



New Zealand Police Workplace Survey 2017

Bay Of Plenty 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 declined significantly in Bay of Plenty District since 2016 and is significantly below NZ Police overall.

Bay of Plenty District has ground to make up across almost every survey area compared with NZ Police overall, with the majority of items scoring significantly below the rest of the organisation. Notable negative perceptions exist around the survey sections of 'Vision and Purpose + Communication and Cooperation' with the biggest drop in scores since 2016, and the biggest item gaps to NZ Police overall coming from this dimension. Specifically, the drops are from items related to care of staff well-being, and two way communication (being informed of NZ Police activities, open and honest communication at the District level and feeling that staff views are of interest to the organisation). Other areas of large declines relate to learning and development, as well as performance focus and management.

1a. Response Rate

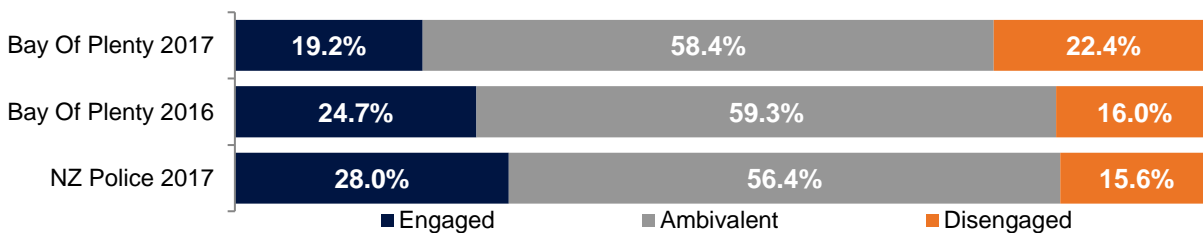
	Number of responses	Response rate
Bay Of Plenty 2017	474	62.7%
Bay Of Plenty 2016	540	70.8%
NZ Police 2017	7777	63.9%

474 people in Bay Of Plenty responded to this survey, so 5 points would be considered a meaningful difference.

1b. Key Measures

Engagement Index		Performance Index		Work Engagement Index	
64.0%		55.0%		79.1%	
Last survey	NZ Police	Last survey	NZ Police	Last survey	NZ Police
70.0%	72.1%	60.6%	63.2%	82.9%	82.5%

1c. Engagement Profile



1d. Strengths and opportunities for Bay Of Plenty

Although people's commitment and engagement with their work remain high, as is their intention to stay with NZ Police, there are opportunities to improve engagement level with the organisation as well as the general workplace climate.

Post survey efforts should focus on:

- (1) Strengthening a sense of staff care and involvement by keeping people informed of the activities in the District as well as NZ Police, demonstrating openness and transparency in messaging and showing that staff views are valued. Ensure actions to address staff concerns and well-being are visible.
- (2) Addressing the decreased perceptions around performance focus and organisational effectiveness. At an individual level, this involves clarifying how performance is measured, providing regular performance feedback and holding people accountable for performance. At the District level, this involves prioritisation of service quality and focusing on effective delivery of service outcomes.
- (3) Addressing declined perceptions related to learning and development. Ensure meaningful development conversations are happening, and encourage proactivity in seeking out development opportunities as well as new ways of doing things.

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.

The Bay of Plenty District has lower levels of engagement than NZ Police overall and engagement levels have significantly dropped since 2016. Each of the Area's engagement profiles is below NZ Police overall, except Bay of Plenty DHQ which is comparable.

Area	2017 Engagement Profile			2016 Engagement Profile		
Bay of Plenty DHQ (n=129)	24.0%	55.8%	20.2%	29.6%	56.3%	14.1%
Eastern Bay of Plenty (n=54)	22.2%	74.1%	3.7%	28.2%	57.7%	14.1%
Rotorua (n=73)	15.1%	67.1%	17.8%	17.9%	64.2%	17.9%
Taupo (n=77)	16.9%	53.2%	29.9%	22.6%	61.3%	16.1%
Western Bay of Plenty (n=141)	17.0%	53.2%	29.8%	24.3%	58.3%	17.4%

■ Engaged ■ Ambivalent ■ Disengaged

3. Key Drivers of Engagement

Key drivers predict engagement; strong key driver performance relates to higher employee engagement. There is some work to be done in Bay of Plenty District with scores on 6 of the 10 drivers significantly lower than in 2016, and scores on every driver significantly below that of NZ Police. Caring about the well-being of staff has experienced the biggest drop from 2016. Compared to NZ Police the biggest gap is NZ Police being interested in the views of its staff.

Key Driver Questions	Bay Of Plenty 2017	Bay Of Plenty 2016	NZ Police 2017
6.9: NZ Police is an enjoyable place to work	61.1	69.9	70.8
6.10: I feel I am working for an effective organisation	51.0	56.6	59.8
6.7: I feel a sense of belonging to my District or my Service Centre	47.5	55.9	61.8
4.4: I feel my contribution is valued in NZ Police	37.6	41.8	47.6
6.8: NZ Police cares about the well-being of its staff	37.2	49.3	51.2
6.5: NZ Police is interested in the views and opinions of its staff	22.4	30.1	38.7
6.4: There is a sense of 'common purpose' in NZ Police	47.8	51.9	59.5
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	36.8	41.5	46.6
6.2: Communication in my District or my Service Centre is open and honest	29.7	37.9	46.7
1.8: My job gives me a sense of personal achievement	70.0	73.3	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

Bay of Plenty District has decreased its scores on employee engagement since 2016 and is significantly lower than NZ Police overall. Work engagement is comparable with 2016 and NZ Police overall. Many of the Areas have experienced a significant drop in engagement since 2016 except Rotorua and Eastern Bay of Plenty which have remained consistent.

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

	Bay Of Plenty 2017	Bay Of Plenty 2016	NZ Police 2017
Engagement Index	64.0	70.0	72.1
7.1: Overall, I'm satisfied with my job	65.0	73.5	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	58.5	66.4	66.1
7.3: I take an active interest in what happens in NZ Police	75.5	76.2	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	63.7	69.1	73.0
7.5: I feel a sense of commitment to NZ Police	75.2	80.2	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	46.0	54.8	58.3
Work Engagement Index	79.1	82.9	82.5
1.8: My job gives me a sense of personal achievement	70.0	73.3	75.3
1.9: I am strongly committed to the work I do	87.0	90.0	88.6
1.10: I am motivated to do the best I can in my job everyday	80.1	85.3	83.6

4b. Across the Areas

	Bay of Plenty DHQ (n=129)	Eastern Bay of Plenty (n=54)	Rotorua (n=73)	Taupo (n=77)	Western Bay of Plenty (n=141)
Engagement Index	67.9 (-5.3)	76.8 (+5.6)	67.1 (-1.1)	59.1 (-8.6)	56.6 (-12.7)
7.1: Overall, I'm satisfied with my job	69.8 (-6.5)	77.8 (+4.2)	71.2 (-0.4)	58.4 (-10.4)	56.0 (-19.0)
7.2: Overall, I would recommend NZ Police as a great place to work	64.8 (-4.8)	73.6 (+3.2)	61.6 (-5.8)	51.9 (-10.5)	48.9 (-14.3)
7.3: I take an active interest in what happens in NZ Police	77.5 (-5.2)	79.6 (+5.3)	71.2 (+3.8)	75.3 (-2.1)	74.5 (-1.7)
7.4: I feel inspired to go the extra mile to help NZ Police succeed	69.8 (+0.2)	74.1 (+3.7)	68.5 (+0.1)	58.4 (-11.5)	54.6 (-13.2)
7.5: I feel a sense of commitment to NZ Police	75.0 (-7.2)	90.7 (+8.8)	81.9 (+1.0)	68.8 (-8.1)	69.5 (-9.7)
7.6: NZ Police inspires me to do the best I can in my job every day	50.4 (-8.1)	64.8 (+8.5)	47.9 (-5.8)	41.6 (-8.9)	36.2 (-18.0)
Work Engagement Index	81.3 (-3.8)	85.8 (+3.9)	83.5 (+0.7)	76.1 (-2.8)	73.7 (-10.2)
1.8: My job gives me a sense of personal achievement	71.9 (-2.2)	79.6 (+10.2)	78.1 (+5.5)	66.2 (-3.7)	62.4 (-14.8)
1.9: I am strongly committed to the work I do	88.3 (-5.0)	92.6 (+2.5)	90.3 (-2.3)	85.5 (+1.6)	83.0 (-6.0)
1.10: I am motivated to do the best I can in my job everyday	83.7 (-4.3)	85.2 (-0.9)	82.2 (-1.0)	76.6 (-6.2)	75.7 (-9.8)

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

	Bay Of Plenty 2017	Bay Of Plenty 2016	NZ Police 2017
Performance Index	55.0	60.6	63.2
The Work I Do	62.7	66.6	67.6
Learning and Development	39.8	45.7	50.0
My Team	66.6	71.3	72.2
Performance Focus	38.8	44.8	48.5
Respect and Integrity	65.1	70.1	73.4
Vision and Purpose + Communication and Cooperation	46.9	54.4	58.3
Final Thoughts	64.0	70.0	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

	Bay of Plenty DHQ (n=129)	Eastern Bay of Plenty (n=54)	Rotorua (n=73)	Taupo (n=77)	Western Bay of Plenty (n=141)
Performance Index	58.3 (-3.7)	60.5 (-0.8)	55.7 (-3.3)	51.9 (-6.7)	51.2 (-10.1)
The Work I Do	69.8 (-3.1)	68.3 (+2.8)	61.9 (+0.2)	58.0 (-7.1)	56.9 (-8.5)
Learning and Development	41.6 (-5.8)	42.3 (-3.5)	45.5 (-1.6)	40.4 (-5.6)	34.0 (-9.1)
My Team	65.2 (-3.2)	63.1 (-10.9)	70.5 (-1.4)	60.9 (-4.3)	70.3 (-5.9)
Performance Focus	42.2 (-3.8)	46.7 (+1.7)	37.9 (-6.0)	37.9 (-5.5)	33.7 (-11.5)
Respect and Integrity	63.4 (+0.1)	63.0 (-7.0)	65.6 (-1.2)	67.1 (-6.0)	66.2 (-10.3)
Vision and Purpose + Communication and Cooperation	52.2 (-4.4)	56.9 (+0.8)	44.8 (-9.0)	42.7 (-8.6)	41.5 (-12.3)
Final Thoughts	67.9 (-5.3)	76.8 (+5.6)	67.1 (-1.1)	59.1 (-8.6)	56.6 (-12.7)

5c. Interpretation

The District's Performance Index and section score is notably lower than 2016 and notably lower than NZ Police overall. 'The Work I do' section is the only section that is comparable with 2016 and with NZ Police overall. All Area's results are comparable to 2016 except Western Bay of Plenty which has experienced a significant decline since 2016 on all survey sections.

6. Respect and Integrity reporting

People in the Bay of Plenty feel they are less able to report concerns around harassment and inappropriate conduct, and are also less confident that concerns would be dealt with appropriately than in 2016. Scores on all respect and integrity items except one are below that of NZ Police Overall indicating further action is needed in this area.

Question	Bay Of Plenty 2017	Bay Of Plenty 2016	NZ Police 2017
5.1: Staff in my team respect employee diversity	79.9	84.2	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	84.6	84.7	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	57.5	63.3	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)	55.4	61.8	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	48.3	56.2	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	80.8	81.5
	Yes	4.2	5.2
	No	15.0	13.3

7. Biggest differences

Compared to 2016, no item has shown a significant increase. Three of the top five biggest declines came from the section 'Vision and Purpose + Communication and Cooperation'. People have significantly lower perceptions than in 2016 and compared to NZ Police overall around NZ Police caring about their wellbeing, feeling informed about NZ Police activities, NZ Police being an enjoyable place to work, clarity of performance measurement and learning opportunities.

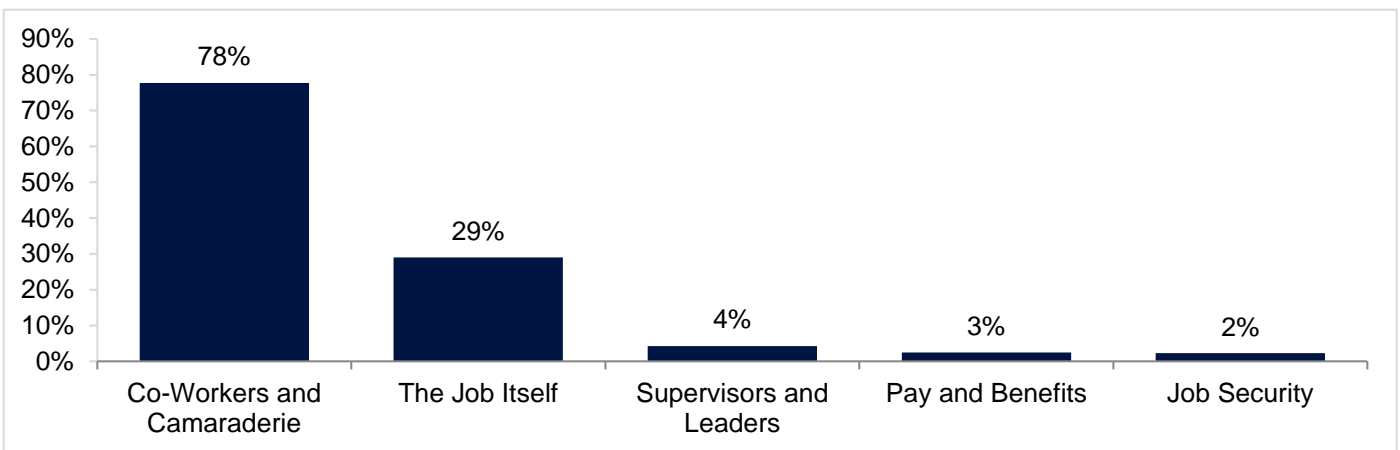
Top five positive changes since 2016	Bay Of Plenty 2017	Bay Of Plenty 2016	NZ Police 2017
2.1: NZ Police provides adequate training for the work I do	39.2	38.4	43.4
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	84.6	84.7	84.8
1.1: The responsibilities of my job are clearly defined	74.6	75.0	76.9
7.3: I take an active interest in what happens in NZ Police	75.5	76.2	81.1
3.5: My supervisor behaves in a way that is consistent with the values of NZ Police	79.7	80.7	84.1

Top five negative changes since 2016	Bay Of Plenty 2017	Bay Of Plenty 2016	NZ Police 2017
6.8: NZ Police cares about the well-being of its staff	37.2	49.3	51.2
6.3: I feel informed about NZ Police and its activities	39.2	50.1	55.2
2.3: There are learning and development opportunities for me in NZ Police	41.2	51.2	53.9
1.3: I understand how my performance is measured	47.5	57.1	53.5
6.9: NZ Police is an enjoyable place to work	61.1	69.9	70.8

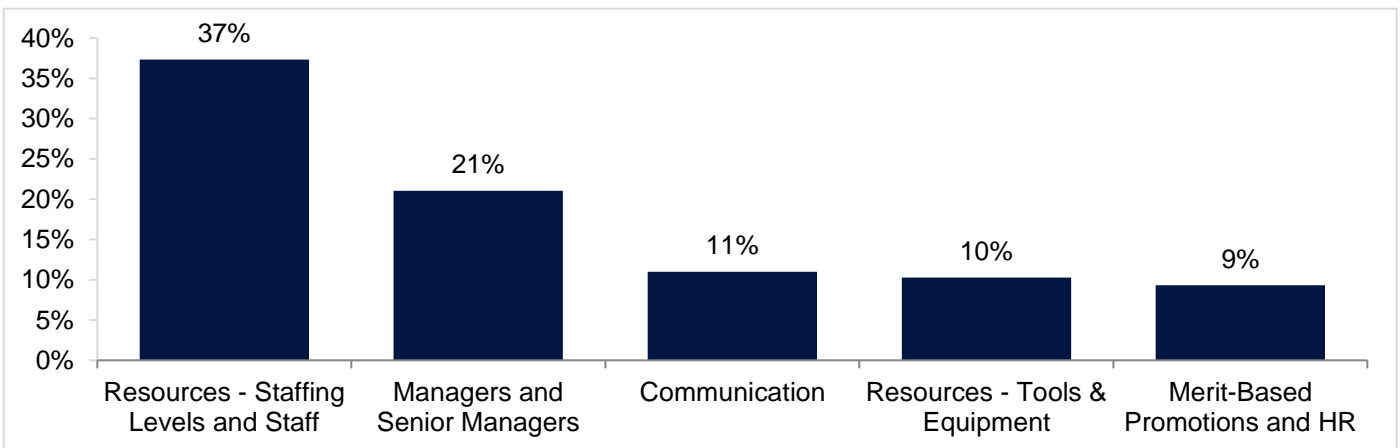
8. Comments Analysis

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	Bay Of Plenty 2017	Bay Of Plenty 2016	NZ Police 2017
The Work I Do	62.7	66.6	67.6
1.1: The responsibilities of my job are clearly defined	74.6	75.0	76.9
1.2: I know how my work contributes to the effectiveness of NZ Police	75.9	80.3	82.5
1.3: I understand how my performance is measured	47.5	57.1	53.5
1.4: My performance is fairly assessed	46.3	48.1	51.1
1.5: I am sufficiently involved in decisions that affect the way I do my job	42.3	46.4	48.3
1.6: The level of work-related stress I experience in my job is acceptable	37.4	38.8	43.6
1.7: The work I do makes good use of my knowledge and skills	65.5	71.6	72.8
1.8: My job gives me a sense of personal achievement	70.0	73.3	75.3
1.9: I am strongly committed to the work I do	87.0	90.0	88.6
1.10: I am motivated to do the best I can in my job everyday	80.1	85.3	83.6
Learning and Development	39.8	45.7	50.0
2.1: NZ Police provides adequate training for the work I do	39.2	38.4	43.4
2.2: I am encouraged to try new ways of doing things	38.1	45.3	50.0
2.3: There are learning and development opportunities for me in NZ Police	41.2	51.2	53.9
2.4: There are career development opportunities for me in NZ Police	40.9	48.1	52.7
My Team	66.6	71.3	72.2
3.1: People in my team conduct themselves in accordance with the values expected by NZ Police	79.7	84.4	85.2
3.2: I feel part of an effective team	74.2	78.4	77.9
3.3: People are held accountable for their performance in my team	56.0	63.9	64.1
3.4: Poor performance is dealt with effectively in my team	47.9	51.4	53.4
3.5: My supervisor behaves in a way that is consistent with the values of NZ Police	79.7	80.7	84.1
3.6: My supervisor communicates the goals and objectives of our team effectively	70.7	74.7	76.1
3.7: I get regular feedback on my performance from my supervisor (formal/informal)	57.6	65.6	64.5
Performance Focus	38.8	44.8	48.5
4.1: NZ Police has appropriate ways of recognising outstanding achievement	30.6	38.0	40.7
4.2: People here are appointed to positions based on merit	18.6	26.3	30.3
4.3: We celebrate success in NZ Police	37.0	43.1	48.1
4.4: I feel my contribution is valued in NZ Police	37.6	41.8	47.6
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	36.8	41.5	46.6
4.6: NZ Police expects high standards of performance from its people	81.2	85.8	84.5
4.7: NZ Police delivers on the promises it makes to its customers	29.9	37.2	42.0

Question	Bay Of Plenty 2017	Bay Of Plenty 2016	NZ Police 2017
Respect and Integrity	65.1	70.1	73.4
5.1: Staff in my team respect employee diversity	79.9	84.2	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	84.6	84.7	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	57.5	63.3	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)	55.4	61.8	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	48.3	56.2	60.9
Vision and Purpose + Communication and Cooperation	46.9	54.4	58.3
6.1: NZ Police has a clear vision of where it's going and how it's going to get there	50.2	56.6	60.3
6.2: Communication in my District or my Service Centre is open and honest	29.7	37.9	46.7
6.3: I feel informed about NZ Police and its activities	39.2	50.1	55.2
6.4: There is a sense of 'common purpose' in NZ Police	47.8	51.9	59.5
6.5: NZ Police is interested in the views and opinions of its staff	22.4	30.1	38.7
6.6: Teams within NZ Police work well together	48.5	53.9	54.1
6.7: I feel a sense of belonging to my District or my Service Centre	47.5	55.9	61.8
6.8: NZ Police cares about the well-being of its staff	37.2	49.3	51.2
6.9: NZ Police is an enjoyable place to work	61.1	69.9	70.8
6.10: I feel I am working for an effective organisation	51.0	56.6	59.8
6.11: I intend to continue working at NZ Police for at least the next 12 months	81.1	86.3	83.0
Final Thoughts	64.0	70.0	72.1
7.1: Overall, I'm satisfied with my job	65.0	73.5	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	58.5	66.4	66.1
7.3: I take an active interest in what happens in NZ Police	75.5	76.2	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	63.7	69.1	73.0
7.5: I feel a sense of commitment to NZ Police	75.2	80.2	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	46.0	54.8	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%