

Viewpoint Culture Survey Results 2022

For decision: For noting:

Ngā tūtohunga / Recommendations

That the Auckland Transport Board (board):

- a) Note the results of the Viewpoint Culture Survey undertaken in February 2022 including:
 - i. The high levels of employee participation in the survey in 2022 (88% or 1675 people) relative to 2020 (85%) and 2018 (80%).
 - ii. The culture results for Auckland Transport (AT) for 2022 and those results relative to 2020 and 2018 and particularly the large positive shifts in our culture and the impact this has on organisational performance.
- b) Notes the management response which has been developed based on the insights from the Viewpoint Survey and the next steps to seize opportunities to further improve AT's organisation culture

Te whakarāpopototanga matua / Executive summary

1. Driven in the first instance by the board, AT commenced a journey to transform its culture in 2018. As part of that journey management undertook a baseline assessment of AT's culture in 2018 using independent and internationally proven tools developed using academic research and empirically proven by applying the tools to public and private sector organisations across the globe.
2. The tools developed by Human Synergistics are the Organisation Culture Inventory (OCI) and the Organisation Effectiveness Inventory. These tools provide rich insights into the culture of the organisation and its performance in respect of key causal factors that create or maintain culture. Results from the undertaking of these assessments strongly correlate with organisational performance and due to the extensive international use (over 4 million respondents have completed an OCI worldwide) results can be benchmarked by industrial sector (e.g. transport), by geographic region and by either public or private sector.
3. Since undertaking the baseline assessment in 2018 management have conducted two further assessments, or surveys, with one in 2020, and the most recent in February 2022.
4. This report has been brought to the board to present a summary of the results of the February 2022 Viewpoint Culture Survey (2022 Survey) and progress since 2018. This is set out in the advice provided by Human Synergistics New Zealand in Attachment 1. In addition, management have provided an outline of its proposed plan for making further positive progress on AT's culture journey noting the insights from the 2022 Survey.

Ngā tuhinga ō mua / Previous deliberations+

Date	Report Title	Key Outcomes
April 2020 Board	Viewpoint 2020- Organisational Level Results with Neil McGregor from Human Synergistics New Zealand.	Results and insights from the 2020 survey were presented to the board with next steps outlined in points 24-27 of this 2020 paper.
April 2022 People and Culture Committee	Workshop on Viewpoint Culture Survey Results for 2022 with Neil McGregor from Human Synergistics New Zealand.	Results/insights from the 2022 Survey were presented to the Committee with directors being able to understand progress from 2018 to 2020 to 2022, risk and future opportunities.

Te horopaki me te tīaroaro rautaki / Context and strategic alignment

5. There are strong links between organisation culture and organisation performance. As a public organisation charged with responsibility for the effective, efficient and safe provision of transport in Tamaki Makaurau it is critical that AT has a culture which supports high performance.
6. In 2018, led in the first instance by the board, AT commenced a cultural transformation journey. Early in that journey a baseline assessment of AT's organisation culture was undertaken using an internationally proven tool. Follow-up assessments have been undertaken in 2020 and most recently in 2022. These assessments provide a strong basis for us understanding the extent to which progress is being made with respect to the culture of AT.
7. The 2022 Survey was a significant opportunity to understand the extent to which progress has been made since the commencement of the cultural transformation journey and since 2020. It also allows the opportunity to understand the extent to which the COVID-19 pandemic has hindered or assisted AT's cultural transformation journey noting the very significant impacts the pandemic – for example; working from home; funding pressures, and mental wellbeing.
8. The 2022 Survey results also highlight future opportunities for more progress on AT's culture journey on an organisation wide basis as well as highlighting the health of the culture of individual teams. Management is now progressing plans to execute on these opportunities over the next 24 months

Ngā matapakinga me ngā tātaritanga / Discussion and analysis

2022 Survey Results

9. The 2022 Survey commenced in mid-February 2022 with the survey period running until mid-March 2022. Results have since been compiled and a summary of those results is provided as Attachment 1.
10. Noting that the almost all AT employees were working remotely through the survey period management have been very encouraged by the level of participation. Over 88% (1,675 people) took the time to complete the intensive survey which was an increase on 2020 (85%) and 2018 (80%). Our people are strongly committed to wanting AT to be a great place to work. The increase in participation also indicates that there is a low level of cynicism from the people of AT in respect of management acting on previous survey results.
11. The 2022 Survey results also highlight where the culture of AT sits at a point in time. These results can be benchmarked against other relevant organisations. The 2022 Survey results highlight in respect of benchmarking. The summary of results from Human Synergistics in Attachment 1 sets out where AT stands relative to other organisations.
12. The 2022 Survey results can also be used to analyse the evolution of AT's culture over time and specifically since 2018 when the baseline assessment was undertaken. The 2022 Survey results highlight that AT continues to make significant positive shifts in its culture over time. More detail on this is included in Attachment 1.
13. These shifts have been driven by significant improvements in the factors that cause culture to change. Strongest improvements in these factors pertain to how our leaders support, develop and communicate with employees. Other strong improvements of note relate to how well AT's mission and philosophy is understood by its people, inclusion, empowerment, and the belief that mistakes provide opportunities to learn.

Management Response

14. The 2022 survey results highlight further opportunities to not only continue to improve AT's culture at both an organisational and individual team level, but also to align other streams of work with our culture change journey. The development of a well formulated, holistic plan to leverage these opportunities and align workstreams is underway. The plan includes:
 - A review of the Culture and Transformation strategy through to 2025.
 - Growing adaptive ways of working across the organisation to improve delivery and performance.
 - The integration of culture change, brand/reputation and safety leadership training into our broader leadership development offerings. A focus on hybrid ways of working and employee wellbeing will also be included as part of this holistic approach.
 - The deployment of extra support for leaders and their teams where significantly less effective cultures have been identified.

- Continuing to embed the recommendations from the ‘Speak Up Programme Review’ and using those recommendations to inform the prioritisation of work and development of the future Culture and Transformation strategy.
- Focusing on simplification and getting the basics right to ensure our people have a great workplace experience.
- AT has recently obtained a number of workplace certifications and awards for our culture work. For example, Gender Tick, DV Tick, Rainbow tick as well industry awards for our graduate and wellbeing programmes. We will continue to leverage these to build AT’s employment in the market to improve our ability to retain and attract talent.

Ngā tūraru matua / Key risks and mitigations

Key risk	Mitigation
Changes to the two executive sponsors of the cultural transformation (i.e. Chief Executive and Executive General Manager (EGM) Culture and Transformation) may result in progress slowing.	The board recruitment sub-committee has developed a clear person specification to ensure the Chief Executive and all EGM roles are filled by people who will continue to move AT’s culture
Failure to recognise that the insights from this survey require different actions going forward than those taken to date may mean that progress slows or is not made.	As we have changed the way we work because of the impacts of the COVID-19 pandemic, management have developed a tools and support options to ensure we create relevant organisational wide priorities and actions owned and endorsed by the executive as well as individual team action plans
Significant external changes or changes to the current transport delivery model or the Auckland Council whanau delivery model (such as the Shared Services Project) could impact on future progress if these changes are not managed appropriately.	We will continue to work collaboratively with the Council whanau to define the scope and impact of the shared services review. This will be supported by robust change management and communications once the scope is determined.

Ngā ritenga-ā-pūtea me ngā rauemi / Financial and resource impacts

15. There are no specific financial and resource impacts directly associated with this paper. It should be noted however, that the benefits of improving AT’s culture have likely played a part in AT’s strong financial performance in 2020/21 and are helping mitigate the financial and funding impacts associated with COVID-19.

Ngā whaiwhakaaro ō te taiao me te panonitanga o te āhuarangi / Environment and climate change considerations

16. There are no direct environment and climate change considerations associated with this paper. However, it should be noted that AT's performance with respect to 'articulation of mission' has shifted significantly since 2018 and as at 2022 AT performed better than the historical average for all organisations surveyed across the world. This result indicates that the organisation's leaders have the ability to communicate the importance of environment and climate change to our people and the role each employee can play in delivering on these objectives.

Ngā whakaaweawe me ngā whakaaro / Impacts and perspectives

Mana whenua

17. Not applicable.

Ngā mema pōti / Elected members

18. Previous culture survey results have been presented to Local Board Chairs and Local Boards noting the plans AT had to improve its culture and work more constructively with local boards.

Ngā rōpū kei raro i te Kaunihera / Council Controlled Organisations (CCOs)

19. The CCO Review completed in 2020 has led to improved working across the Auckland Council whanau. The work started by AT in 2018 is consistent with the themes from the CCO Review and has meant AT has been better positioned to embrace the findings from the review.

Ngā kiritaki / Customers

20. Improved culture results implicitly mean that organisation performance including customer outcomes will also improve. The significant positive movement shown in the 2022 Survey mean that AT will generally be delivering better outcomes for users of our services.

Ngā whaiwhakaaro haumaruru me ngā whaiwhakaaro hauora / Health, safety and wellbeing considerations

21. Improvements in culture play a key role in enabling AT to more effectively deliver on all programmes of work, including safety. Furthermore, a supportive culture that enables people to thrive and be their best is critical to the wellbeing of our employees – consistent with our value of 'Tiakitanga – safe with us'.

22. The results of the 2022 Survey highlight significant improvements and strong performance (especially in the context of the COVID-19 pandemic and its wider implications with respect to;
- a. External adaptability (+22% since 2018)
 - b. Job Satisfaction (+15% since 2018)
 - c. Motivation (+13% since 2018)
 - d. Stress (-8% since 2018)
 - e. Job insecurity (-7% since 2018)


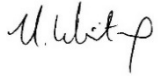
Ā muri ake nei / Next steps

23. We have commenced a process to review our current culture and transformation strategy (FY2019-2022) for the next phase of transformation. This builds on the work we have done to create an adaptive organisation and the accelerated ways of working, the Speak-up Review, resilience and cultural momentum demonstrated through our COVID-19 collective response. We will build on these shifts and co-design the next iteration of our culture and transformation strategy with key stakeholders, with a focus on how we lead strategic change across AT. We will seek input from the People and Culture Committee on our approach to revising this strategy at our next meeting on 15 June 2022.
24. Individual team Viewpoint culture survey results will be shared with leaders commencing from 23 May 2022.
25. People leaders will be introduced to the 'Culture Kōrero' in late May. The 'Culture Kōrero' is our new approach that will help leaders start having conversations about culture change in the context of a hybrid working environment.
26. From early June 2022, training for leaders new to AT or those wanting to refresh their knowledge about the OCI tool will be offered. On demand learning resources for all employees will also be available.
27. Throughout June, people leaders will be provided with a collection of resources that will help them to have confident conversations about their survey results and how to action plan.
28. The 'Culture Review and Discovery' programme will roll out from June onwards. This programme is designed to support leaders and their teams who require extra support (the need will be determined by a combination of culture survey results and other data points).

Te whakapiringa / Attachment

Attachment number	Description
1	Summary of Viewpoint Culture Survey Results 2022

Te pou whenua tuhinga / Document ownership

Submitted by	Brett Bishop People Experience Lead, Leadership, Culture, Diversity and Inclusion, High Performance	
Recommended by	Natasha Whiting Executive General Manager, Culture and Transformation	
Approved for submission	Shane Ellison Chief Executive	