



New Zealand Police Workplace Survey 2017

Canterbury 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 remained stable for Canterbury District and is comparable to NZ Police overall.

Engagement levels for all areas within Canterbury have remained consistent with 2016. There have been notable improvements since 2016 in perceptions of open and honest communication and feeling informed about NZ Police activities, recognition of achievement and celebrating success, as well as a greater sense of 'common purpose' for the organisation. The biggest difference to NZ Police overall scores is around people in Canterbury reporting significantly less acceptable levels of work related stress than the organisational average, and lower perceptions of the adequacy of training.

1a. Response Rate

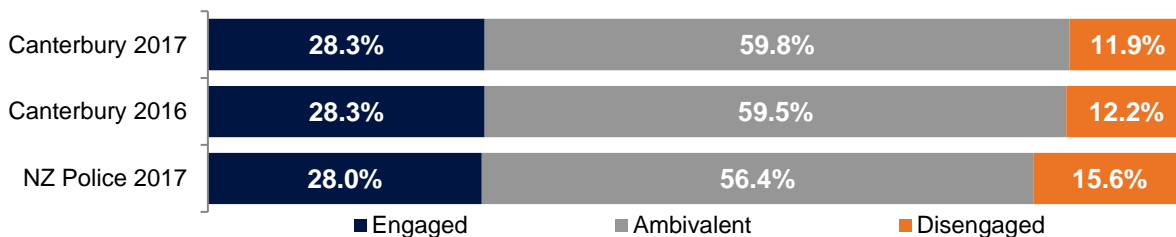
	Number of responses	Response rate
Canterbury 2017	556	56.0%
Canterbury 2016	640	63.4%
NZ Police 2017	7777	63.9%

556 people in Canterbury responded to this survey, so 5 points would be considered a meaningful difference.

1b. Key Measures

Engagement Index		Performance Index		Work Engagement Index	
75.5%		66.2%		85.5%	
Last survey	NZ Police	Last survey	NZ Police	Last survey	NZ Police
75.9%	72.1%	65.6%	63.2%	85.6%	82.5%

1c. Engagement Profile



1d. Strengths and opportunities for Canterbury

At the question level, the majority of survey items have remained consistent with 2016 and the majority are consistent with NZ Police. Most engagement driver scores, 8 of the 10, have remained steady since 2016. Scores for some of the most important engagement drivers (NZ Police being an enjoyable place to work, the sense of belonging, feeling that one's contribution is valued and well-being cared for) are significantly higher in the Canterbury District. This indicates that good engagement practices are in place and are being effectively applied. These practices should be maintained. Perceptions of fairness in performance assessment is the only area to significantly decrease from 2016, an area that could be followed up in post survey action planning. Only two areas significantly underperform relative to NZ Police overall - adequacy of training and work related stress. Post survey follow up is recommended in these areas to understand what is driving these perceptions.

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.

Canterbury District has comparable levels of engagement to NZ Police overall and engagement levels have not significantly changed since 2016. At the Area level the engagement profiles for Canterbury DHQ and Mid/South Canterbury are comparable to NZ Police overall and Central Area Canterbury is significantly higher.

Area	2017 Engagement Profile			2016 Engagement Profile		
Canterbury DHQ (n=276)	26.4%	58.7%	14.9%	26.0%	59.2%	14.8%
Central Area Canterbury (n=197)	33.7%	58.6%	7.7%	33.0%	59.7%	7.3%
Mid/South Canterbury (n=83)	21.7%	66.3%	12.0%	21.3%	60.0%	18.7%

■ Engaged ■ Ambivalent ■ Disengaged

3. Key Drivers of Engagement

Key drivers predict engagement; strong key driver performance relates to higher employee engagement. Scores on most engagement drivers are comparable with 2016 indicating that engagement is being sustained, and half the drivers score higher than NZ Police overall (particularly around open and honest communication, sense of belonging, feeling that one's contribution is valued and that NZ Police cares about the well-being of its people).

Key Driver Questions	Canterbury 2017	Canterbury 2016	NZ Police 2017
6.9: NZ Police is an enjoyable place to work	77.2	79.2	70.8
6.10: I feel I am working for an effective organisation	62.3	62.8	59.8
6.7: I feel a sense of belonging to my District or my Service Centre	67.5	66.6	61.8
4.4: I feel my contribution is valued in NZ Police	52.6	47.7	47.6
6.8: NZ Police cares about the well-being of its staff	57.9	55.0	51.2
6.5: NZ Police is interested in the views and opinions of its staff	40.7	38.4	38.7
6.4: There is a sense of 'common purpose' in NZ Police	62.2	55.3	59.5
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	49.5	46.1	46.6
6.2: Communication in my District or my Service Centre is open and honest	56.5	49.8	46.7
1.8: My job gives me a sense of personal achievement	78.2	78.7	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 engagement indices are comparable with NZ Police overall. People in Canterbury District have significantly higher levels of job satisfaction and are more willing to advocate NZ Police as a great place to work compared 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

	Canterbury 2017	Canterbury 2016	NZ Police 2017
Engagement Index	75.5	75.9	72.1
7.1: Overall, I'm satisfied with my job	79.0	78.4	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	72.3	70.7	66.1
7.3: I take an active interest in what happens in NZ Police	84.7	83.9	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	74.9	75.2	73.0
7.5: I feel a sense of commitment to NZ Police	83.8	84.7	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	58.4	62.3	58.3
Work Engagement Index	85.5	85.6	82.5
1.8: My job gives me a sense of personal achievement	78.2	78.7	75.3
1.9: I am strongly committed to the work I do	90.6	91.0	88.6
1.10: I am motivated to do the best I can in my job everyday	87.7	86.9	83.6

4b. Across the Areas

	Canterbury DHQ (n=276)	Central Area Canterbury (n=197)	Mid/South Canterbury (n=83)
Engagement Index	72.6 (-1.0)	81.6 (+1.4)	70.8 (+1.1)
7.1: Overall, I'm satisfied with my job	74.3 (+0.3)	86.8 (+1.7)	75.9 (+2.6)
7.2: Overall, I would recommend NZ Police as a great place to work	67.4 (+1.6)	80.7 (+1.9)	68.7 (+6.0)
7.3: I take an active interest in what happens in NZ Police	84.7 (+2.5)	87.3 (+1.5)	78.0 (-6.0)
7.4: I feel inspired to go the extra mile to help NZ Police succeed	73.2 (-2.8)	80.1 (+3.0)	68.3 (+3.0)
7.5: I feel a sense of commitment to NZ Police	79.3 (-5.2)	90.7 (+3.9)	83.1 (+4.7)
7.6: NZ Police inspires me to do the best I can in my job every day	56.7 (-2.7)	64.1 (-3.7)	50.6 (-4.1)
Work Engagement Index	81.9 (-1.6)	90.6 (+2.0)	85.5 (+2.5)
1.8: My job gives me a sense of personal achievement	72.7 (-3.1)	85.2 (+1.7)	79.5 (+6.2)
1.9: I am strongly committed to the work I do	87.3 (-1.7)	95.4 (+1.9)	90.4 (-0.1)
1.10: I am motivated to do the best I can in my job everyday	85.5 (-0.3)	91.3 (+2.5)	86.7 (+1.6)

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

	Canterbury 2017	Canterbury 2016	NZ Police 2017
Performance Index	66.2	65.6	63.2
The Work I Do	69.0	69.3	67.6
Learning and Development	49.7	50.2	50.0
My Team	76.3	77.2	72.2
Performance Focus	51.5	47.6	48.5
Respect and Integrity	76.7	78.7	73.4
Vision and Purpose + Communication and Cooperation	62.7	60.3	58.3
Final Thoughts	75.5	75.9	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

	Canterbury DHQ (n=276)	Central Area Canterbury (n=197)	Mid/South Canterbury (n=83)
Performance Index	64.9 (-0.4)	70.0 (+2.2)	61.5 (+2.7)
The Work I Do	68.2 (-2.4)	70.6 (+1.4)	67.9 (+3.3)
Learning and Development	51.3 (-0.4)	51.4 (+0.9)	40.5 (-2.8)
My Team	72.8 (-2.0)	80.7 (-1.5)	77.1 (+7.2)
Performance Focus	50.4 (+2.0)	57.2 (+8.5)	41.9 (+1.7)
Respect and Integrity	75.3 (-1.0)	79.8 (-2.9)	74.2 (+0.1)
Vision and Purpose + Communication and Cooperation	62.1 (+1.3)	66.6 (+4.3)	55.1 (+4.0)
Final Thoughts	72.6 (-1.0)	81.6 (+1.4)	70.8 (+1.1)

5c. Interpretation

The District's Performance Index and section scores overall are consistent with 2016 and overall are comparable with NZ Police. At the Area level, Mid/South Canterbury has made significant gains since 2016 in perceptions around 'My Team', and Central Area Canterbury has improved on 'Performance Focus'. Canterbury DHQ has remained consistent across all survey sections compared to 2016. Overall this indicates consistency across the District with some pockets of notable progress in performance. There is an opportunity to delve further at the Area level and share best practice amongst the District.

6. Respect and Integrity reporting

Perceptions related to respect and integrity have remained consistent in Canterbury District since 2016. People in the Canterbury District felt more able to raise concerns around harassment, and more confident that these concerns would be dealt with appropriately, compared to NZ Police overall.

Question	Canterbury 2017	Canterbury 2016	NZ Police 2017
5.1: Staff in my team respect employee diversity	85.8	87.3	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	85.2	86.0	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	73.6	77.0	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)	71.6	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	67.5	68.7	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	85.4	85.8
	Yes	4.9	4.2
	No	9.7	10.0

7. Biggest differences

The biggest gains made in Canterbury District are around celebrating successes and recognising achievements, feeling informed, having open and honest communication, and having a 'common purpose' in the organisation. Open and honest communication is now a key strength for Canterbury compared to NZ Police overall, an area to maintain given its impact on employee engagement. There was one notable decline around perceptions of fair performance assessment. In addition, work related stress is notably lower than NZ Police overall.

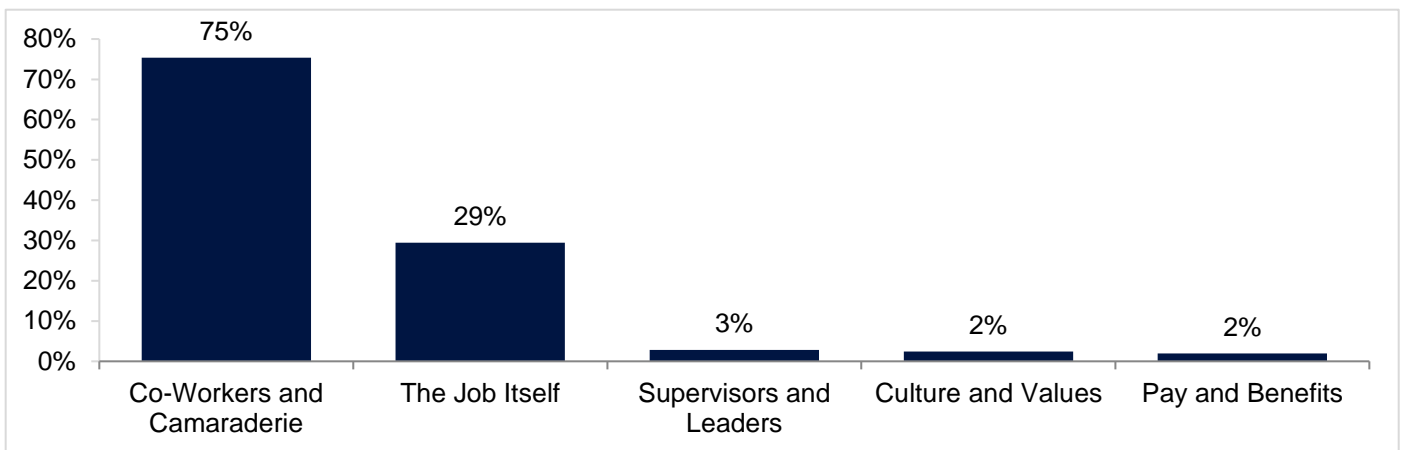
Top five positive changes since 2016	Canterbury 2017	Canterbury 2016	NZ Police 2017
4.3: We celebrate success in NZ Police	52.5	44.7	48.1
6.4: There is a sense of 'common purpose' in NZ Police	62.2	55.3	59.5
6.2: Communication in my District or my Service Centre is open and honest	56.5	49.8	46.7
4.1: NZ Police has appropriate ways of recognising outstanding achievement	44.1	38.1	40.7
6.3: I feel informed about NZ Police and its activities	59.0	53.3	55.2

Top five negative changes since 2016	Canterbury 2017	Canterbury 2016	NZ Police 2017
1.4: My performance is fairly assessed	49.8	54.9	51.1
1.6: The level of work-related stress I experience in my job is acceptable	38.3	42.5	43.6
3.7: I get regular feedback on my performance from my supervisor (formal/informal)	65.0	68.9	64.5
7.6: NZ Police inspires me to do the best I can in my job every day	58.4	62.3	58.3
2.4: There are career development opportunities for me in NZ Police	59.0	62.6	52.7

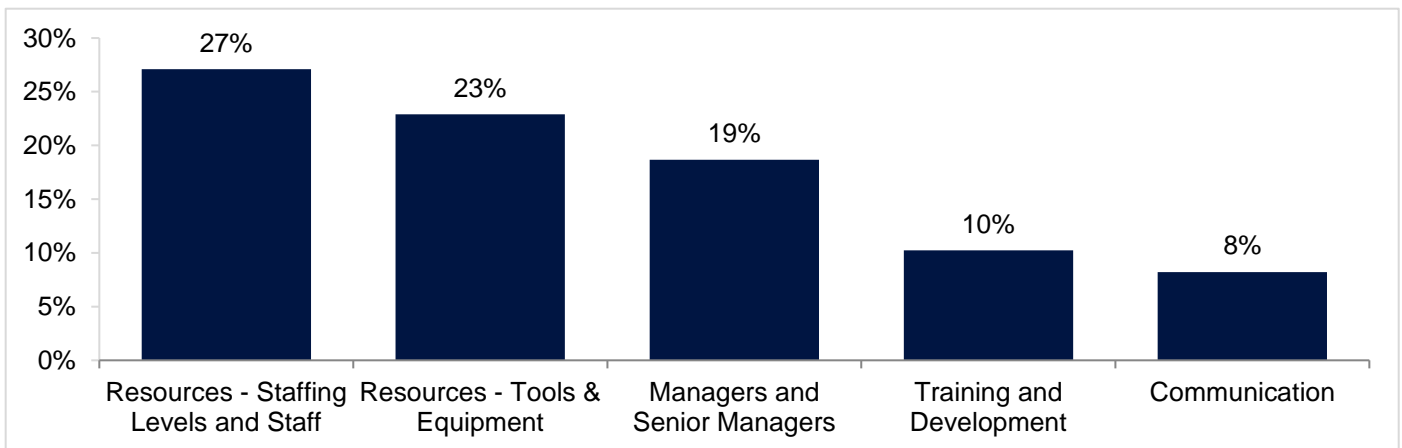
8. Comments Analysis

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	Canterbury 2017	Canterbury 2016	NZ Police 2017
The Work I Do	69.0	69.3	67.6
1.1: The responsibilities of my job are clearly defined	82.3	78.8	76.9
1.2: I know how my work contributes to the effectiveness of NZ Police	85.4	81.7	82.5
1.3: I understand how my performance is measured	56.2	57.4	53.5
1.4: My performance is fairly assessed	49.8	54.9	51.1
1.5: I am sufficiently involved in decisions that affect the way I do my job	44.8	45.2	48.3
1.6: The level of work-related stress I experience in my job is acceptable	38.3	42.5	43.6
1.7: The work I do makes good use of my knowledge and skills	76.5	76.1	72.8
1.8: My job gives me a sense of personal achievement	78.2	78.7	75.3
1.9: I am strongly committed to the work I do	90.6	91.0	88.6
1.10: I am motivated to do the best I can in my job everyday	87.7	86.9	83.6
Learning and Development	49.7	50.2	50.0
2.1: NZ Police provides adequate training for the work I do	35.3	30.9	43.4
2.2: I am encouraged to try new ways of doing things	47.1	48.2	50.0
2.3: There are learning and development opportunities for me in NZ Police	57.6	59.1	53.9
2.4: There are career development opportunities for me in NZ Police	59.0	62.6	52.7
My Team	76.3	77.2	72.2
3.1: People in my team conduct themselves in accordance with the values expected by NZ Police	88.8	87.2	85.2
3.2: I feel part of an effective team	83.5	83.1	77.9
3.3: People are held accountable for their performance in my team	68.6	70.8	64.1
3.4: Poor performance is dealt with effectively in my team	59.7	60.0	53.4
3.5: My supervisor behaves in a way that is consistent with the values of NZ Police	88.7	88.7	84.1
3.6: My supervisor communicates the goals and objectives of our team effectively	79.5	81.8	76.1
3.7: I get regular feedback on my performance from my supervisor (formal/informal)	65.0	68.9	64.5
Performance Focus	51.5	47.6	48.5
4.1: NZ Police has appropriate ways of recognising outstanding achievement	44.1	38.1	40.7
4.2: People here are appointed to positions based on merit	31.9	30.7	30.3
4.3: We celebrate success in NZ Police	52.5	44.7	48.1
4.4: I feel my contribution is valued in NZ Police	52.6	47.7	47.6
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	49.5	46.1	46.6
4.6: NZ Police expects high standards of performance from its people	88.8	87.5	84.5
4.7: NZ Police delivers on the promises it makes to its customers	41.2	38.2	42.0

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Question	Canterbury 2017	Canterbury 2016	NZ Police 2017
Respect and Integrity	76.7	78.7	73.4
5.1: Staff in my team respect employee diversity	85.8	87.3	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	85.2	86.0	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	73.6	77.0	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)	71.6	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	67.5	68.7	60.9
Vision and Purpose + Communication and Cooperation	62.7	60.3	58.3
6.1: NZ Police has a clear vision of where it's going and how it's going to get there	61.3	56.7	60.3
6.2: Communication in my District or my Service Centre is open and honest	56.5	49.8	46.7
6.3: I feel informed about NZ Police and its activities	59.0	53.3	55.2
6.4: There is a sense of 'common purpose' in NZ Police	62.2	55.3	59.5
6.5: NZ Police is interested in the views and opinions of its staff	40.7	38.4	38.7
6.6: Teams within NZ Police work well together	57.1	56.1	54.1
6.7: I feel a sense of belonging to my District or my Service Centre	67.5	66.6	61.8
6.8: NZ Police cares about the well-being of its staff	57.9	55.0	51.2
6.9: NZ Police is an enjoyable place to work	77.2	79.2	70.8
6.10: I feel I am working for an effective organisation	62.3	62.8	59.8
6.11: I intend to continue working at NZ Police for at least the next 12 months	87.5	89.8	83.0
Final Thoughts	75.5	75.9	72.1
7.1: Overall, I'm satisfied with my job	79.0	78.4	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	72.3	70.7	66.1
7.3: I take an active interest in what happens in NZ Police	84.7	83.9	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	74.9	75.2	73.0
7.5: I feel a sense of commitment to NZ Police	83.8	84.7	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	58.4	62.3	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%