



New Zealand Police Workplace Survey 2017

Central

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.

Central District's results are generally consistent with 2016, although improvements occurred for several individual items, related to training, top down communication, staff involvement and the sense of 'common purpose'. The District remains behind NZ Police overall on the key metrics, as well as all the survey sections. Across the Areas, Manawatu has experienced improvement in several areas, while a decline in engagement level is evident in Whanganui.

1a. Response Rate

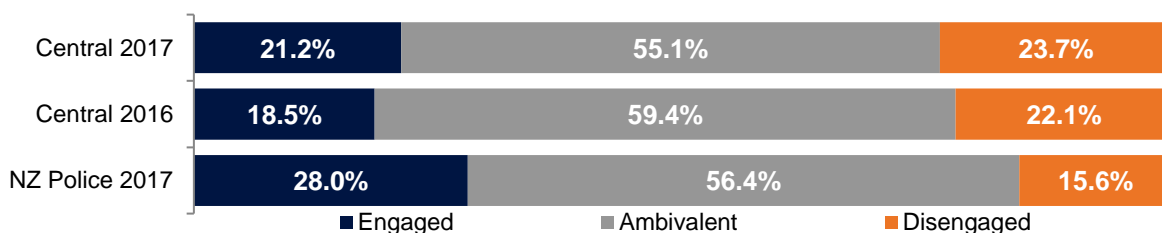
	Number of responses	Response rate
Central 2017	445	56.3%
Central 2016	536	69.3%
NZ Police 2017	7777	63.9%

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

1b. Key Measures

Engagement Index		Performance Index		Work Engagement Index	
62.9%		54.3%		77.6%	
Last survey	NZ Police	Last survey	NZ Police	Last survey	NZ Police
61.9%	72.1%	52.9%	63.2%	78.5%	82.5%

1c. Engagement Profile



1d. Strengths and opportunities for Central

The Central District's results are significantly behind NZ Police overall on all survey sections, with the biggest gap seen in 'Vision and Purpose + Communication and Cooperation'. The three items that scored the least favourably compared to NZ Police are all key drivers of engagement: sense of belonging, 'common purpose' and open and honest communication, although the latter two have shown a significant improvement. Post-survey, efforts should focus on the key drivers of engagement, particularly those with the largest gaps to NZ Police overall. Continue to foster a sense of belonging and common purpose, and encourage open two-way communication within the District. While remaining significantly below NZ Police overall, in 2017 Central District staff expressed more positive perceptions regarding involvement in decisions and the extent to which they are informed about important activities. Furthermore, 'Learning and Development' items around receiving adequate training and being encouraged to try new ways of doing things significantly improved. The Central District should leverage and build on improvements in these areas.

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.

While the Central District has maintained a fairly similar Engagement Profile since 2016, there has been a shift for the Manawatu and Whanganui areas. Manawatu now has the most favourable Engagement Profile, while the proportion of engaged employees in the Whanganui area has dropped.

Area	2017 Engagement Profile			2016 Engagement Profile		
Central District DHQ (n=133)	21.1%	52.6%	26.3%	19.7%	59.1%	21.2%
Manawatu (n=135)	26.9%	52.2%	20.9%	13.5%	61.2%	25.3%
Taranaki (n=95)	18.9%	55.8%	25.3%	16.5%	57.4%	26.1%
Whanganui (n=82)	14.8%	63.0%	22.2%	27.6%	59.1%	13.3%

■ Engaged ■ Ambivalent ■ Disengaged

3. Key Drivers of Engagement

Key drivers predict engagement; strong key driver performance relates to higher employee engagement. Scores for most key driver items remain similar to 2016, with significant increases on questions relating to a sense of common purpose in NZ Police and open and honest communication. As in 2016, views on all key driver questions are significantly less positive than NZ Police overall, with the biggest negative gaps once again pertaining to a sense of belonging in the District, and open and honest communication.

Key Driver Questions	Central 2017	Central 2016	NZ Police 2017
6.9: NZ Police is an enjoyable place to work	59.3	56.7	70.8
6.10: I feel I am working for an effective organisation	44.9	42.5	59.8
6.7: I feel a sense of belonging to my District or my Service Centre	42.1	40.9	61.8
4.4: I feel my contribution is valued in NZ Police	34.2	34.7	47.6
6.8: NZ Police cares about the well-being of its staff	37.8	33.1	51.2
6.5: NZ Police is interested in the views and opinions of its staff	25.1	21.8	38.7
6.4: There is a sense of 'common purpose' in NZ Police	43.9	38.5	59.5
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	35.5	31.1	46.6
6.2: Communication in my District or my Service Centre is open and honest	29.5	24.3	46.7
1.8: My job gives me a sense of personal achievement	68.2	70.0	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

Engagement levels in the Central District are consistent with 2016, however are significantly behind NZ Police overall. Whanganui has experienced a significant decline in engagement, while Manawatu has experienced a significant increase. Work Engagement levels are similar to 2016 for all areas, although are trending downward for Whanganui.

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

	Central 2017	Central 2016	NZ Police 2017
Engagement Index	62.9	61.9	72.1
7.1: Overall, I'm satisfied with my job	66.1	62.8	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	55.0	52.2	66.1
7.3: I take an active interest in what happens in NZ Police	77.6	77.0	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	62.2	61.7	73.0
7.5: I feel a sense of commitment to NZ Police	71.2	72.3	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	45.2	45.3	58.3
Work Engagement Index	77.6	78.5	82.5
1.8: My job gives me a sense of personal achievement	68.2	70.0	75.3
1.9: I am strongly committed to the work I do	87.3	85.3	88.6
1.10: I am motivated to do the best I can in my job everyday	77.3	80.2	83.6

4b. Across the Areas

	Central District DHQ (n=133)	Manawatu (n=135)	Taranaki (n=95)	Whanganui (n=82)
Engagement Index	61.7 (-1.5)	67.3 (+10.3)	58.1 (+0.4)	63.2 (-10.0)
7.1: Overall, I'm satisfied with my job	60.9 (+3.2)	70.9 (+9.1)	68.4 (+5.8)	64.2 (-7.2)
7.2: Overall, I would recommend NZ Police as a great place to work	54.9 (+0.9)	60.9 (+19.0)	47.4 (-4.8)	54.3 (-13.3)
7.3: I take an active interest in what happens in NZ Police	78.2 (-2.1)	81.3 (+11.6)	71.3 (-7.0)	77.8 (-6.0)
7.4: I feel inspired to go the extra mile to help NZ Police succeed	60.9 (-1.1)	67.2 (+7.6)	56.8 (+6.4)	62.5 (-14.6)
7.5: I feel a sense of commitment to NZ Police	68.4 (-5.3)	75.2 (+7.2)	67.0 (-0.8)	74.1 (-8.8)
7.6: NZ Police inspires me to do the best I can in my job every day	46.6 (-4.9)	48.5 (+7.5)	37.9 (+3.1)	46.3 (-9.9)
Work Engagement Index	74.1 (+0.3)	84.1 (+3.9)	77.5 (-0.4)	72.8 (-9.7)
1.8: My job gives me a sense of personal achievement	61.7 (-3.5)	76.1 (+4.6)	66.3 (-2.4)	68.3 (-6.9)
1.9: I am strongly committed to the work I do	85.0 (+2.6)	92.5 (+4.4)	86.2 (+3.7)	84.1 (-3.4)
1.10: I am motivated to do the best I can in my job everyday	75.8 (+2.1)	83.7 (+2.7)	80.0 (-2.6)	65.9 (-18.9)

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

	Central 2017	Central 2016	NZ Police 2017
Performance Index	54.3	52.9	63.2
The Work I Do	60.1	59.7	67.6
Learning and Development	42.4	38.4	50.0
My Team	67.1	66.3	72.2
Performance Focus	38.3	37.5	48.5
Respect and Integrity	66.0	65.8	73.4
Vision and Purpose + Communication and Cooperation	45.5	42.4	58.3
Final Thoughts	62.9	61.9	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

	Central District DHQ (n=133)	Manawatu (n=135)	Taranaki (n=95)	Whanganui (n=82)
Performance Index	53.1 (-0.6)	55.7 (+6.6)	52.0 (+1.4)	56.9 (-3.9)
The Work I Do	58.7 (-0.6)	63.1 (+3.7)	58.6 (+3.6)	59.2 (-6.7)
Learning and Development	40.6 (+2.1)	38.9 (+2.6)	40.5 (+3.8)	53.4 (+9.6)
My Team	61.7 (0.0)	70.5 (+4.4)	68.2 (+1.2)	68.9 (-2.9)
Performance Focus	37.5 (-1.7)	36.9 (+4.2)	36.4 (+2.1)	43.9 (-3.1)
Respect and Integrity	62.0 (-0.6)	67.7 (+6.1)	70.2 (+0.1)	64.8 (-7.6)
Vision and Purpose + Communication and Cooperation	48.1 (-0.9)	45.7 (+11.7)	38.1 (-0.7)	49.6 (-2.5)
Final Thoughts	61.7 (-1.5)	67.3 (+10.3)	58.1 (+0.4)	63.2 (-10.0)

5c. Interpretation

Survey section scores for Central District remain similar to 2016. The district has significantly lower scores than NZ Police overall on all survey sections, with the biggest gap seen on the 'Vision and Purpose + Communication and Cooperation' section. Manawatu has experienced significant improvements across several sections (e.g. 'Respect and Integrity' and 'Vision and Purpose + Communication and Cooperation'), while a downward trend is noticeable for Whanganui across all survey sections with the exception of 'Learning and Development'.

6. Respect and Integrity reporting

Scores remain consistent with 2016, although scores have trended upward for the item relating to knowing who to report concerns to. As in 2016, there is less agreement in the Central District on all questions that relate to the reporting of concerns when compared to NZ Police overall.

Question		Central 2017	Central 2016	NZ Police 2017
5.1: Staff in my team respect employee diversity		81.4	83.0	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination		78.8	75.7	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		60.7	59.7	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)		59.4	59.7	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		49.8	51.0	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	81.8	83.8	82.5
	Yes	3.8	2.2	4.6
	No	14.4	14.0	13.0

7. Biggest differences

Compared to 2016, significant positive changes have occurred in relation to receiving adequate training and being sufficiently involved and informed, being encouraged to try new things as well as the sense of 'common purpose'. However, the District continue to score much lower than NZ Police overall for these items. There were no significant downward shifts this year.

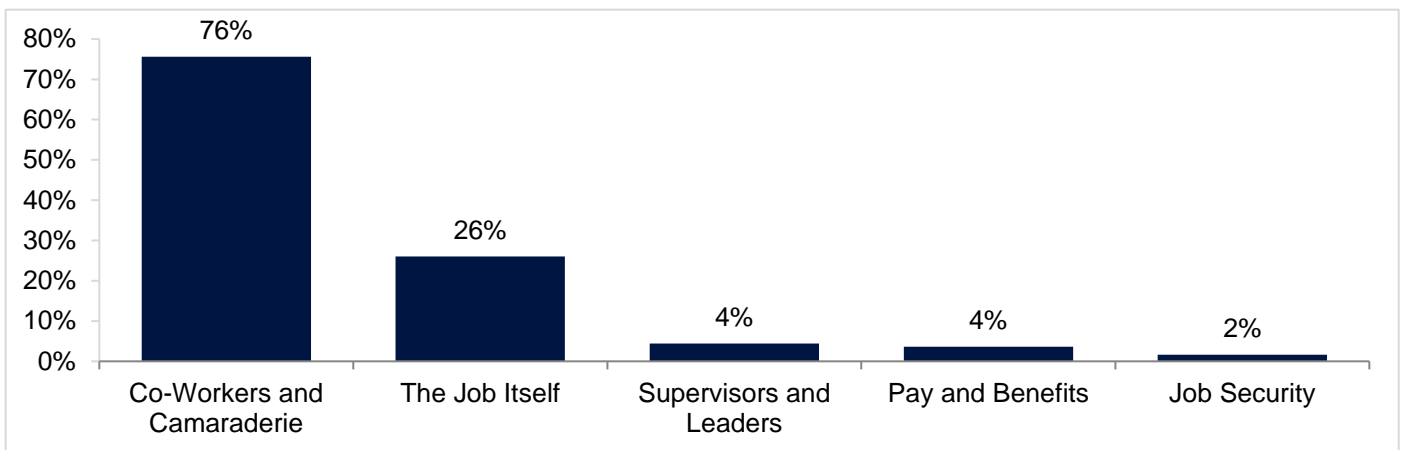
Top five positive changes since 2016	Central 2017	Central 2016	NZ Police 2017
2.1: NZ Police provides adequate training for the work I do	37.2	27.1	43.4
1.5: I am sufficiently involved in decisions that affect the way I do my job	42.2	34.8	48.3
6.3: I feel informed about NZ Police and its activities	40.4	33.1	55.2
2.2: I am encouraged to try new ways of doing things	44.5	37.6	50.0
6.4: There is a sense of 'common purpose' in NZ Police	43.9	38.5	59.5

Top five negative changes since 2016	Central 2017	Central 2016	NZ Police 2017
4.1: NZ Police has appropriate ways of recognising outstanding achievement	27.3	31.0	40.7
1.10: I am motivated to do the best I can in my job everyday	77.3	80.2	83.6
1.3: I understand how my performance is measured	41.5	43.3	53.5
1.8: My job gives me a sense of personal achievement	68.2	70.0	75.3
1.4: My performance is fairly assessed	38.9	40.6	51.1

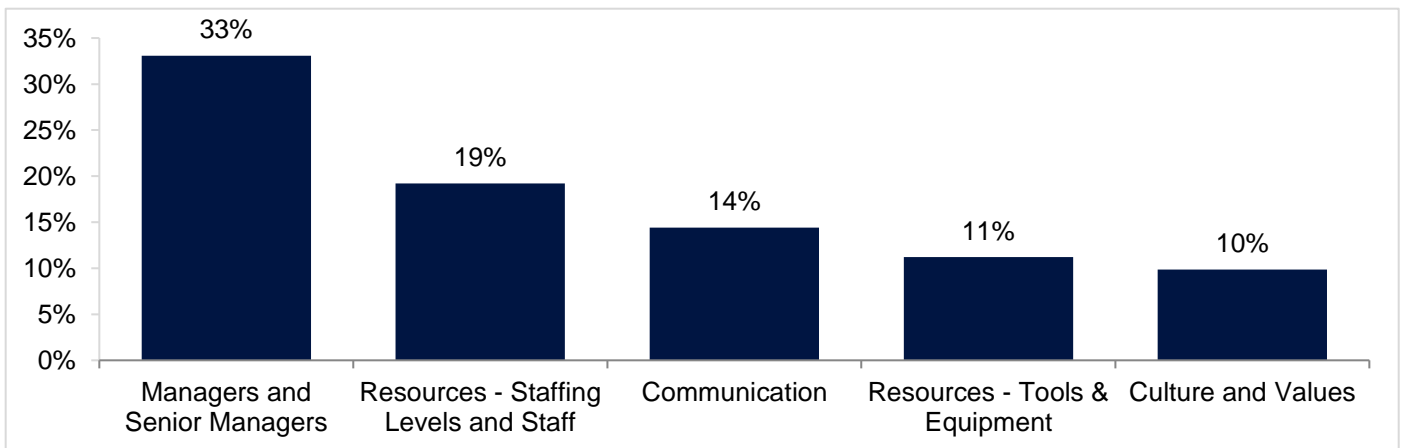
8. Comments Analysis

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	Central 2017	Central 2016	NZ Police 2017
The Work I Do	60.1	59.7	67.6
1.1: The responsibilities of my job are clearly defined	69.4	68.1	76.9
1.2: I know how my work contributes to the effectiveness of NZ Police	72.6	71.8	82.5
1.3: I understand how my performance is measured	41.5	43.3	53.5
1.4: My performance is fairly assessed	38.9	40.6	51.1
1.5: I am sufficiently involved in decisions that affect the way I do my job	42.2	34.8	48.3
1.6: The level of work-related stress I experience in my job is acceptable	36.2	34.9	43.6
1.7: The work I do makes good use of my knowledge and skills	67.3	67.9	72.8
1.8: My job gives me a sense of personal achievement	68.2	70.0	75.3
1.9: I am strongly committed to the work I do	87.3	85.3	88.6
1.10: I am motivated to do the best I can in my job everyday	77.3	80.2	83.6
Learning and Development	42.4	38.4	50.0
2.1: NZ Police provides adequate training for the work I do	37.2	27.1	43.4
2.2: I am encouraged to try new ways of doing things	44.5	37.6	50.0
2.3: There are learning and development opportunities for me in NZ Police	44.8	44.4	53.9
2.4: There are career development opportunities for me in NZ Police	43.1	44.5	52.7
My Team	67.1	66.3	72.2
3.1: People in my team conduct themselves in accordance with the values expected by NZ Police	83.0	82.5	85.2
3.2: I feel part of an effective team	71.1	72.7	77.9
3.3: People are held accountable for their performance in my team	57.5	57.0	64.1
3.4: Poor performance is dealt with effectively in my team	49.3	49.0	53.4
3.5: My supervisor behaves in a way that is consistent with the values of NZ Police	79.7	78.2	84.1
3.6: My supervisor communicates the goals and objectives of our team effectively	69.5	67.7	76.1
3.7: I get regular feedback on my performance from my supervisor (formal/informal)	59.7	57.1	64.5
Performance Focus	38.3	37.5	48.5
4.1: NZ Police has appropriate ways of recognising outstanding achievement	27.3	31.0	40.7
4.2: People here are appointed to positions based on merit	24.3	25.4	30.3
4.3: We celebrate success in NZ Police	35.4	32.5	48.1
4.4: I feel my contribution is valued in NZ Police	34.2	34.7	47.6
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	35.5	31.1	46.6
4.6: NZ Police expects high standards of performance from its people	80.4	79.4	84.5
4.7: NZ Police delivers on the promises it makes to its customers	30.6	28.4	42.0

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Question	Central 2017	Central 2016	NZ Police 2017
Respect and Integrity	66.0	65.8	73.4
5.1: Staff in my team respect employee diversity	81.4	83.0	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	78.8	75.7	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	60.7	59.7	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)	59.4	59.7	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	49.8	51.0	60.9
Vision and Purpose + Communication and Cooperation	45.5	42.4	58.3
6.1: NZ Police has a clear vision of where it's going and how it's going to get there	45.1	40.8	60.3
6.2: Communication in my District or my Service Centre is open and honest	29.5	24.3	46.7
6.3: I feel informed about NZ Police and its activities	40.4	33.1	55.2
6.4: There is a sense of 'common purpose' in NZ Police	43.9	38.5	59.5
6.5: NZ Police is interested in the views and opinions of its staff	25.1	21.8	38.7
6.6: Teams within NZ Police work well together	50.7	51.0	54.1
6.7: I feel a sense of belonging to my District or my Service Centre	42.1	40.9	61.8
6.8: NZ Police cares about the well-being of its staff	37.8	33.1	51.2
6.9: NZ Police is an enjoyable place to work	59.3	56.7	70.8
6.10: I feel I am working for an effective organisation	44.9	42.5	59.8
6.11: I intend to continue working at NZ Police for at least the next 12 months	81.9	83.6	83.0
Final Thoughts	62.9	61.9	72.1
7.1: Overall, I'm satisfied with my job	66.1	62.8	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	55.0	52.2	66.1
7.3: I take an active interest in what happens in NZ Police	77.6	77.0	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	62.2	61.7	73.0
7.5: I feel a sense of commitment to NZ Police	71.2	72.3	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	45.2	45.3	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%