



New Zealand Police Workplace Survey 2017

Counties-Manukau 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 remains relatively stable for Counties-Manukau. However, at an area level, CM Central and CM West both show a lower proportion of engaged staff in 2017 compared with 2016. While there haven't been any improvements in survey results this year, there is less satisfaction with two-way communication, recognising outstanding staff achievements, delivering on the promises made to customers and feeling a sense of 'Common Purpose'.

1a. Response Rate

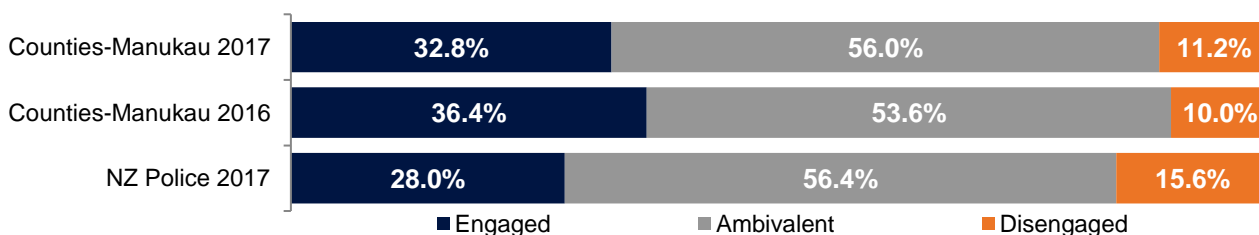
	Number of responses	Response rate
Counties-Manukau 2017	808	66.2%
Counties-Manukau 2016	902	74.9%
NZ Police 2017	7777	63.9%

808 people in Counties-Manukau responded to this survey, so 5 points would be considered a meaningful difference.

1b. Key Measures

Engagement Index		Performance Index		Work Engagement Index	
76.7%		68.3%		84.5%	
Last survey	NZ Police	Last survey	NZ Police	Last survey	NZ Police
79.7%	72.1%	70.1%	63.2%	84.2%	82.5%

1c. Engagement Profile



1d. Strengths and opportunities for Counties-Manukau

Compared with NZ Police overall, staff in Counties-Manukau are more satisfied with a range of workplace practices, particularly learning and career development opportunities, feeling a sense of belonging, confidence that NZ police has a clear vision, and the prioritisation and the quality of service delivery.

Based on a review of the results, it is recommended that Counties-Manukau:

- (1) Maintain two-way communication. Although performing higher than NZ Police overall, satisfaction with two-way communication (including open and honest communication and feeling NZ Police cares about the views and opinions of its staff) has declined in 2016. Only approximately half of staff agreed with these statements in 2017.
- (2) Continue to improve recognition. Only approximately half of Counties-Manukau staff feel their contribution is valued, while less than half feel NZ Police has appropriate ways of recognising outstanding performance (a decline from 2016).
- (3) Improve a sense of 'Common Purpose', which has declined from 2016. This might involve orienting staff around a focus on service quality. Staff were less likely this year to believe that NZ Police delivers on the promises it makes to customers.

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.

Counties-Manukau's Engagement Profile remains similar to last year and similar to NZ Police overall. At an area level, CM West has a lower proportion of engaged staff in 2017 compared to 2016, and a small decline in proportion of engaged staff is also seen in CM Central. The Engagement Profiles are similar between different areas, although CM South has the highest proportion of engaged staff.

Area	2017 Engagement Profile			2016 Engagement Profile		
CM Central (n=122)	32.8%	59.0%	8.2%	37.0%	58.4%	4.6%
CM East (n=97)	34.0%	56.7%	9.3%	38.1%	49.5%	12.4%
CM South (n=141)	40.4%	46.8%	12.8%	39.8%	48.8%	11.4%
CM West (n=137)	32.8%	60.6%	6.6%	37.9%	56.2%	5.9%
Counties-Manukau DHQ (n=311)	29.0%	56.8%	14.2%	33.0%	55.0%	12.0%

■ Engaged ■ Ambivalent ■ Disengaged

3. Key Drivers of Engagement

Key drivers predict engagement; strong key driver performance relates to higher employee engagement. Counties-Manukau is performing above NZ Police overall in most key drivers, such as feeling a sense of belonging and common purpose, two-way communication, feeling NZ Police is an enjoyable place to work, and the prioritisation of service quality. Despite performing above NZ Police overall in most areas, Counties-Manukau's performance has declined in some areas from 2016, specifically, two-way communication and the belief that there is a sense of 'Common Purpose'.

Key Driver Questions	Counties-Manukau 2017	Counties-Manukau 2016	NZ Police 2017
6.9: NZ Police is an enjoyable place to work	77.8	81.1	70.8
6.10: I feel I am working for an effective organisation	68.3	72.5	59.8
6.7: I feel a sense of belonging to my District or my Service Centre	74.5	76.0	61.8
4.4: I feel my contribution is valued in NZ Police	49.3	50.2	47.6
6.8: NZ Police cares about the well-being of its staff	54.9	58.2	51.2
6.5: NZ Police is interested in the views and opinions of its staff	45.5	51.2	38.7
6.4: There is a sense of 'common purpose' in NZ Police	66.8	71.9	59.5
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	56.3	60.6	46.6
6.2: Communication in my District or my Service Centre is open and honest	54.0	61.6	46.7
1.8: My job gives me a sense of personal achievement	78.4	78.3	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

Overall, engagement levels are similar to 2016 and NZ Police overall. At an area level CM Central and CM West have higher engagement levels than NZ Police overall. Within Counties-Manukau, there tends to be greater job satisfaction than NZ Police overall. Staff are also more likely to feel inspired to do the best job they can and recommend NZ Police as a great place to work, compared with 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

	Counties-Manukau 2017	Counties-Manukau 2016	NZ Police 2017
Engagement Index	76.7	79.7	72.1
7.1: Overall, I'm satisfied with my job	80.9	80.1	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	73.9	78.6	66.1
7.3: I take an active interest in what happens in NZ Police	81.3	83.8	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	75.1	78.9	73.0
7.5: I feel a sense of commitment to NZ Police	83.5	86.8	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	65.4	70.2	58.3
Work Engagement Index	84.5	84.2	82.5
1.8: My job gives me a sense of personal achievement	78.4	78.3	75.3
1.9: I am strongly committed to the work I do	90.5	89.2	88.6
1.10: I am motivated to do the best I can in my job everyday	84.8	85.2	83.6

4b. Across the Areas

	CM Central (n=122)	CM East (n=97)	CM South (n=141)	CM West (n=137)	Counties-Manukau DHQ (n=311)
Engagement Index	81.8 (-3.1)	78.1 (-2.8)	75.9 (-1.5)	81.5 (-2.0)	72.5 (-4.7)
7.1: Overall, I'm satisfied with my job	88.5 (+2.4)	81.4 (-0.9)	80.9 (+4.8)	86.0 (+1.0)	75.6 (-1.8)
7.2: Overall, I would recommend NZ Police as a great place to work	82.0 (-6.9)	70.1 (-11.3)	75.9 (-1.4)	79.6 (-3.4)	68.4 (-4.7)
7.3: I take an active interest in what happens in NZ Police	83.6 (-0.7)	84.5 (-1.3)	81.6 (+1.6)	80.3 (-6.6)	79.7 (-3.7)
7.4: I feel inspired to go the extra mile to help NZ Police succeed	77.9 (-6.2)	81.3 (+1.7)	70.7 (-6.0)	81.6 (-0.8)	71.3 (-5.2)
7.5: I feel a sense of commitment to NZ Police	86.1 (-4.6)	85.3 (-1.4)	80.9 (-4.8)	90.5 (+1.0)	80.0 (-4.9)
7.6: NZ Police inspires me to do the best I can in my job every day	73.0 (-2.0)	66.0 (-3.6)	65.2 (-3.6)	70.8 (-3.5)	59.9 (-7.9)
Work Engagement Index	90.7 (+2.1)	84.1 (+0.1)	84.4 (+0.5)	87.8 (+3.1)	80.9 (-2.0)
1.8: My job gives me a sense of personal achievement	89.3 (+2.3)	75.0 (-2.9)	79.4 (-0.1)	80.9 (-0.1)	73.6 (-0.2)
1.9: I am strongly committed to the work I do	93.4 (+0.9)	89.7 (+1.3)	91.5 (+1.7)	92.7 (+4.0)	88.1 (-0.2)
1.10: I am motivated to do the best I can in my job everyday	89.3 (+3.2)	87.6 (+1.8)	82.3 (-0.1)	89.8 (+5.6)	81.0 (-5.6)

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

	Counties- Manukau 2017	Counties- Manukau 2016	NZ Police 2017
Performance Index	68.3	70.1	63.2
The Work I Do	70.2	70.4	67.6
Learning and Development	58.9	57.8	50.0
My Team	77.0	78.1	72.2
Performance Focus	52.4	55.9	48.5
Respect and Integrity	77.1	76.9	73.4
Vision and Purpose + Communication and Cooperation	66.2	69.9	58.3
Final Thoughts	76.7	79.7	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

	CM Central (n=122)	CM East (n=97)	CM South (n=141)	CM West (n=137)	Counties- Manukau DHQ (n=311)
Performance Index	75.3 (-0.7)	69.9 (-1.0)	67.8 (-0.5)	68.8 (-4.2)	65.1 (-2.5)
The Work I Do	76.1 (+0.5)	70.5 (-1.3)	69.3 (+2.3)	68.7 (-1.9)	68.8 (-1.0)
Learning and Development	66.9 (+3.5)	60.8 (+1.1)	57.4 (-2.0)	60.2 (-1.5)	55.2 (+2.3)
My Team	85.4 (+0.3)	79.0 (-1.5)	77.8 (-1.4)	74.7 (-7.5)	73.7 (+1.0)
Performance Focus	59.4 (-1.7)	55.9 (+1.0)	52.0 (-1.2)	53.4 (-5.9)	48.3 (-6.0)
Respect and Integrity	81.4 (+1.1)	84.9 (+1.5)	78.2 (+2.4)	79.8 (-1.3)	71.3 (-1.2)
Vision and Purpose + Communication and Cooperation	75.1 (-3.0)	64.7 (-2.3)	64.8 (-2.1)	65.9 (-6.7)	63.8 (-4.8)
Final Thoughts	81.8 (-3.1)	78.1 (-2.8)	75.9 (-1.5)	81.5 (-2.0)	72.5 (-4.7)

5c. Interpretation

On average, Counties-Manukau is performing above NZ Police overall on a range of survey questions, especially those in 'Learning and Development' (particularly satisfaction with learning and career development opportunities) and 'Vision and Purpose + Communication and Cooperation' (in particular feeling a sense of belonging, feeling there is a clear vision and strategy, and feeling informed about NZ Police and its activities). Section scores remain similar to 2016, although at an area level CM West and Counties-Manukau DHQ declined in 'Performance Focus'. CM West also declined in 'My Team' and 'Vision and Purpose + Communication and Cooperation'.

6. Respect and Integrity reporting

Compared with NZ Police overall, Counties-Manukau staff are equally likely to feel they can raise concerns in the workplace without fear of reprisal, and that these concerns would be dealt with appropriately. There were no significant changes in the results around 'Respect and Integrity' from last year. However, only 2 out of 3 staff agree that if they raise a concern it would be dealt with appropriately.

Question	Counties-Manukau 2017	Counties-Manukau 2016	NZ Police 2017
5.1: Staff in my team respect employee diversity	90.7	89.8	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	88.1	84.6	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	72.0	70.8	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)	70.0	70.7	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	64.7	68.5	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	85.3	84.3
	Yes	5.2	5.4
	No	9.5	10.3

7. Biggest differences

There have been no significant improvements from 2016 for Counties-Manukau. There have been declines in some survey questions this year compared with last year. The biggest differences involve less satisfaction with two-way communication (including open and honest communication, and valuing employee opinions), recognising outstanding staff achievements, delivering on the promises made to customers and feeling a sense of 'Common Purpose'.

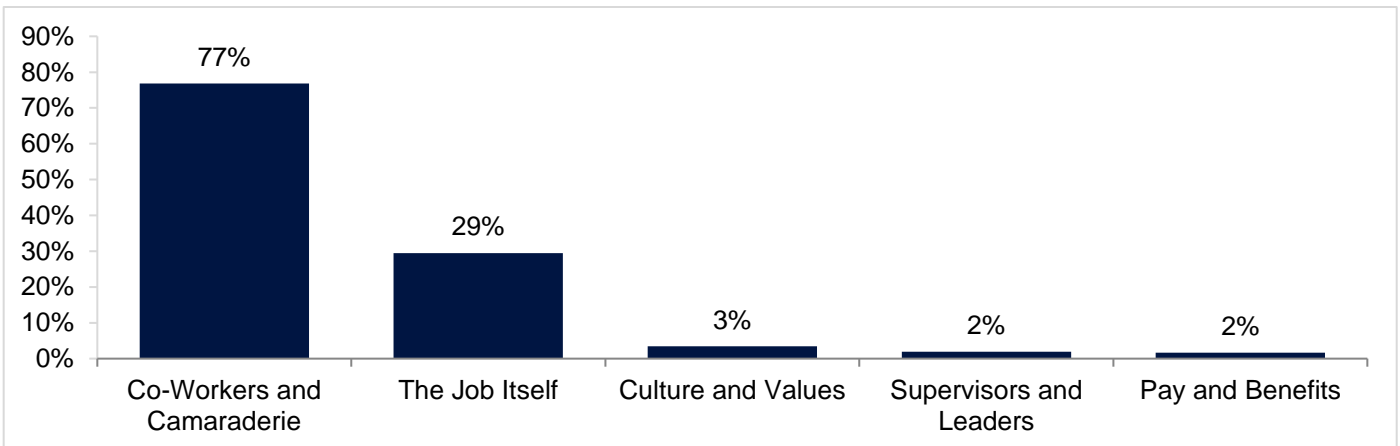
Top five positive changes since 2016	Counties-Manukau 2017	Counties-Manukau 2016	NZ Police 2017
3.7: I get regular feedback on my performance from my supervisor (formal/informal)	70.8	66.9	64.5
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	88.1	84.6	84.8
1.7: The work I do makes good use of my knowledge and skills	77.2	74.8	72.8
2.2: I am encouraged to try new ways of doing things	56.3	54.2	50.0
1.1: The responsibilities of my job are clearly defined	82.0	80.5	76.9

Top five negative changes since 2016	Counties-Manukau 2017	Counties-Manukau 2016	NZ Police 2017
6.2: Communication in my District or my Service Centre is open and honest	54.0	61.6	46.7
4.1: NZ Police has appropriate ways of recognising outstanding achievement	42.6	48.3	40.7
6.5: NZ Police is interested in the views and opinions of its staff	45.5	51.2	38.7
4.7: NZ Police delivers on the promises it makes to its customers	52.1	57.7	42.0
6.4: There is a sense of 'common purpose' in NZ Police	66.8	71.9	59.5

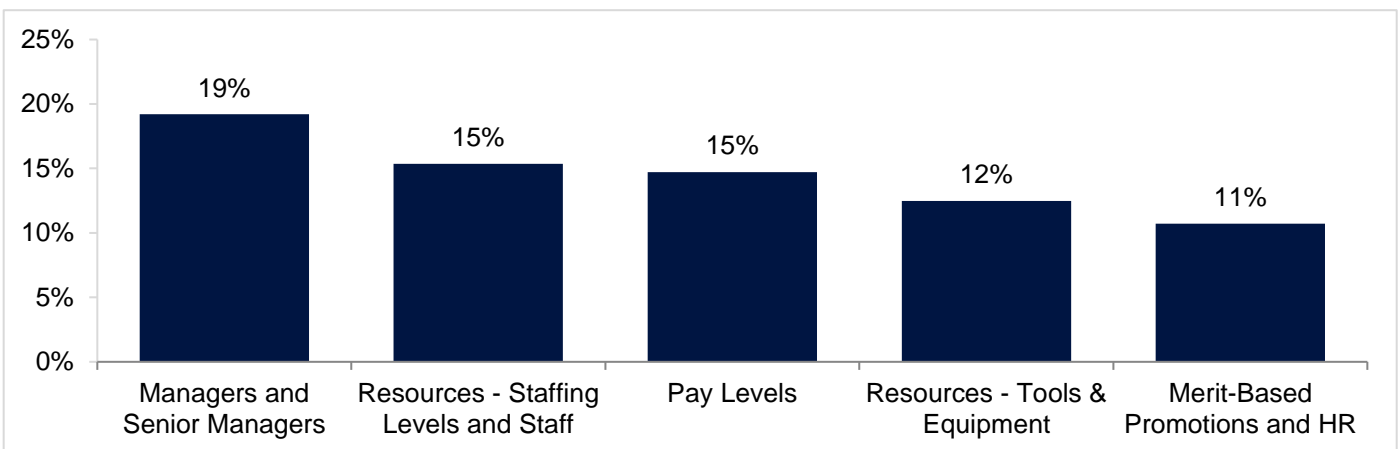
8. Comments Analysis

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	Counties- Manukau 2017	Counties- Manukau 2016	NZ Police 2017
The Work I Do	70.2	70.4	67.6
1.1: The responsibilities of my job are clearly defined	82.0	80.5	76.9
1.2: I know how my work contributes to the effectiveness of NZ Police	84.9	85.5	82.5
1.3: I understand how my performance is measured	55.1	56.4	53.5
1.4: My performance is fairly assessed	53.4	55.4	51.1
1.5: I am sufficiently involved in decisions that affect the way I do my job	52.5	52.0	48.3
1.6: The level of work-related stress I experience in my job is acceptable	42.9	46.7	43.6
1.7: The work I do makes good use of my knowledge and skills	77.2	74.8	72.8
1.8: My job gives me a sense of personal achievement	78.4	78.3	75.3
1.9: I am strongly committed to the work I do	90.5	89.2	88.6
1.10: I am motivated to do the best I can in my job everyday	84.8	85.2	83.6
Learning and Development	58.9	57.8	50.0
2.1: NZ Police provides adequate training for the work I do	46.8	46.4	43.4
2.2: I am encouraged to try new ways of doing things	56.3	54.2	50.0
2.3: There are learning and development opportunities for me in NZ Police	66.1	65.3	53.9
2.4: There are career development opportunities for me in NZ Police	66.4	65.5	52.7
My Team	77.0	78.1	72.2
3.1: People in my team conduct themselves in accordance with the values expected by NZ Police	87.0	90.1	85.2
3.2: I feel part of an effective team	84.1	84.9	77.9
3.3: People are held accountable for their performance in my team	68.8	72.0	64.1
3.4: Poor performance is dealt with effectively in my team	60.4	59.8	53.4
3.5: My supervisor behaves in a way that is consistent with the values of NZ Police	86.2	90.1	84.1
3.6: My supervisor communicates the goals and objectives of our team effectively	81.6	82.9	76.1
3.7: I get regular feedback on my performance from my supervisor (formal/informal)	70.8	66.9	64.5
Performance Focus	52.4	55.9	48.5
4.1: NZ Police has appropriate ways of recognising outstanding achievement	42.6	48.3	40.7
4.2: People here are appointed to positions based on merit	27.3	29.1	30.3
4.3: We celebrate success in NZ Police	53.4	56.4	48.1
4.4: I feel my contribution is valued in NZ Police	49.3	50.2	47.6
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	56.3	60.6	46.6
4.6: NZ Police expects high standards of performance from its people	85.9	88.7	84.5
4.7: NZ Police delivers on the promises it makes to its customers	52.1	57.7	42.0

Question	Counties- Manukau 2017	Counties- Manukau 2016	NZ Police 2017
Respect and Integrity	77.1	76.9	73.4
5.1: Staff in my team respect employee diversity	90.7	89.8	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	88.1	84.6	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	72.0	70.8	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)	70.0	70.7	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	64.7	68.5	60.9
Vision and Purpose + Communication and Cooperation	66.2	69.9	58.3
6.1: NZ Police has a clear vision of where it's going and how it's going to get there	71.4	74.1	60.3
6.2: Communication in my District or my Service Centre is open and honest	54.0	61.6	46.7
6.3: I feel informed about NZ Police and its activities	64.5	69.1	55.2
6.4: There is a sense of 'common purpose' in NZ Police	66.8	71.9	59.5
6.5: NZ Police is interested in the views and opinions of its staff	45.5	51.2	38.7
6.6: Teams within NZ Police work well together	60.9	62.2	54.1
6.7: I feel a sense of belonging to my District or my Service Centre	74.5	76.0	61.8
6.8: NZ Police cares about the well-being of its staff	54.9	58.2	51.2
6.9: NZ Police is an enjoyable place to work	77.8	81.1	70.8
6.10: I feel I am working for an effective organisation	68.3	72.5	59.8
6.11: I intend to continue working at NZ Police for at least the next 12 months	89.3	91.1	83.0
Final Thoughts	76.7	79.7	72.1
7.1: Overall, I'm satisfied with my job	80.9	80.1	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	73.9	78.6	66.1
7.3: I take an active interest in what happens in NZ Police	81.3	83.8	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	75.1	78.9	73.0
7.5: I feel a sense of commitment to NZ Police	83.5	86.8	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	65.4	70.2	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%