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# **New Zealand Police Workplace Survey 2017**

## **Communications Centre**

### **Summary of Findings**

Monday, April 24 2017

# Table of Contents

	Page number
1. Executive Summary	3
1a. Response Rate	3
1b. Key Measures	3
1c. Engagement Profile	3
1d. Strengths and opportunities for Communications Centre	3
2. District and Area Engagement Profile	4
3. Key Drivers of Engagement	4
4. Engagement	5
4a. Across the District	5
4b. Across the Areas	5
5. Section Summary	6
5a. Across the District	6
5b. Across the Areas	6
5c. Interpretation	6
6. Respect and Integrity reporting	7
7. Biggest differences	7
8. Comments Analysis	8
8a. The one thing, more than anything else, that makes NZ Police a great place to work is:	8
8b. The one thing, more than anything else, that needs to change within NZ Police to make it a great place to work is:	8
Appendix 1: All Questions	9
Insight to Action: Next steps	11

## 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 remained relatively stable for Communications Centre, with a higher proportion of engaged staff and lower proportion of disengaged staff compared with NZ Police overall.

Although while there were no significant improvements in survey results, there was a significant decline in approximately one quarter of the survey questions. For example, compared with 2016, staff are less confident in the performance management process (e.g., holding staff accountable and dealing with poor performance), the effective communication of team goals and objectives, and the availability of feedback. They feel less confident in raising grievances without fear of reprisal and have less belief that their concerns will be dealt with appropriately. Overall, they are less confident in the effectiveness of their team.

### 1a. Response Rate

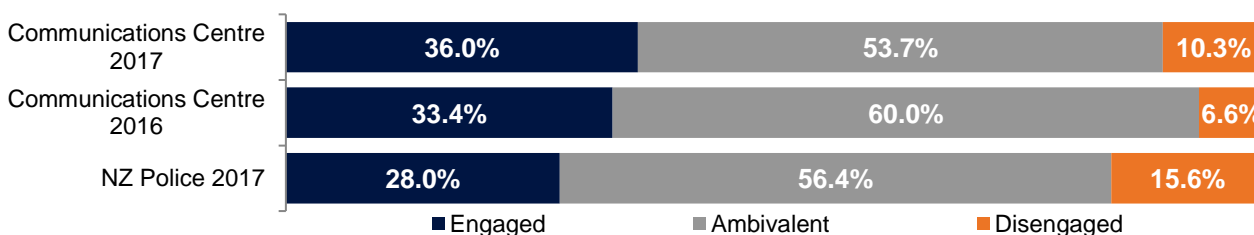
	Number of responses	Response rate
Communications Centre 2017	407	62.0%
Communications Centre 2016	458	72.2%
NZ Police 2017	7777	63.9%

407 people in Communications Centre responded to this survey, so 5 points would be considered a meaningful difference.

### 1b. Key Measures

Engagement Index		Performance Index		Work Engagement Index	
<b>79.5%</b>		<b>67.5%</b>		<b>84.2%</b>	
Last survey	NZ Police	Last survey	NZ Police	Last survey	NZ Police
82.1%	72.1%	70.6%	63.2%	87.9%	82.5%

### 1c. Engagement Profile



### 1d. Strengths and opportunities for Communications Centre

Compared with NZ Police overall, staff in Communications Centre report more satisfaction across a broad range of areas. Many of these are key drivers of engagement, such as a sense of common purpose, the focus on quality of service and feeling valued.

Based on a review of the results, it is recommended that Communications Centre:

- (1) Improve two-way communication. Less than half of the employees in Communications Centre agreed there is open and honest communication. Less people in 2017 believe NZ Police is interested in the views and opinions of its staff compared to 2016, and staff in Communications Centre are much less likely than NZ Police overall to believe they are sufficiently involved in decisions that affect the way they do their job.
- (2) Investigate the decline in confidence of performance management and comfort reporting inappropriate workplace behaviour.
- (3) Improve recognition. Staff were less likely to report that NZ has appropriate ways of recognising outstanding achievement in 2017 compared to 2016, and only approximately half of employees feel their contribution is valued.

## 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 Engagement Profile for Communications Centre overall is similar to 2016. However, there is a higher proportion of engaged staff and a lower proportion of disengaged staff at Communications Centre compared with NZ Police overall. At an area level, Nat Comm's Management Group has a greater proportion of engaged staff this year compared with last year. The other areas remain relatively stable, although Southern Comm's is trending upwards in the proportion of engaged staff this year compared with last year.

Area	2017 Engagement Profile			2016 Engagement Profile		
Central Comm's (n=88)	39.1%	48.3%	12.6%	47.1%	48.2%	4.7%
Nat Comm's M'ment Group (n=11)	54.5%	45.5%	0.0%	14.3%	85.7%	0.0%
Northern Comm's (n=225)	32.4%	55.6%	12.0%	31.3%	61.4%	7.3%
Southern Comm's (n=83)	39.8%	55.4%	4.8%	30.0%	63.0%	7.0%

■ Engaged ■ Ambivalent ■ Disengaged

## 3. Key Drivers of Engagement

Key drivers predict engagement; strong key driver performance relates to higher employee engagement. Communications Centre is performing higher than NZ Police overall in a number of key drivers. For example, compared with NZ Police overall, staff in Communications Centre are more likely to believe they are working for an effective organisation, that there is a sense of 'Common Purpose' in NZ Police and that decision making reflects service quality is a top priority for NZ Police. However, staff were less likely in 2017 to report that NZ Police is interested in the views and opinions of its staff compared with 2016.

Key Driver Questions	Communications Centre 2017	Communications Centre 2016	NZ Police 2017
6.9: NZ Police is an enjoyable place to work	77.4	76.3	70.8
6.10: I feel I am working for an effective organisation	72.8	74.1	59.8
6.7: I feel a sense of belonging to my District or my Service Centre	68.2	70.4	61.8
4.4: I feel my contribution is valued in NZ Police	52.6	56.1	47.6
6.8: NZ Police cares about the well-being of its staff	49.8	52.9	51.2
6.5: NZ Police is interested in the views and opinions of its staff	43.2	48.5	38.7
6.4: There is a sense of 'common purpose' in NZ Police	73.6	70.7	59.5
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	56.6	59.3	46.6
6.2: Communication in my District or my Service Centre is open and honest	49.9	52.9	46.7
1.8: My job gives me a sense of personal achievement	79.5	82.0	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

Overall, staff are generally as engaged as they were in 2016 and more than NZ Police overall. However, engagement levels are lower in Northern Comm's (recording a significant drop in Engagement Index compared to last year). Although there have not been other major shifts in engagement levels at the area level, Southern Comm's staff feel more inspired to go the extra mile, and Nat Comm's Management Group report greater job satisfaction and feel more inspired to do the best every day. Staff in Central Comm's report less interest in what happens in NZ Police.

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

	Communications Centre 2017	Communications Centre 2016	NZ Police 2017
<b>Engagement Index</b>	<b>79.5</b>	<b>82.1</b>	<b>72.1</b>
7.1: Overall, I'm satisfied with my job	72.4	77.9	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	70.5	75.1	66.1
7.3: I take an active interest in what happens in NZ Police	87.1	88.8	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	85.6	86.0	73.0
7.5: I feel a sense of commitment to NZ Police	89.0	89.9	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	72.4	74.8	58.3
<b>Work Engagement Index</b>	<b>84.2</b>	<b>87.9</b>	<b>82.5</b>
1.8: My job gives me a sense of personal achievement	79.5	82.0	75.3
1.9: I am strongly committed to the work I do	88.3	92.1	88.6
1.10: I am motivated to do the best I can in my job everyday	84.7	89.5	83.6

### 4b. Across the Areas

	Central Comm's (n=88)	Nat Comm's M'ment Group (n=11)	Northern Comm's (n=225)	Southern Comm's (n=83)
<b>Engagement Index</b>	<b>80.7 (-4.2)</b>	<b>84.8 (+6.2)</b>	<b>76.2 (-5.7)</b>	<b>86.7 (+6.0)</b>
7.1: Overall, I'm satisfied with my job	77.0 (+0.5)	81.8 (+17.5)	66.2 (-11.3)	83.1 (+1.1)
7.2: Overall, I would recommend NZ Police as a great place to work	72.4 (-1.7)	72.7 (-5.9)	68.2 (-8.5)	74.7 (+3.7)
7.3: I take an active interest in what happens in NZ Police	85.1 (-10.2)	100.0 (0.0)	85.3 (-2.3)	92.7 (+7.7)
7.4: I feel inspired to go the extra mile to help NZ Police succeed	82.8 (-6.5)	81.8 (-3.9)	83.9 (-2.5)	93.8 (+11.8)
7.5: I feel a sense of commitment to NZ Police	90.8 (-3.2)	100.0 (+14.3)	85.5 (-4.5)	95.2 (+8.2)
7.6: NZ Police inspires me to do the best I can in my job every day	75.9 (-4.1)	72.7 (+15.6)	68.0 (-5.3)	80.7 (+3.7)
<b>Work Engagement Index</b>	<b>86.6 (-4.8)</b>	<b>81.8 (+8.0)</b>	<b>81.7 (-4.1)</b>	<b>88.7 (-3.5)</b>
1.8: My job gives me a sense of personal achievement	85.1 (-4.3)	72.7 (+15.6)	76.3 (-2.5)	83.1 (-4.7)
1.9: I am strongly committed to the work I do	88.5 (-4.4)	81.8 (+3.2)	87.0 (-4.5)	92.7 (-2.2)
1.10: I am motivated to do the best I can in my job everyday	86.2 (-5.6)	90.9 (+5.2)	81.8 (-5.5)	90.2 (-3.7)

## 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

	Communications Centre 2017	Communications Centre 2016	NZ Police 2017
<b>Performance Index</b>	<b>67.5</b>	<b>70.6</b>	<b>63.2</b>
The Work I Do	72.7	75.8	67.6
Learning and Development	50.2	52.3	50.0
My Team	70.9	76.9	72.2
Performance Focus	55.7	58.7	48.5
Respect and Integrity	75.1	79.7	73.4
Vision and Purpose + Communication and Cooperation	64.5	65.8	58.3
Final Thoughts	79.5	82.1	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 Comm's (n=88)	Nat Comm's M'ment Group (n=11)	Northern Comm's (n=225)	Southern Comm's (n=83)
<b>Performance Index</b>	<b>66.8 (-5.2)</b>	<b>76.6 (+0.6)</b>	<b>65.2 (-4.9)</b>	<b>73.4 (+3.2)</b>
The Work I Do	74.0 (-5.2)	80.9 (+5.9)	69.7 (-4.3)	78.3 (+0.4)
Learning and Development	47.2 (-3.1)	65.9 (-2.0)	51.8 (-3.0)	47.1 (+1.6)
My Team	67.8 (-8.2)	77.5 (-4.1)	69.3 (-7.4)	77.7 (0.0)
Performance Focus	52.6 (-7.5)	66.2 (+1.1)	53.1 (-3.7)	64.7 (+3.1)
Respect and Integrity	69.0 (-4.0)	72.4 (-13.3)	76.1 (-4.9)	79.1 (-2.1)
Vision and Purpose + Communication and Cooperation	67.3 (-3.7)	80.2 (+2.9)	60.1 (-4.7)	71.5 (+9.3)
Final Thoughts	80.7 (-4.2)	84.8 (+6.2)	76.2 (-5.7)	86.7 (+6.0)

### 5c. Interpretation

Communications Centre outperforms NZ Police overall in 'The Work I Do', 'Performance Focus' and 'Vision and Purpose + Communication and Cooperation'. However, compared with 2016 Communications Centre is performing less well in 'My Team', particularly regarding performance management, feedback and the communication of team goals and objectives.

## 6. Respect and Integrity reporting

Compared with NZ Police overall, Communications Centre staff are more likely to know who to contact if needed to report grievances. However, compared with 2016 they are less confident that they could raise concerns without fear of reprisal or that their concerns would be dealt with appropriately.

Question	Communications Centre 2017	Communications Centre 2016	NZ Police 2017
5.1: Staff in my team respect employee diversity	89.3	89.7	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	89.9	91.7	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	67.4	73.0	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)	66.8	74.7	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	62.0	69.6	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	77.1	81.0
	Yes	6.4	4.8
	No	16.5	14.2

## 7. Biggest differences

There have been no significant improvements from 2016 for Communications Centre overall. Compared to 2016, staff are less confident in performance management – they are less confident that people are held accountable for their performance or that poor performance is dealt with effectively. They are also less confident in NZ Police's grievance procedures – there is less agreement they could raise concerns regarding inappropriate conduct in the workplace without fear of reprisal or that it would be dealt with appropriately.

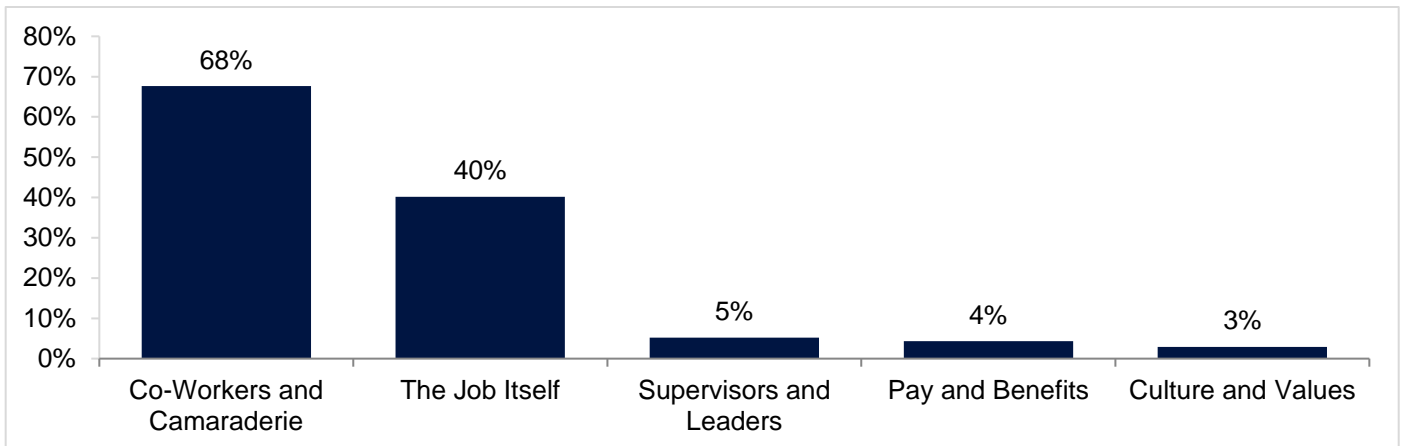
Top five positive changes since 2016	Communications Centre 2017	Communications Centre 2016	NZ Police 2017
6.4: There is a sense of 'common purpose' in NZ Police	73.6	70.7	59.5
6.9: NZ Police is an enjoyable place to work	77.4	76.3	70.8
6.1: NZ Police has a clear vision of where it's going and how it's going to get there	72.4	71.7	60.3
6.3: I feel informed about NZ Police and its activities	61.9	61.4	55.2
2.3: There are learning and development opportunities for me in NZ Police	52.7	52.6	53.9

Top five negative changes since 2016	Communications Centre 2017	Communications Centre 2016	NZ Police 2017
3.3: People are held accountable for their performance in my team	64.1	72.1	64.1
3.4: Poor performance is dealt with effectively in my team	51.5	59.5	53.4
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)	66.8	74.7	66.9
3.6: My supervisor communicates the goals and objectives of our team effectively	74.6	82.2	76.1
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	62.0	69.6	60.9

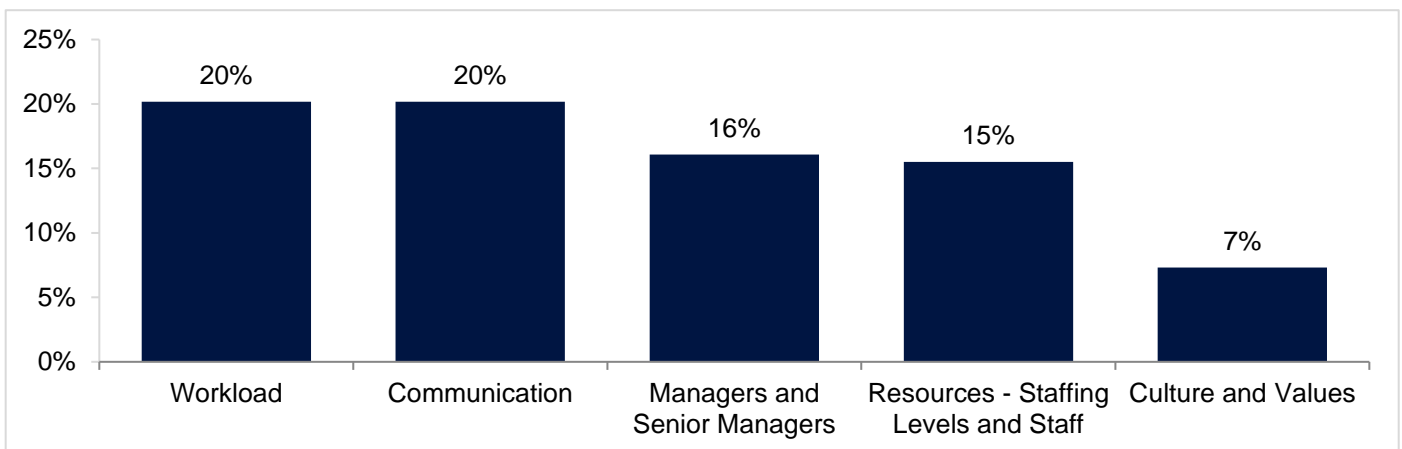
## 8. Comments Analysis

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	Communications Centre 2017	Communications Centre 2016	NZ Police 2017
<b>The Work I Do</b>	<b>72.7</b>	<b>75.8</b>	<b>67.6</b>
1.1: The responsibilities of my job are clearly defined	89.3	89.9	76.9
1.2: I know how my work contributes to the effectiveness of NZ Police	92.3	92.8	82.5
1.3: I understand how my performance is measured	77.5	82.3	53.5
1.4: My performance is fairly assessed	62.6	65.1	51.1
1.5: I am sufficiently involved in decisions that affect the way I do my job	32.8	37.9	48.3
1.6: The level of work-related stress I experience in my job is acceptable	44.2	47.4	43.6
1.7: The work I do makes good use of my knowledge and skills	75.7	79.4	72.8
1.8: My job gives me a sense of personal achievement	79.5	82.0	75.3
1.9: I am strongly committed to the work I do	88.3	92.1	88.6
1.10: I am motivated to do the best I can in my job everyday	84.7	89.5	83.6
<b>Learning and Development</b>	<b>50.2</b>	<b>52.3</b>	<b>50.0</b>
2.1: NZ Police provides adequate training for the work I do	56.4	60.3	43.4
2.2: I am encouraged to try new ways of doing things	39.6	42.2	50.0
2.3: There are learning and development opportunities for me in NZ Police	52.7	52.6	53.9
2.4: There are career development opportunities for me in NZ Police	52.2	54.1	52.7
<b>My Team</b>	<b>70.9</b>	<b>76.9</b>	<b>72.2</b>
3.1: People in my team conduct themselves in accordance with the values expected by NZ Police	80.4	85.3	85.2
3.2: I feel part of an effective team	75.7	82.2	77.9
3.3: People are held accountable for their performance in my team	64.1	72.1	64.1
3.4: Poor performance is dealt with effectively in my team	51.5	59.5	53.4
3.5: My supervisor behaves in a way that is consistent with the values of NZ Police	83.9	85.4	84.1
3.6: My supervisor communicates the goals and objectives of our team effectively	74.6	82.2	76.1
3.7: I get regular feedback on my performance from my supervisor (formal/informal)	66.1	71.8	64.5
<b>Performance Focus</b>	<b>55.7</b>	<b>58.7</b>	<b>48.5</b>
4.1: NZ Police has appropriate ways of recognising outstanding achievement	49.8	57.2	40.7
4.2: People here are appointed to positions based on merit	38.8	39.2	30.3
4.3: We celebrate success in NZ Police	54.6	56.2	48.1
4.4: I feel my contribution is valued in NZ Police	52.6	56.1	47.6
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	56.6	59.3	46.6
4.6: NZ Police expects high standards of performance from its people	90.1	91.5	84.5
4.7: NZ Police delivers on the promises it makes to its customers	47.7	51.4	42.0

Question	Communications Centre 2017	Communications Centre 2016	NZ Police 2017
<b>Respect and Integrity</b>	<b>75.1</b>	<b>79.7</b>	<b>73.4</b>
5.1: Staff in my team respect employee diversity	89.3	89.7	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	89.9	91.7	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	67.4	73.0	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)	66.8	74.7	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	62.0	69.6	60.9
<b>Vision and Purpose + Communication and Cooperation</b>	<b>64.5</b>	<b>65.8</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	72.4	71.7	60.3
6.2: Communication in my District or my Service Centre is open and honest	49.9	52.9	46.7
6.3: I feel informed about NZ Police and its activities	61.9	61.4	55.2
6.4: There is a sense of 'common purpose' in NZ Police	73.6	70.7	59.5
6.5: NZ Police is interested in the views and opinions of its staff	43.2	48.5	38.7
6.6: Teams within NZ Police work well together	58.6	59.5	54.1
6.7: I feel a sense of belonging to my District or my Service Centre	68.2	70.4	61.8
6.8: NZ Police cares about the well-being of its staff	49.8	52.9	51.2
6.9: NZ Police is an enjoyable place to work	77.4	76.3	70.8
6.10: I feel I am working for an effective organisation	72.8	74.1	59.8
6.11: I intend to continue working at NZ Police for at least the next 12 months	81.6	84.9	83.0
<b>Final Thoughts</b>	<b>79.5</b>	<b>82.1</b>	<b>72.1</b>
7.1: Overall, I'm satisfied with my job	72.4	77.9	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	70.5	75.1	66.1
7.3: I take an active interest in what happens in NZ Police	87.1	88.8	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	85.6	86.0	73.0
7.5: I feel a sense of commitment to NZ Police	89.0	89.9	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	72.4	74.8	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%