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## New Zealand Police Workplace Survey 2017

### Auckland City

#### Summary of Findings

Monday, April 24 2017

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## 1. Executive Summary

The level of employee engagement within NZ Police remains at a similar level to 2016, with no significant differences in the Engagement Profile. There are two key areas to celebrate in this year's findings. These are having a highly committed and motivated workforce, with a working environment built on respect and integrity. NZ Police's areas of focus should be employee recognition, improved two-way communication, connecting employees with the vision and purpose, and reducing workplace stress. Employee Engagement has been maintained for Auckland City District and continues to outperform NZ Police overall. Of the areas, both Auckland Central and Auckland East continue to show very high levels of engagement, while Auckland CIB and Metro Operations show the lowest proportions of engaged staff. Engagement has remained consistent with 2016 across most areas, with the exception of a notable increase in Auckland DHQ and a significant decrease in Auckland West. Auckland District Ops Support has shown a notable decline in the proportion of engaged staff. While survey results are mostly consistent with 2016, four survey questions did decrease in their scores, however. Two of these revolved around communication (openness and honesty of communication at the District level and sense that NZ police is interested in the opinions of its staff). Scores also fell on the sense that NZ Police cares about staff well-being and that work related stress is acceptable.

### 1a. Response Rate

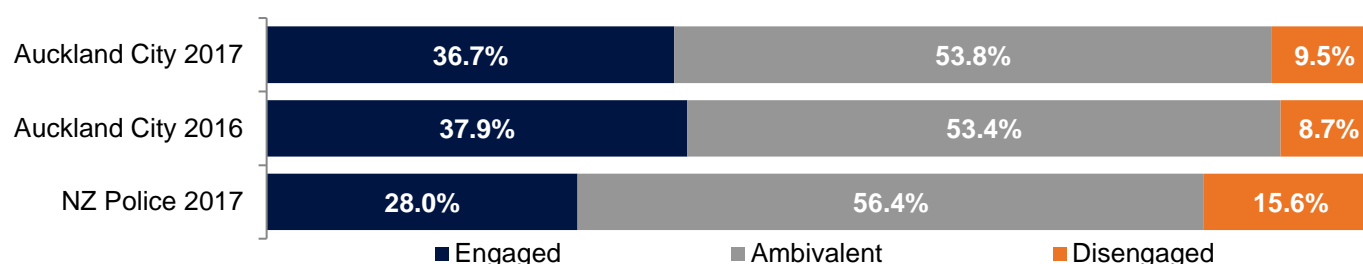
	Number of responses	Response rate
Auckland City 2017	558	59.2%
Auckland City 2016	689	70.4%
NZ Police 2017	7777	63.9%

558 people in Auckland City responded to this survey, so 5 points would be considered a meaningful difference.

### 1b. Key Measures

Engagement Index		Performance Index		Work Engagement Index	
<b>80.4%</b>		<b>71.0%</b>		<b>86.9%</b>	
Last survey	NZ Police	Last survey	NZ Police	Last survey	NZ Police
80.9%	72.1%	71.8%	63.2%	85.8%	82.5%

### 1c. Engagement Profile



### 1d. Strengths and opportunities for Auckland City

All six survey sections scored higher than for NZ Police overall indicating many areas of strength in the Auckland City District. The highest performing items compared to NZ Police are around perceptions of career development opportunities and that day to day decisions show there is focus on service quality. Whilst all engagement driver scores are significantly above NZ Police overall, three of the four areas that experienced a significant decrease from 2016 are also engagement drivers (open and honest communication, care of staff well-being and interest in staff views). This indicates that while good engagement practices are in place, a renewed focus is needed on these drivers to maintain engagement levels.

## 2. District and Area Engagement Profile

The **Engagement Profile** (distribution of engagement) shows the proportion of people who can be considered engaged, ambivalent or disengaged, and provides insight into the sorts of attitudes that can be expected from a group overall.

Auckland City District has higher levels of engagement than NZ Police overall and engagement levels have not significantly changed since 2016. The engagement profile for all Areas except Auckland CIB and Metro Operations is above that of NZ Police overall, with these two areas show comparable engagement profiles to NZ Police overall.

Area	2017 Engagement Profile			2016 Engagement Profile		
Auckland Central (n=79)	38.0%	58.2%	3.8%	40.2%	54.4%	5.4%
Auckland CIB (n=79)	21.5%	68.4%	10.1%	26.5%	63.9%	9.6%
Auckland DHQ (n=111)	36.9%	55.0%	8.1%	36.0%	52.8%	11.2%
Auckland District Ops Support (n=78)	44.9%	41.0%	14.1%	50.9%	38.7%	10.4%
Auckland East (n=94)	45.7%	50.0%	4.3%	44.5%	51.3%	4.2%
Auckland West (n=65)	38.5%	47.7%	13.8%	36.2%	57.1%	6.7%
Metro Operations (n=52)	26.9%	55.8%	17.3%	20.3%	62.8%	16.9%

■ Engaged ■ Ambivalent ■ Disengaged

## 3. Key Drivers of Engagement

Key drivers predict engagement; strong key driver performance relates to higher employee engagement. All of Auckland City District's scores on the engagement drivers are significantly above those of NZ Police overall. However, there have been some declines when compared to the 2016 results. Specifically, there have been notable decreases in perceptions around care for staff well-being, NZ Police being interested in the view of its staff, and communication at the District level being open and honest.

Key Driver Questions	Auckland City 2017	Auckland City 2016	NZ Police 2017
6.9: NZ Police is an enjoyable place to work	79.6	81.5	70.8
6.10: I feel I am working for an effective organisation	70.5	73.8	59.8
6.7: I feel a sense of belonging to my District or my Service Centre	70.8	72.4	61.8
4.4: I feel my contribution is valued in NZ Police	54.2	55.7	47.6
6.8: NZ Police cares about the well-being of its staff	56.7	63.5	51.2
6.5: NZ Police is interested in the views and opinions of its staff	44.6	52.4	38.7
6.4: There is a sense of 'common purpose' in NZ Police	70.6	70.7	59.5
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	60.3	63.9	46.6
6.2: Communication in my District or my Service Centre is open and honest	59.2	68.1	46.7
1.8: My job gives me a sense of personal achievement	82.0	80.3	75.3

Note: These are the Key Drivers for NZ Police 2015. Key drivers are those survey items most strongly correlated with engagement within NZ Police. Statistically significant positive differences between the District and the comparison data are shown in **green**, negative in **red**, and statistically similar scores are shown in **black**.

## 4. Engagement

Scores on both employee engagement and work engagement are comparable with 2016. Auckland City District is outperforming NZ Police overall on employee engagement whilst work engagement is comparable to NZ Police overall.

The **Engagement Index** measures organisational engagement, which refers to the level of connectedness an employee feels towards NZ Police as an organisation, expressed in their level of commitment, cognitive attachment and advocacy towards the organisation. The **Work Engagement Index** measures the sense of fulfilment, motivation and commitment people have towards their day-to-day work.

### 4a. Across the District

	Auckland City 2017	Auckland City 2016	NZ Police 2017
<b>Engagement Index</b>	<b>80.4</b>	<b>80.9</b>	<b>72.1</b>
7.1: Overall, I'm satisfied with my job	81.5	82.7	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	76.2	78.2	66.1
7.3: I take an active interest in what happens in NZ Police	85.2	85.7	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	82.1	81.7	73.0
7.5: I feel a sense of commitment to NZ Police	87.6	85.7	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	70.0	71.2	58.3
<b>Work Engagement Index</b>	<b>86.9</b>	<b>85.8</b>	<b>82.5</b>
1.8: My job gives me a sense of personal achievement	82.0	80.3	75.3
1.9: I am strongly committed to the work I do	91.0	89.8	88.6
1.10: I am motivated to do the best I can in my job everyday	87.8	87.3	83.6

### 4b. Across the Areas

	Auckland Central (n=79)	Auckland CIB (n=79)	Auckland DHQ (n=111)	Auckland District Ops Support (n=78)	Auckland East (n=94)	Auckland West (n=65)	Metro Operations (n=52)
<b>Engagement Index</b>	<b>85.7 (0.0)</b>	<b>78.7 (+0.2)</b>	<b>82.1 (+5.4)</b>	<b>78.8 (-3.4)</b>	<b>89.0 (+1.1)</b>	<b>74.9 (-7.0)</b>	<b>65.6 (-1.6)</b>
7.1: Overall, I'm satisfied with my job	89.9 (+4.0)	79.7 (-3.4)	81.1 (+3.5)	78.2 (+1.8)	88.3 (-4.1)	75.4 (-9.4)	73.1 (-3.2)
7.2: Overall, I would recommend NZ Police as a great place to work	83.5 (-0.2)	74.7 (-1.2)	78.4 (+4.0)	74.4 (-4.6)	87.2 (+2.3)	70.8 (-13.0)	51.9 (-4.0)
7.3: I take an active interest in what happens in NZ Police	84.8 (-3.2)	83.5 (+2.8)	89.1 (+2.7)	83.1 (-1.7)	94.7 (+3.9)	72.3 (-10.4)	82.4 (-2.3)
7.4: I feel inspired to go the extra mile to help NZ Police succeed	86.1 (+0.2)	84.8 (+5.3)	84.7 (+8.1)	79.5 (-5.3)	87.2 (-0.2)	75.4 (-8.4)	69.2 (+1.4)
7.5: I feel a sense of commitment to NZ Police	93.7 (+2.4)	86.1 (+2.0)	87.3 (+5.8)	85.9 (-3.7)	93.6 (+1.2)	87.7 (+2.0)	73.1 (+5.3)
7.6: NZ Police inspires me to do the best I can in my job every day	75.9 (-3.2)	63.3 (-4.2)	72.1 (+8.1)	71.8 (-6.5)	82.8 (+3.1)	67.7 (-2.8)	44.2 (-6.6)
<b>Work Engagement Index</b>	<b>90.9 (+2.2)</b>	<b>86.5 (-0.5)</b>	<b>86.1 (+5.6)</b>	<b>81.6 (+3.3)</b>	<b>92.2 (+1.5)</b>	<b>83.1 (-6.1)</b>	<b>86.5 (-2.2)</b>
1.8: My job gives me a sense of personal achievement	88.3 (+6.8)	84.8 (-0.6)	78.2 (+2.2)	75.6 (+8.6)	85.1 (-2.2)	75.4 (-4.6)	88.5 (-3.0)
1.9: I am strongly committed to the work I do	92.2 (-0.1)	87.3 (+0.6)	92.8 (+7.2)	85.9 (-0.9)	96.8 (+3.5)	89.2 (-5.0)	90.4 (+0.6)
1.10: I am motivated to do the best I can in my job everyday	92.3 (-0.1)	87.3 (-1.7)	87.4 (+7.4)	83.3 (+2.2)	94.7 (+3.1)	84.6 (-8.7)	80.8 (-3.9)

## 5. Section Summary

The section summary calculates the level of agreement to questions within each of the seven sections of the survey, and provides insight into employees' overall perceptions of the District as a place to work.

### 5a. Across the District

	Auckland City 2017	Auckland City 2016	NZ Police 2017
<b>Performance Index</b>	<b>71.0</b>	<b>71.8</b>	<b>63.2</b>
The Work I Do	73.8	74.0	67.6
Learning and Development	58.9	59.2	50.0
My Team	79.2	79.0	72.2
Performance Focus	56.7	58.2	48.5
Respect and Integrity	79.8	78.6	73.4
Vision and Purpose + Communication and Cooperation	67.3	70.6	58.3
Final Thoughts	80.4	80.9	72.1

Note: Section scores are calculated based on questions common across both years to ensure that comparisons are only being made for the same set of questions.

### 5b. Across the Areas

	Auckland Central (n=79)	Auckland CIB (n=79)	Auckland DHQ (n=111)	Auckland District Ops Support (n=78)	Auckland East (n=94)	Auckland West (n=65)	Metro Operations (n=52)
<b>Performance Index</b>	<b>75.7 (+0.5)</b>	<b>69.0 (-0.9)</b>	<b>72.6 (+2.1)</b>	<b>70.7 (+0.6)</b>	<b>75.3 (-2.7)</b>	<b>66.8 (-5.0)</b>	<b>61.0 (-2.1)</b>
The Work I Do	75.2 (+2.7)	73.0 (-2.6)	76.7 (+3.4)	75.4 (+6.0)	75.3 (-3.1)	65.7 (-9.1)	71.9 (-2.3)
Learning and Development	65.4 (-1.0)	56.0 (+1.8)	61.0 (+4.1)	46.3 (-6.3)	66.5 (-2.4)	60.4 (+0.5)	52.4 (+1.1)
My Team	88.2 (+5.1)	77.8 (+0.2)	75.9 (-0.2)	76.5 (+5.8)	82.2 (-6.7)	77.5 (-2.9)	75.5 (+2.6)
Performance Focus	57.9 (-5.4)	54.4 (+0.8)	62.5 (+3.5)	60.1 (-3.1)	59.6 (-1.1)	51.5 (-4.1)	42.4 (-3.2)
Respect and Integrity	89.9 (+8.2)	73.8 (-3.0)	80.8 (+2.3)	79.2 (+4.5)	86.0 (+1.2)	74.2 (-5.3)	67.9 (-1.2)
Vision and Purpose + Communication and Cooperation	71.5 (-3.4)	66.2 (-1.9)	68.4 (-1.1)	70.1 (-2.5)	71.6 (-5.1)	65.3 (-3.8)	51.0 (-6.1)
Final Thoughts	85.7 (0.0)	78.7 (+0.2)	82.1 (+5.4)	78.8 (-3.4)	89.0 (+1.1)	74.9 (-7.0)	65.6 (-1.6)

### 5c. Interpretation

The District's survey scores are generally higher than NZ Police overall. The Performance Index is a summary score across all survey content, and for Auckland City this Index outperforms NZ Police. Likewise, all six survey sections - plus 'Final Thoughts', which is the Employee Engagement measure – outperform NZ Police overall. This reinforces the high degree of positive sentiment that staff within Auckland City exhibit to the District and/or NZ Police. Overall, the positive sentiment has remained steady from 2016, although a number of declines can be seen in Auckland East (e.g. 'My Team') and Auckland West (e.g. 'The Work I Do').

## 6. Respect and Integrity reporting

Perceptions related to respect and integrity have remained consistent in Auckland City District since 2016. Compared to their colleagues in NZ Police generally, people in Auckland City District felt more confident about raising concerns around harassment and inappropriate conduct, and that these concerns would be dealt with appropriately.

Question		Auckland City 2017	Auckland City 2016	NZ Police 2017
5.1: Staff in my team respect employee diversity		89.6	88.5	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination		86.3	84.2	84.8
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal		76.1	74.1	68.1
5.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)		74.7	74.3	66.9
5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately		72.1	71.8	60.9
If you have witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months, do you believe it has been dealt with effectively?	Not applicable	84.1	85.3	82.5
	Yes	5.9	4.5	4.6
	No	10.0	10.2	13.0

## 7. Biggest differences

Only the regularity of performance feedback has increased significantly from the 2016 survey. Four survey questions fell from 2016, which included acceptable levels of workplace stress, open and honest communication at the District level, sense that NZ Police cares about staff well-being, and that the organisation is interested in the views and opinions of staff. Most survey questions score higher than NZ Police overall, and none score below the organisation overall.

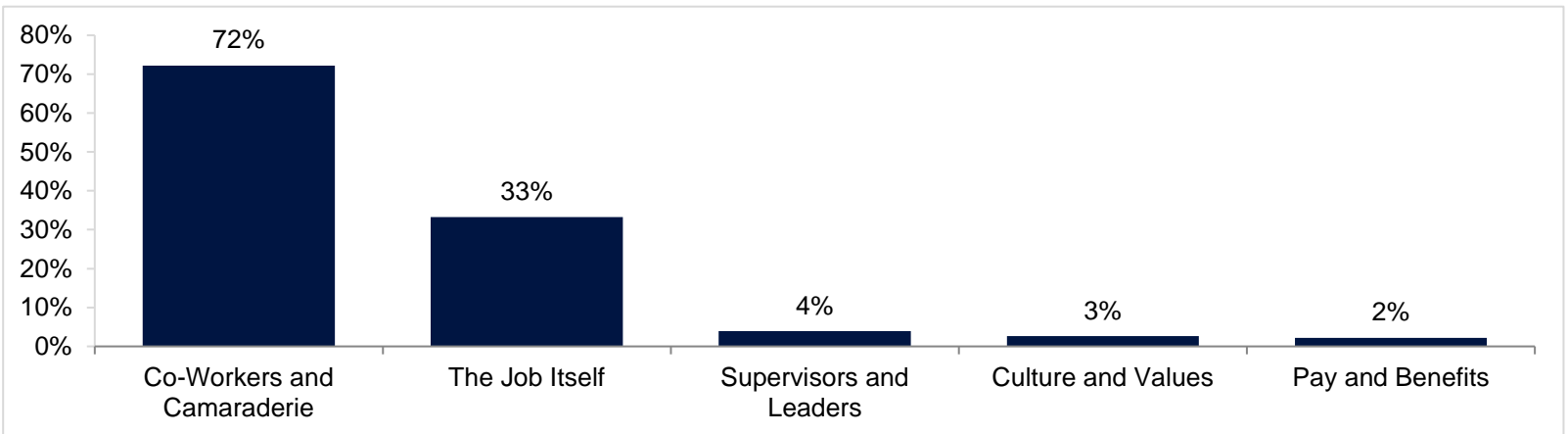
Top five positive changes since 2016	Auckland City 2017	Auckland City 2016	NZ Police 2017
3.7: I get regular feedback on my performance from my supervisor (formal/informal)	74.4	68.2	64.5
3.4: Poor performance is dealt with effectively in my team	62.4	60.0	53.4
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	86.3	84.2	84.8
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	76.1	74.1	68.1
7.5: I feel a sense of commitment to NZ Police	87.6	85.7	80.8

Top five negative changes since 2016	Auckland City 2017	Auckland City 2016	NZ Police 2017
6.2: Communication in my District or my Service Centre is open and honest	59.2	68.1	46.7
6.5: NZ Police is interested in the views and opinions of its staff	44.6	52.4	38.7
6.8: NZ Police cares about the well-being of its staff	56.7	63.5	51.2
1.6: The level of work-related stress I experience in my job is acceptable	50.5	55.8	43.6
4.1: NZ Police has appropriate ways of recognising outstanding achievement	47.8	51.5	40.7

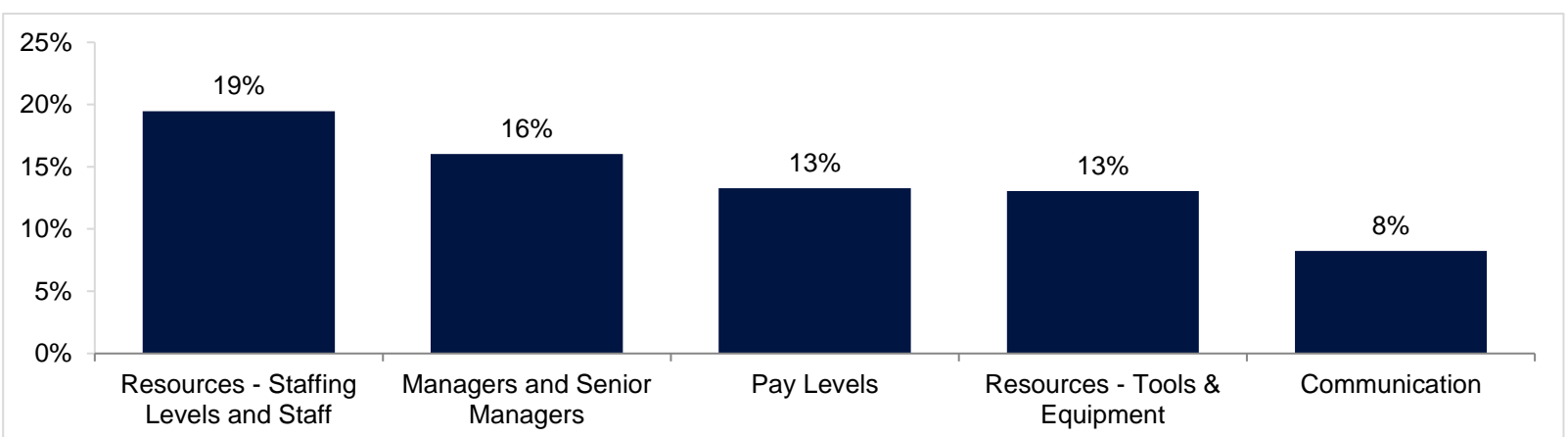
## 8. Comments Analysis

All employee comments to the two open-ended questions were analysed to provide further insight into the things people feel are working well and things that could be further improved. The graphs below summarise the top five key themes in response to each question. The bars represent the proportion of comments referring to each theme. Please note, any given comment may refer to more than one theme.

### 8a. The one thing, more than anything else, that makes NZ Police a great place to work is:



### 8b. The one thing, more than anything else, that needs to change within NZ Police to make it a great place to work is:





## Appendix 1: All Questions

Question	Auckland City 2017	Auckland City 2016	NZ Police 2017
<b>The Work I Do</b>	<b>73.8</b>	<b>74.0</b>	<b>67.6</b>
1.1: The responsibilities of my job are clearly defined	84.7	82.9	76.9
1.2: I know how my work contributes to the effectiveness of NZ Police	88.3	88.7	82.5
1.3: I understand how my performance is measured	57.8	59.5	53.5
1.4: My performance is fairly assessed	57.9	58.9	51.1
1.5: I am sufficiently involved in decisions that affect the way I do my job	59.0	57.3	48.3
1.6: The level of work-related stress I experience in my job is acceptable	50.5	55.8	43.6
1.7: The work I do makes good use of my knowledge and skills	79.1	79.8	72.8
1.8: My job gives me a sense of personal achievement	82.0	80.3	75.3
1.9: I am strongly committed to the work I do	91.0	89.8	88.6
1.10: I am motivated to do the best I can in my job everyday	87.8	87.3	83.6
<b>Learning and Development</b>	<b>58.9</b>	<b>59.2</b>	<b>50.0</b>
2.1: NZ Police provides adequate training for the work I do	47.9	48.5	43.4
2.2: I am encouraged to try new ways of doing things	56.4	55.7	50.0
2.3: There are learning and development opportunities for me in NZ Police	64.8	66.5	53.9
2.4: There are career development opportunities for me in NZ Police	66.5	66.2	52.7
<b>My Team</b>	<b>79.2</b>	<b>79.0</b>	<b>72.2</b>
3.1: People in my team conduct themselves in accordance with the values expected by NZ Police	88.3	90.1	85.2
3.2: I feel part of an effective team	83.6	86.0	77.9
3.3: People are held accountable for their performance in my team	72.4	73.1	64.1
3.4: Poor performance is dealt with effectively in my team	62.4	60.0	53.4
3.5: My supervisor behaves in a way that is consistent with the values of NZ Police	89.4	90.2	84.1
3.6: My supervisor communicates the goals and objectives of our team effectively	84.0	85.1	76.1
3.7: I get regular feedback on my performance from my supervisor (formal/informal)	74.4	68.2	64.5
<b>Performance Focus</b>	<b>56.7</b>	<b>58.2</b>	<b>48.5</b>
4.1: NZ Police has appropriate ways of recognising outstanding achievement	47.8	51.5	40.7
4.2: People here are appointed to positions based on merit	34.3	36.1	30.3
4.3: We celebrate success in NZ Police	56.6	55.9	48.1
4.4: I feel my contribution is valued in NZ Police	54.2	55.7	47.6
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	60.3	63.9	46.6
4.6: NZ Police expects high standards of performance from its people	89.6	89.3	84.5
4.7: NZ Police delivers on the promises it makes to its customers	54.3	54.8	42.0

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Question	Auckland City 2017	Auckland City 2016	NZ Police 2017
<b>Respect and Integrity</b>	<b>79.8</b>	<b>78.6</b>	<b>73.4</b>
5.1: Staff in my team respect employee diversity	89.6	88.5	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	86.3	84.2	84.8
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	76.1	74.1	68.1
5.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	74.7	74.3	66.9
5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	72.1	71.8	60.9
<b>Vision and Purpose + Communication and Cooperation</b>	<b>67.3</b>	<b>70.6</b>	<b>58.3</b>
6.1: NZ Police has a clear vision of where it's going and how it's going to get there	69.0	69.9	60.3
6.2: Communication in my District or my Service Centre is open and honest	59.2	68.1	46.7
6.3: I feel informed about NZ Police and its activities	66.9	69.7	55.2
6.4: There is a sense of 'common purpose' in NZ Police	70.6	70.7	59.5
6.5: NZ Police is interested in the views and opinions of its staff	44.6	52.4	38.7
6.6: Teams within NZ Police work well together	66.2	64.7	54.1
6.7: I feel a sense of belonging to my District or my Service Centre	70.8	72.4	61.8
6.8: NZ Police cares about the well-being of its staff	56.7	63.5	51.2
6.9: NZ Police is an enjoyable place to work	79.6	81.5	70.8
6.10: I feel I am working for an effective organisation	70.5	73.8	59.8
6.11: I intend to continue working at NZ Police for at least the next 12 months	86.7	90.1	83.0
<b>Final Thoughts</b>	<b>80.4</b>	<b>80.9</b>	<b>72.1</b>
7.1: Overall, I'm satisfied with my job	81.5	82.7	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	76.2	78.2	66.1
7.3: I take an active interest in what happens in NZ Police	85.2	85.7	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	82.1	81.7	73.0
7.5: I feel a sense of commitment to NZ Police	87.6	85.7	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	70.0	71.2	58.3

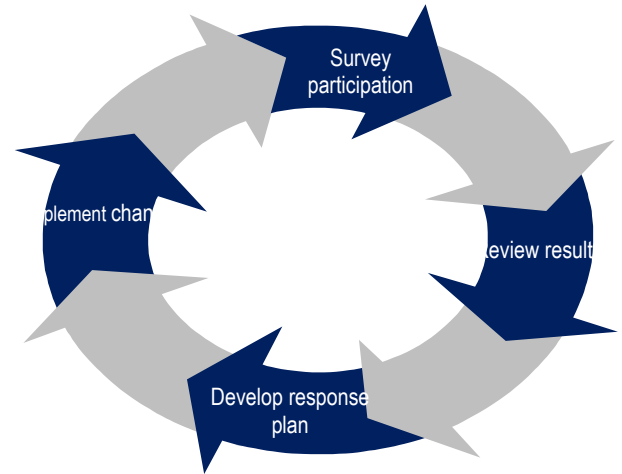
## Insight to Action: Next steps

Survey participation is just one step in the survey process.

The ultimate goal of any employee survey is to **act** on peoples' feedback.

This report highlights a number of strengths and opportunities for your group to act upon. The most effective post-survey change occurs when you **focus on just two to three things** and do them well.

In order to develop a response plan with just two to three focus areas, the following steps are suggested:



1. Take time to **understand** your results - discuss these with your manager, Organisational and Employee Development (O&ED) team representative, mentor or a senior person you trust and respect

2. Hold a **feedback and response planning discussion** with your team

- The survey results will not tell you why people responded the way they did. We suggest you have a team feedback discussion to share results, and listen to what people have to say to truly understand your results

3. With the group, **identify 2 to 3 areas for response planning**

- Discuss identified topics to brainstorm ideas for action
- Build upon areas of relative strength – you do not have to focus solely on areas performing less well
- Focus on areas your group can influence, are likely to have a big impact on your group, and drive business performance
- Develop a group action plan. Ensure this is a SMART action plan – Specific, Measurable, Achievable, Relevant, Timed milestones

4. **Implement** the group action plan

5. **Follow-up** with your people on a regular basis and monitor progress. The most effective teams are those that incorporate their survey action plans into their periodic team meetings and assign responsibility across the team. Don't treat the survey as a once a year event – build it into your everyday business activity.

**For further tips on how to drive actions using these results please visit the Intranet page.**

(Intranet pathway is: Districts & Groups > People > Our workgroups > Advisors - Organisational & Employee Development > [Workplace Survey](#))

*For further tips on how to drive actions using these results, please click here to visit the Intranet page.*

**Please note**, For a result to be considered 'statistically significant' in this report we have used the below rules of thumb, based on the size of the District or Service Centre:

- 0-49 people: 15%
- 50-99 people: 10%
- 100+ people: 5%