The Resilient High Performance Culture

Stats NZ September 2018
The Story

- About Us
- Our Resilience Tested
- Building Resilience through the High Performance Culture
Our Vision
Unleashing the power of data to change lives

Our Purpose
Empowering decisions by adding value to New Zealand’s most important data

Our goal
To create a tenfold increase in value of the data provided to New Zealand by 2030

Strategic objectives
- We are the recognised leader of the New Zealand data system
- We are reliable and push boundaries
- People trust and participate in the data system
- We are a sustainable and efficient organisation
- We revolutionise our data, statistics, and insights to anticipate customer needs

Core offerings
- Insights
- Consultative approach
- Data services
- Statistics for critical decision-making

IDARE character
- Inquisitive
- Driven
- Agile
- Resilient
- Engaging

Roles
- Provider
- Enabler
- Steward
- Explorer
Christchurch 2011
6.3
185 Dead

Wellington 2013
6.9
No Fatalities
Statistics House in Wellington to be demolished

Statistics House on Wellington's waterfront, which was badly damaged in last November’s 7.8 magnitude earthquake, will be demolished.

November 2016
7.8
No Fatalities

October 2017
Impacts

• Lost our main servers
• Payroll
• No accommodation for around 500 staff
• Focus
Never let a good crisis go to waste

— Winston Churchill —
Three cornerstones
# The adaptive culture

<table>
<thead>
<tr>
<th>NON-ADAPTIVE</th>
<th>ADAPTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bureaucratic</td>
<td>Entrepreneurial</td>
</tr>
<tr>
<td>Reactive</td>
<td>Proactive</td>
</tr>
<tr>
<td>Risk Averse</td>
<td>Experimental and learning</td>
</tr>
<tr>
<td>Closed to new ideas</td>
<td>Attentive to new ideas</td>
</tr>
<tr>
<td>Information Poor</td>
<td>Informed and knowledgeable</td>
</tr>
<tr>
<td>Controlled (employees)</td>
<td>Empowered and enabled</td>
</tr>
<tr>
<td>Hard nosed business driven</td>
<td>Stakeholder conscious</td>
</tr>
</tbody>
</table>
The strategically appropriate culture

Our IDARE character is: Inquisitive, Driven, Agile, Resilient, Engaging
Our public sector foundation is: Fair, Impartial, Responsible, Trustworthy
The Stats way of working

*What makes us ‘us’ at Stats NZ*

**Unleashing the power of data to change lives**

**We push the boundaries**

Our IDARE character is:
- Inquisitive
- Driven
- Agile
- Resilient
- Engaging

**We’re reliable**

Our public service foundation is:
- Fair
- Impartial
- Responsible
- Trustworthy
Three cornerstones

Stats NZ Code of Conduct
SSC Code of Conduct
How we communicate about Culture

Stats way of working
  • Simply a colloquial term for our culture - how we (will) do things around here

We expect our staff to demonstrate:
  • Public sector standards of integrity - Code of Conduct e-learning module
  • IDARE behaviours – in every position description

Be reliable and push the boundaries
  • phrase developed last year by ELT to summarise our appropriate culture
  • used in ELT roadshows, back pocket messages given to managers
  • now also a strategic objective (people/culture) and used in annual planning
Our Journey

Developing and Managing Culture

Confusion

Clarity

Convergence

Cohesion

Align

Measure

Systematize

Desired

STAGES

STATEGIES

Current

Developing and Managing Culture

Our Journey

Building Resilience in Statistical Organisations - Oslo
September 2018
**STAGES OF CULTURAL DEVELOPMENT**

**CONFUSION:**
- People know why our desired culture is important
- People are aware of what the desired culture looks like and how we plan to get there

**CLARITY:**
- Job Families include behavioural expectations
- Behaviour and attitude are the key performance points
- Clear Employment Value Proposition, Attraction & Selection strategies

**CONVERGENCE:**
- HR policies and practices are aligned
- There is a high degree of consistency of behaviour across the organisation
- Collaboration across the organisation is a natural process
- Management processes reinforce key culture attributes

**COHESION – The Stats way is our system:**
- Leadership focus on reinforcing culture as the main role
- We operate in an ABW way and environment
- Coaching for performance is the new management culture
- Other organisations benchmark us

**COHERENCY**
- The Stats way is our system:
  - Leadership focus on reinforcing culture as the main role
  - We operate in an ABW way and environment
  - Coaching for performance is the new management culture
  - Other organisations benchmark us

**CONVERGE:**
- Activity-Based Working
- Employment Value Proposition
- Diversity and Inclusion Dashboard
- Employee recognition linked to behaviour

**CLARIFY and measure to understand how we’re going:**
- Ask Your Team/Leader’s IDARE survey
- Culture Conversations
- Exit surveys

**Overcome CONFUSION:**
- Redesign Intranet and Induction Tools
- Communicate Code of Conduct and behavioural expectations
- Internal Communications Strategy
- Conversations about culture
- Fit for change
- Build behaviour and expectations into employment documentation

**Tracking our progress**
‘People’ Initiatives year 1

• Wingspan
• Fit for Change
• Conversations about work@work
• Activity Based Working
• Coaching for Performance
• Shift the Employment Relations - Relationship
Sustaining The Stats way..

• Narrative – The Why?
• ABW – The Physical Environment
• ItaaS – The Virtual Environment
• HR – The People and Culture
Unleash your impact ... is an invitation for each person who works at Stats NZ to think about their ambitions and how they can achieve them at work.

Unleash the power of data ... is a statement of the organisation’s aspirations and an invitation to join in and contribute to the work of the whole organisation.

Organisation/collective

- workplace
- culture
- policies and processes
- tools and tech

Employee/individual

- values & beliefs
- motivations
- career
Simplified ...

Unleash the power of data

Unleash your impact
People strategy

Enabling the organisation to make the most of our most important asset - our people.
Gives us an employment value proposition

Organisation value proposition

Career opportunities

Vocational value proposition

Work-life balance

Professional development

Individual value proposition
How are we going?

- Stats NZ brand – Culture shift – Stats way
- Stewardship – Functional lead
- New Government
  > 100 Day Plan
  > Business environment
- Statistics Job Family review
Consistent Winners