yrs	<div></div> 24%	-16	-35	-32
5 - 9yrs	<div></div> 26%	-12	-33	-30
10 - 19yrs	<div></div> 25%	-15	-34	-31
20 - 29yrs	<div></div> 24%	-19	-35	-32
30+yrs	<div></div> 28%	-21	-31	-28

# Engagement Score Comparison: Gender

		Difference in % Engaged vs.		
Australia and New Zealand	<div><div></div><div></div><div></div></div>	2015	ANZ Average	ANZ Government
Inland Revenue	<div></div> 27%	-16	-32	-29
Female	<div></div> 30%	-15	-29	-26
Male	<div></div> 23%	-18	-36	-33

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# Engagement Details



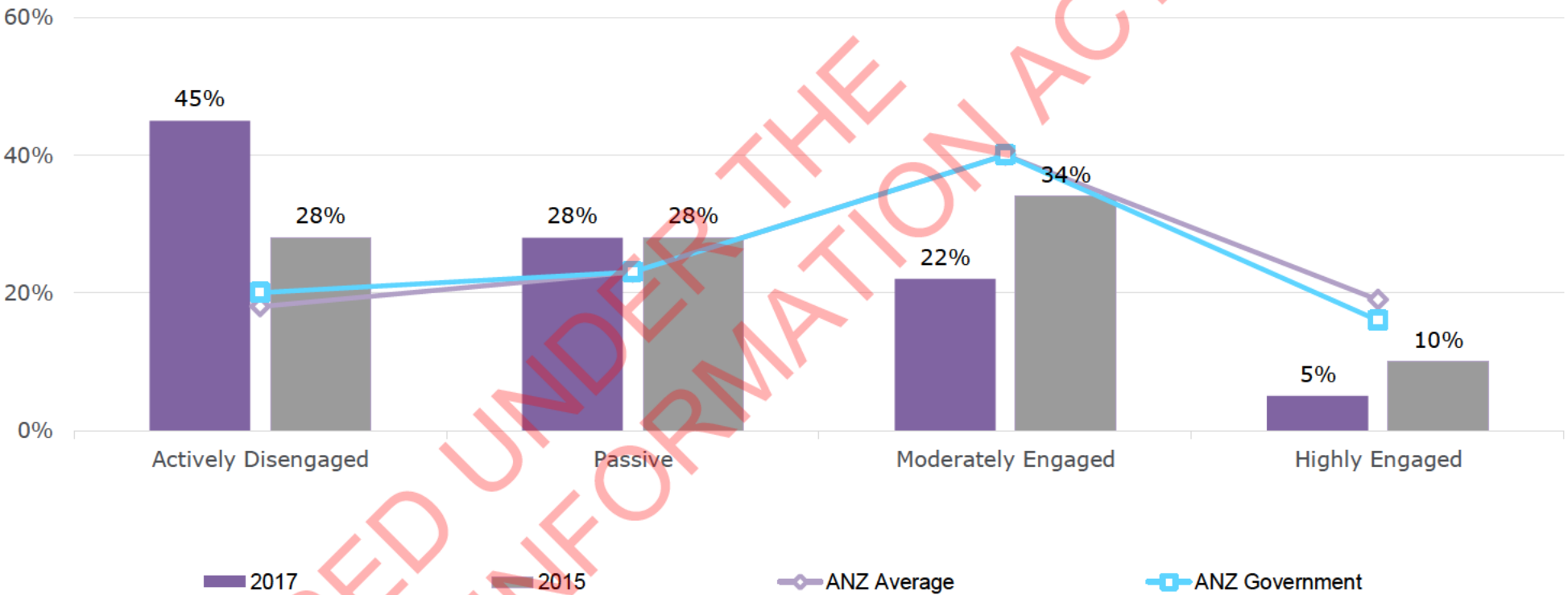
Engagement Level | 27%

Item	% Favourable	2015	ANZ Average	ANZ Government
Given the opportunity, I tell others great things about working here	39	-14	-28	-25
I would not hesitate to recommend IR to a friend seeking employment	34	-20	-32	-30
I rarely think about leaving IR to work somewhere else	31	-13	-19	-18
IR inspires me to do my best work every day	31	-12	-27	-24
IR motivates me to contribute more than is normally required to complete my work	28	-11	-28	-24
It would take a lot to get me to leave IR	27	-13	-28	-27

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# Engagement Distribution



ANZ Average	+27	+5	-18	-14
ANZ Government	+25	+5	-18	-11

## Top 10 Items

Dimension	Item	% Favourable	2015	ANZ Average	ANZ Government
Manager Support	I am confident finding ways to help my team develop and grow in their roles	75	-1	--	--
Manager Support	I frequently spend time coaching and developing each member of my team	74	+4	--	--
Change	I am convinced that change is necessary for IR	65	-12	-7	-6
People Leader	My people leader keeps me informed about change and how it impacts me and my immediate team	65	-7	+2	+2
People Leader	My people leader sets clear expectations and goals with me	62	-8	-4	-4
Learning & Development	I regularly put into practice any learning & development I receive	61	--	+3	--
Manager Support	I get the support I need to have effective performance and development conversations with my people (eg feedback, coaching, resources, development)	60	-7	--	--
People Leader	My people leader recognises my efforts and achievements	60	-8	-7	-8
People Leader	My people leader provides valuable feedback throughout the year that enables me to improve my performance	59	-6	-4	-3
Customer Focus	I am encouraged to look at things from our customer's perspective in my day to-day work	56	-10	-16	-18

In Confidence

## Bottom 10 Items

Dimension	Item	% Favourable	2015	ANZ Average	ANZ Government
Change Management	Change initiatives are well managed and help us to deliver better performance	19	-22	-22	-18
Collaboration	In my experience, there is effective collaboration across IR	19	-6	-24	-21
Policies & Process	We have straightforward processes and procedures for doing our work	21	-14	-28	--
Senior Leadership	I have trust and confidence that IR's Executive team and senior leaders make the right decisions for our future	22	-26	-33	-24
Diversity & Inclusion	I can clearly see that we seek to include and fully use the talents and capabilities of all our people	23	-15	-33	-29
Policies & Process	The work processes and procedures we have in place enable me to be as effective as possible	24	-11	-25	-22
Engagement Level	It would take a lot to get me to leave IR	27	-13	-28	-27
Senior Leadership	Senior leadership in IR provides clear direction for the future	27	-25	-27	-19
Engagement Level	IR motivates me to contribute more than is normally required to complete my work	28	-11	-28	-24
Change	We are developing a workforce that adapts well to change	28	-17	-22	-18

In Confidence

## Dimension Details

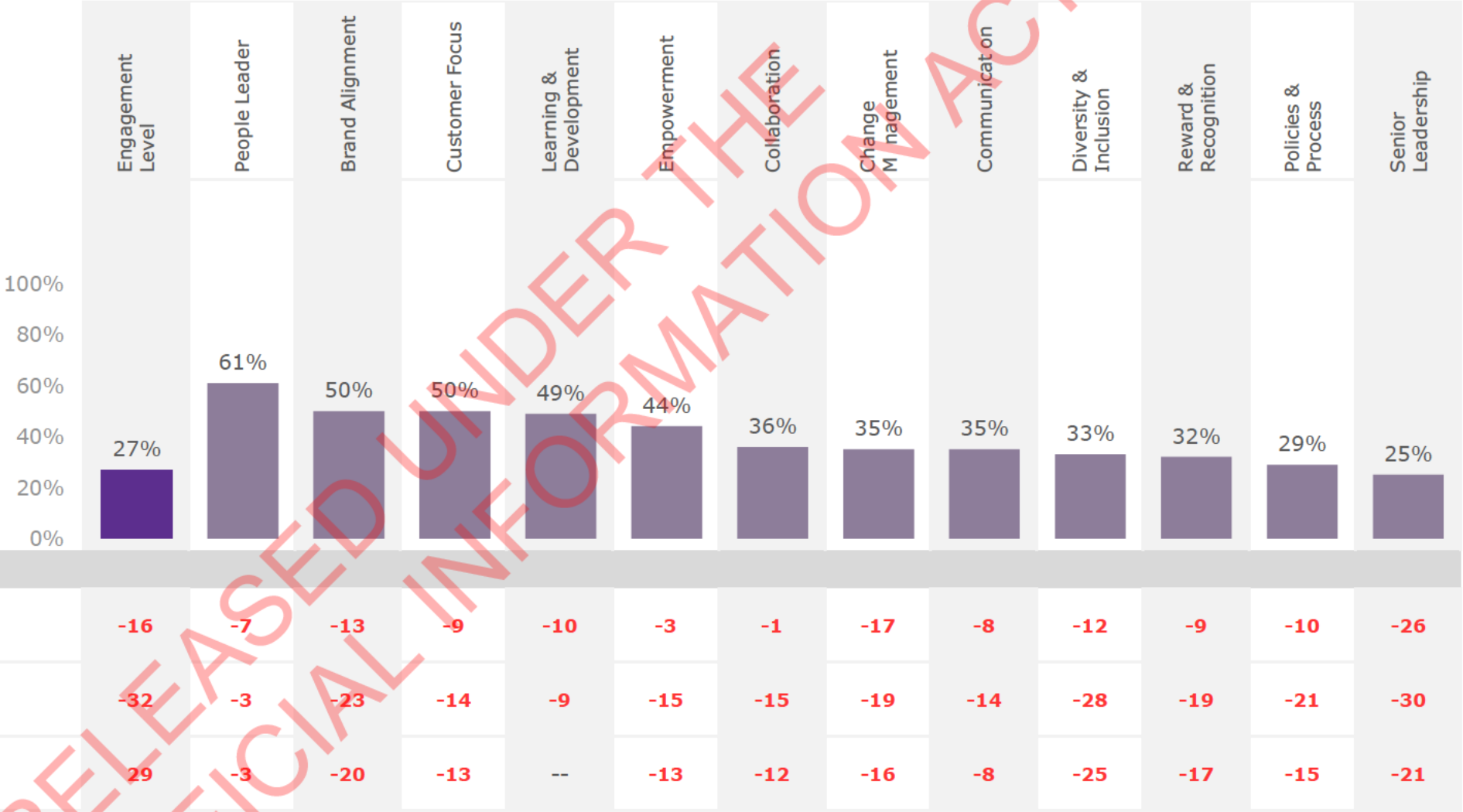


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# Dimension Priorities

Rank	Dimension	Item	% Favourable	ANZ Average
1	Senior Leadership	I have trust and confidence that IR's Executive team and senior leaders make the right decisions for our future	<div><div></div></div> 22%	-33 <div></div>
3	Senior Leadership	Senior leadership in IR provides clear direction for the future	<div><div></div></div> 27%	-27 <div></div>
2	Diversity & Inclusion	I can clearly see that we seek to include and fully use the talents and capabilities of all our people	<div><div></div></div> 23%	-33 <div></div>
4	Policies & Process	We have straightforward processes and procedures for doing our work	<div><div></div></div> 21%	-28 <div></div>
6	Policies & Process	The work processes and procedures we have in place enable me to be as effective as possible	<div><div></div></div> 24%	-25 <div></div>
5	Change Management	Change initiatives are well managed and help us to deliver better performance	<div><div></div></div> 19%	-22 <div></div>
9	Change Management	We are developing a workforce that adapts well to change	<div><div></div></div> 28%	-22 <div></div>
10	Change Management	Senior leaders are doing a good job of helping me understand the reasons for organisational change	<div><div></div></div> 29%	-23 <div></div>
7	Reward & Recognition	At IR, we recognise people for both the behaviours, and the results that will help IR to succeed	<div><div></div></div> 29%	-25 <div></div>
8	Collaboration	In my experience, there is effective collaboration across IR	<div><div></div></div> 19%	-24 <div></div>

# Dimension Ranking



In Confidence

# Dimension Details



People Leader | 61%

Item	% Favourable	2015	ANZ Average	ANZ Government
My people leader keeps me informed about change and how it impacts me and my immediate team	65	-7	+2	+2
My people leader sets clear expectations and goals with me	62	-8	-4	-4
My people leader recognises my efforts and achievements	60	-8	-7	-8
My people leader provides valuable feedback throughout the year that enables me to improve my performance	59	-6	-4	-3

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# Dimension Details



Brand Alignment | 50%

Item	% Favourable	2015	ANZ Average	ANZ Government
I am proud to be part of IR	50	-13	-23	-20

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# Dimension Details



Customer Focus | 50%

Item	% Favourable	2015	ANZ Average	ANZ Government
I am encouraged to look at things from our customer's perspective in my day-to-day work	56	-10	-16	-18
I am encouraged to take the initiative and suggest improvements to better serve our customers	53	-12	-12	-9
We regularly seek participation from our customers	40	-3	-14	-12

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# Dimension Details



## Learning & Development | 49%

Item	% Favourable	2015	ANZ Average	ANZ Government
I regularly put into practice any learning & development I receive	61	--	+3	--
I know what capabilities I need to focus on to personally develop further	49	-10	-1	--
At IR, mistakes are used for learning	36	-9	-29	--

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# Dimension Details



Empowerment | 44%

Item	% Favourable	2015	ANZ Average	ANZ Government
I am empowered to make appropriate decisions about my day to day work	53	--	-7	-4
At work my opinions and ideas count	40	-8	-21	-21
I can try new things even if they lead to occasional mistakes	39	+3	-16	-13

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# Dimension Details



Collaboration | 36%

Item	% Favourable	2015	ANZ Average	ANZ Government
In my experience, people share best practice and job knowledge with each other	53	+4	-7	-3
In my experience, there is effective collaboration across IR	19	-6	-24	-21

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# Dimension Details



## Change Management | 35%

Item	% Favourable	2015	ANZ Average	ANZ Government
I am convinced that change is necessary for IR	65	-12	-7	-6
Senior leaders are doing a good job of helping me understand the reasons for organisational change	29	--	-23	-20
We are developing a workforce that adapts well to change	28	-17	-22	-18
Change initiatives are well managed and help us to deliver better performance	19	-22	-22	-18

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# Dimension Details



Communication | 35%

Item	% Favourable	2015	ANZ Average	ANZ Government
I believe it will be made clear to me how change will impact me	40	-7	-4	-1
I believe open communication is encouraged at IR	29	-10	-24	-15

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# Dimension Details



## Diversity & Inclusion | 33%

Item	% Favourable	2015	ANZ Average	ANZ Government
We have a work environment that is open and accepts individual differences	44	-12	-26	-23
Different work styles and approaches are supported at IR	31	-8	-25	-21
I can clearly see that we seek to include and fully use the talents and capabilities of all our people	23	-15	-33	-29

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# Dimension Details



## Reward & Recognition | 32%

Item	% Favourable	2015	ANZ Average	ANZ Government
I receive appropriate recognition for my contributions and accomplishments	34	-11	-13	-11
At IR, we recognise people for both the behaviours, and the results that will help IR to succeed	29	-7	-25	-23

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# Dimension Details



## Policies & Process | 29%

Item	% Favourable	2015	ANZ Average	ANZ Government
The tools and resources I have enable me to be as effective as possible	41	-5	-11	-8
The work processes and procedures we have in place enable me to be as effective as possible	24	-11	-25	-22
We have straightforward processes and procedures for doing our work	21	-14	-28	--

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# Dimension Details



## Senior Leadership | 25%

Item	% Favourable	2015	ANZ Average	ANZ Government
Senior leadership in IR provides clear direction for the future	27	-25	-27	-19
I have trust and confidence that IR's Executive team and senior leaders make the right decisions for our future	22	-26	-33	-24

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# Questions asked of Managers



## Manager Support | 62%

Item	% Favourable	2015	ANZ Average	ANZ Government
I am confident finding ways to help my team develop and grow in their roles	75	-1	--	--
I frequently spend time coaching and developing each member of my team	74	+4	--	--
I get the support I need to have effective performance and development conversations with my people (eg feedback, coaching, resources, development)	60	-7	--	--
I receive the information I need to confidently explain organisational changes and how they impact my team	54	-8	--	--
I often receive feedback on how my leadership style influences my team	45	-3	--	--

In Confidence

# Glossary

Engagement Score	The % of people who can be considered to be 'engaged' using Aon Hewitt's methodologies
% Favourable	The number of people who 'Agree' or 'Strongly Agree' to a question (item) within the survey. Also known as a positive perception
Item	The word item is used to describe a single question within the survey
Dimension	A group of questions that measure a specific aspect of the work experience
Dimension Priorities	Focus areas (drivers) that would have the greatest impact on engagement, based on Aon Hewitt's methodologies
ANZ Average	This is a benchmark and is the average engagement and positive perception scores for all organisations in Aon Hewitt's Australia and New Zealand database.
ANZ Government	This is a benchmark and is the average engagement and positive perception scores for all organisations in the Government sector of Aon Hewitt's Australia and New Zealand database.

# Dimension Definitions

Dimension (Driver)	Definition
Brand Alignment	Employees’ perceptions that their expectations about working at the organisation have been met
Collaboration	The extent to which employees see effective teamwork within and between different areas in the organisation
Communication	The extent to which employees have the information they need to do their jobs well
Customer Focus	The extent to which the organisation is responsive to the changing needs of its customers
Diversity & Inclusion	Employees’ perceptions that the organisation values the contribution of a diverse workforce
Empowerment	The extent to which an employee has the ability to choose how to best complete their work
Learning & Development	Employees’ perceptions that there are sufficient and available opportunities for learning and development
People Leader	The employees' view of their people leader’s effectiveness in supporting them to perform and grow in their job
Policies & Process	Employees’ perceptions of the support, tools and resources they receive to do their job well
Reward & Recognition	Employees’ perceptions that their benefits, rewards and recognition fairly reflect their contribution
Senior Leadership	The extent to which employees believe that senior leaders are effectively leading the organisation and making business decisions