New Zealand Police Workplace Survey 2017

CVIU National
Summary of Findings

Monday, April 24 2017

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Please note that there were insufficient responses to display the results for CVIU PNHQ

New Zealand **POLICE** Nga Pirihimana O Aotearoa

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 CVIU this year, and sits below NZ Police overall. At an area level, CVIU Central, Midland and Northern all have a significantly higher proportion of disengaged staff this year compared to last year. The results declined in about half of the 50 survey questions, with the largest declines around believing NZ Police cares about the well-being of its staff, two-way communication (including feeling that NZ Police is interested in the views and opinions of its staff and that communication is open and honest), and belief in working for an effective organisation that prioritises service quality.
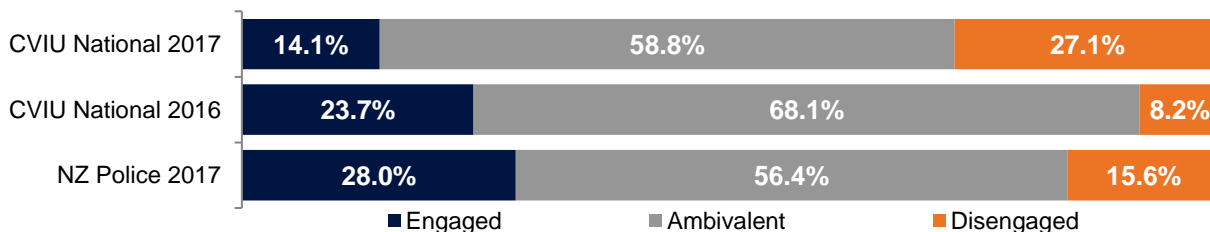
1a. Response Rate

	Number of responses	Response rate
CVIU National 2017	87	82.1%
CVIU National 2016	97	89.0%
NZ Police 2017	7777	63.9%

87 people in CVIU National responded to this survey, so 10 points would be considered a meaningful difference.

1b. Key Measures

Engagement Index	**Performance Index**	**Work Engagement Index**
62.7%	**55.6%**	**80.2%**

Engagement Index		**Performance Index**		**Work Engagement Index**	
Last survey	**NZ Police**	**Last survey**	**NZ Police**	**Last survey**	**NZ Police**
76.4%	**72.1%**	**66.1%**	**63.2%**	**85.2%**	**82.5%**

1c. Engagement Profile

	Engaged	Ambivalent	Disengaged
CVIU National 2017	14.1%	58.8%	27.1%
CVIU National 2016	23.7%	68.1%	8.2%
NZ Police 2017	28.0%	56.4%	15.6%

■ Engaged　　■ Ambivalent　　■ Disengaged

1d. Strengths and opportunities for CVIU National

A high level of staff report that their team and supervisor behaves in a way that is consistent with the values of NZ Police, that staff respect employee diversity, and that they are committed to the work they do.

Based on a review of the results, it is recommended that CVIU National:

(1) Improve two-way communication. About a third or less of CVIU staff agree there is open and honest communication and that they feel informed about NZ Police's activities. Just over a third can see a clear vision for NZ Police, and only a fifth of employees believe NZ Police is interested in the views and opinions of its staff. CVIU saw significant declines in these areas and is sitting below NZ police overall.

(2) Improve recognition. Only approximately a third of CVIU staff feel their contribution is valued or that NZ Police has appropriate ways of recognising outstanding achievement. Performance in these areas declined from 2016 and staff at CVIU feel less valued than in NZ Police overall.

(3) Build a sense that NZ Police is delivering on service outcomes. Less than a third of staff in CVIU agree NZ Police delivers on the promises it makes to customers or that decision making reflects that service quality is a high priority, both showing a significant decline from last year and falling behind NZ Police overall. Perception has also dropped in regards to NZ Police being an effective organisation.

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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.

There is a higher proportion of disengaged staff in CVIU National this year compared with last year, driven primarily from CVIU Central, Midland and Northern. Overall, CVIU National has a higher proportion of disengaged staff and a lower proportion of engaged staff compared with NZ Police overall.

Area	2017 Engagement Profile			2016 Engagement Profile		
CVIU Central (n=21)	0.0%	65.0%	35.0%	22.2%	66.7%	11.1%
CVIU Midland (n=26)	28.0%	48.0%	24.0%	25.0%	70.8%	4.2%
CVIU Northern (n=15)	0.0%	66.7%	33.3%	15.8%	73.7%	10.5%
CVIU Southern (n=22)	18.2%	63.6%	18.2%	25.0%	66.7%	8.3%

■ Engaged ■ Ambivalent ■ Disengaged

3. Key Drivers of Engagement

Key drivers predict engagement; strong key driver performance relates to higher employee engagement. CVIU National is performing lower than NZ Police overall in all except three engagement drivers. Some of the largest differences include open and honest two-way communication and the perception that the organisation places a high priority on service quality. Performance in all except one engagement driver declined this year. The largest differences involve staff being less confident that NZ Police cares about the well-being of its staff, is interested in their views and opinions, that the organisation is effective and places a high priority on service quality.

Key Driver Questions	CVIU National 2017	CVIU National 2016	NZ Police 2017
6.9: NZ Police is an enjoyable place to work	62.8	**77.1**	70.8
6.10: I feel I am working for an effective organisation	44.2	**66.7**	**59.8**
6.7: I feel a sense of belonging to my District or my Service Centre	55.3	**70.8**	61.8
4.4: I feel my contribution is valued in NZ Police	32.6	**48.5**	**47.6**
6.8: NZ Police cares about the well-being of its staff	34.9	**61.5**	**51.2**
6.5: NZ Police is interested in the views and opinions of its staff	19.8	**43.8**	**38.7**
6.4: There is a sense of 'common purpose' in NZ Police	40.7	**56.3**	**59.5**
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	29.4	**50.0**	**46.6**
6.2: Communication in my District or my Service Centre is open and honest	27.9	**49.0**	**46.7**
1.8: My job gives me a sense of personal achievement	79.1	80.4	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 have declined from 2016. The largest decline was seen in CVIU Central, which is the area with the lowest levels of engagement. Compared to 2016 and NZ Police overall, staff across most areas of CVIU seem less likely to recommend NZ Police as a great place to work and are less likely to report that NZ Police inspires them to do the best they can in their job.

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

	CVIU National 2017	CVIU National 2016	NZ Police 2017
Engagement Index	**62.7**	**76.4**	**72.1**
7.1: Overall, I'm satisfied with my job	69.8	86.6	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	50.0	71.1	66.1
7.3: I take an active interest in what happens in NZ Police	76.7	81.4	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	64.3	75.3	73.0
7.5: I feel a sense of commitment to NZ Police	71.8	83.3	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	43.5	60.8	58.3
Work Engagement Index	**80.2**	**85.2**	**82.5**
1.8: My job gives me a sense of personal achievement	79.1	80.4	75.3
1.9: I am strongly committed to the work I do	84.9	91.8	88.6
1.10: I am motivated to do the best I can in my job everyday	76.7	83.5	83.6

4b. Across the Areas

	CVIU Central (n=21)	CVIU Midland (n=26)	CVIU Northern (n=15)	CVIU Southern (n=22)
Engagement Index	**50.6 (-22.2)**	**67.3 (-14.6)**	**60.0 (-11.7)**	**70.5 (-6.6)**
7.1: Overall, I'm satisfied with my job	66.7 (-25.9)	80.0 (-11.7)	53.3 (-20.4)	77.3 (-6.0)
7.2: Overall, I would recommend NZ Police as a great place to work	33.3 (-29.7)	60.0 (-19.2)	33.3 (-35.1)	63.6 (-7.2)
7.3: I take an active interest in what happens in NZ Police	71.4 (-10.1)	76.0 (-3.2)	73.3 (-5.6)	86.4 (-1.1)
7.4: I feel inspired to go the extra mile to help NZ Police succeed	42.1 (-32.0)	72.0 (-11.3)	80.0 (+6.3)	63.6 (-7.2)
7.5: I feel a sense of commitment to NZ Police	60.0 (-14.1)	68.0 (-23.7)	73.3 (-4.5)	86.4 (-1.1)
7.6: NZ Police inspires me to do the best I can in my job every day	30.0 (-21.9)	48.0 (-18.7)	46.7 (-11.2)	45.5 (-17.0)
Work Engagement Index	**73.0 (-17.1)**	**81.3 (-3.4)**	**77.8 (-6.4)**	**86.4 (+5.8)**
1.8: My job gives me a sense of personal achievement	76.2 (-9.0)	80.0 (+5.0)	73.3 (-16.2)	86.4 (+11.4)
1.9: I am strongly committed to the work I do	76.2 (-20.1)	84.0 (-3.5)	86.7 (-8.0)	90.9 (+3.4)
1.10: I am motivated to do the best I can in my job everyday	66.7 (-22.2)	80.0 (-11.7)	73.3 (+4.9)	81.8 (+2.6)

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

	CVIU National 2017	CVIU National 2016	Nz Police 2017
Performance Index	**55.6**	**66.1**	**63.2**
The Work I Do	64.6	73.4	67.6
Learning and Development	40.4	48.8	50.0
My Team	69.8	75.1	72.2
Performance Focus	38.3	**50.6**	**48.5**
Respect and Integrity	68.8	70.9	73.4
Vision and Purpose + Communication and Cooperation	44.9	**62.2**	**58.3**
Final Thoughts	62.7	**76.4**	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

	CVIU Central (n=21)	CVIU Midland (n=26)	CVIU Northern (n=15)	CVIU Southern (n=22)
Performance Index	**48.0 (-15.2)**	**60.5 (-10.7)**	**49.0 (-7.7)**	**60.1 (-9.6)**
The Work I Do	58.1 (-15.0)	69.6 (-10.0)	56.3 (-7.9)	69.1 (-4.1)
Learning and Development	25.0 (-23.6)	54.0 (-5.4)	38.3 (+2.8)	37.5 (-7.3)
My Team	76.2 (0.0)	63.4 (-6.2)	49.5 (-10.5)	83.1 (-9.0)
Performance Focus	27.9 (-17.6)	42.5 (-9.3)	39.4 (-6.8)	40.3 (-15.7)
Respect and Integrity	66.7 (+3.0)	70.4 (-8.8)	59.2 (+5.5)	74.8 (-7.7)
Vision and Purpose + Communication and Cooperation	32.2 (-24.7)	55.9 (-15.7)	41.2 (-14.4)	45.7 (-14.7)
Final Thoughts	50.6 (-22.2)	67.3 (-14.6)	60.0 (-11.7)	70.5 (-6.6)

5c. Interpretation

CVIU National is performing below NZ Police overall in two sections - 'Performance Focus' (particularly relating to service quality, delivering customer promises, recognition and merit-based appointment) and 'Vision and Purpose + Communication and Cooperation' (particularly relating to belief in working for an effective organisation; feeling NZ Police cares about the well-being of its staff; feeling that NZ Police is interested in the views and opinions of its staff; feeling that communication is open and honest). Scores in these two sections also declined this year compared to 2016.

6. Respect and Integrity reporting

Compared with NZ Police overall, CVIU National 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 2016.

Question		CVIU National 2017	CVIU National 2016	NZ Police 2017
5.1: Staff in my team respect employee diversity		84.9	87.6	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination		77.9	85.6	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		64.3	63.9	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)		65.1	64.9	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		51.8	52.6	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	83.7	85.6	82.5
	Yes	3.5	2.1	4.6
	No	12.8	12.4	13.0

7. Biggest differences

There have been no significant improvements from 2016 for CVIU National. There have been declines in most survey questions this year compared with last year. The biggest differences involve staff feeling less confident that NZ Police cares about the well-being of its staff, less satisfaction with two-way communication (e.g., that NZ Police is interested in the views and opinions of its staff; communication is open and honest), and less belief that they work for an effective organisation which prioritises service quality.
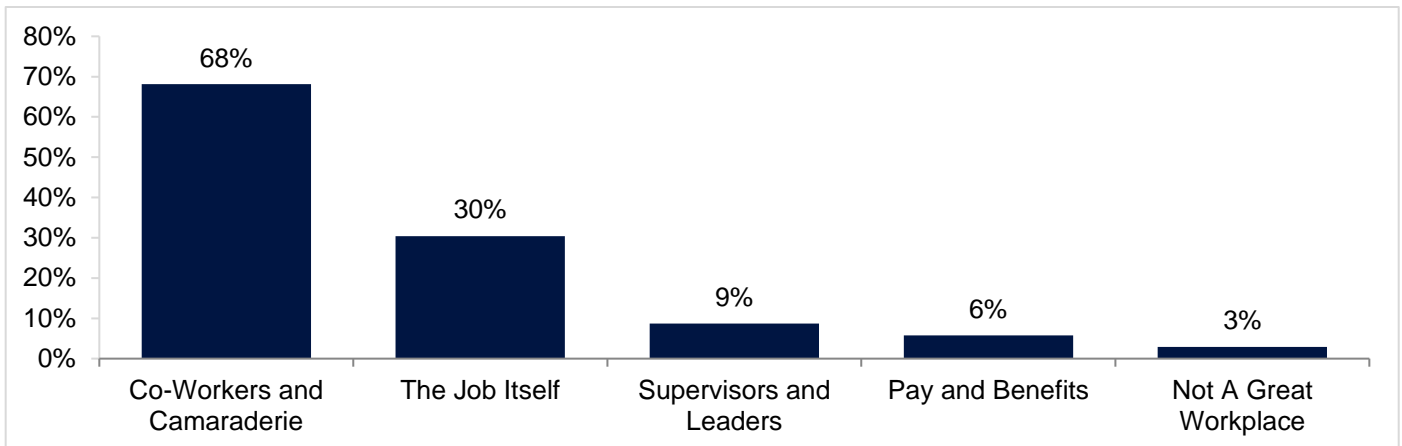
Top five positive changes since 2016	CVIU National 2017	CVIU National 2016	NZ Police 2017
3.4: Poor performance is dealt with effectively in my team	51.2	46.9	53.4
3.5: My supervisor behaves in a way that is consistent with the values of NZ Police	82.6	80.4	84.1
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	64.3	63.9	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)	65.1	64.9	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	51.8	52.6	60.9

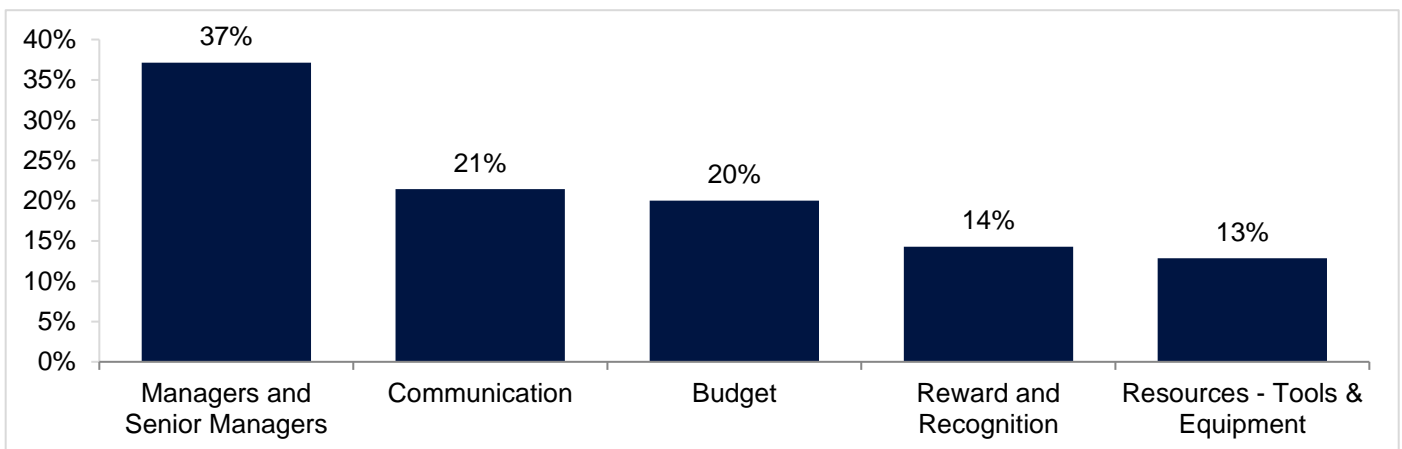| Top five negative changes since 2016	CVIU National 2017	CVIU National 2016	NZ Police 2017
6.8: NZ Police cares about the well-being of its staff	34.9	**61.5**	**51.2**
6.5: NZ Police is interested in the views and opinions of its staff	19.8	**43.8**	**38.7**
6.10: I feel I am working for an effective organisation	44.2	**66.7**	**59.8**
6.2: Communication in my District or my Service Centre is open and honest	27.9	**49.0**	**46.7**
7.2: Overall, I would recommend NZ Police as a great place to work	50.0	**71.1**	**66.1**

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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:

Theme	Percentage
Co-Workers and Camaraderie	68%
The Job Itself	30%
Supervisors and Leaders	9%
Pay and Benefits	6%
Not A Great Workplace	3%

8b.The one thing, more than anything else, that needs to change within NZ Police to make it a great place to work is:

Theme	Percentage
Managers and Senior Managers	37%
Communication	21%
Budget	20%
Reward and Recognition	14%
Resources - Tools & Equipment	13%

Appendix 1: All Questions

Question	CVIU National 2017	CVIU National 2016	NZ Police 2017
The Work I Do	**64.6**	**73.4**	**67.6**
1.1: The responsibilities of my job are clearly defined	67.1	**77.3**	76.9
1.2: I know how my work contributes to the effectiveness of NZ Police	72.1	**82.5**	**82.5**
1.3: I understand how my performance is measured	58.1	68.0	53.5
1.4: My performance is fairly assessed	48.8	56.8	51.1
1.5: I am sufficiently involved in decisions that affect the way I do my job	34.9	**49.5**	**48.3**
1.6: The level of work-related stress I experience in my job is acceptable	53.5	**68.0**	43.6
1.7: The work I do makes good use of my knowledge and skills	70.9	76.3	72.8
1.8: My job gives me a sense of personal achievement	79.1	80.4	75.3
1.9: I am strongly committed to the work I do	84.9	91.8	88.6
1.10: I am motivated to do the best I can in my job everyday	76.7	83.5	83.6
Learning and Development	**40.4**	**48.8**	**50.0**
2.1: NZ Police provides adequate training for the work I do	43.0	45.4	43.4
2.2: I am encouraged to try new ways of doing things	46.5	55.7	50.0
2.3: There are learning and development opportunities for me in NZ Police	38.4	**51.5**	**53.9**
2.4: There are career development opportunities for me in NZ Police	33.7	42.7	**52.7**
My Team	**69.8**	**75.1**	**72.2**
3.1: People in my team conduct themselves in accordance with the values expected by NZ Police	82.6	86.6	85.2
3.2: I feel part of an effective team	79.1	86.6	77.9
3.3: People are held accountable for their performance in my team	55.8	**68.0**	64.1
3.4: Poor performance is dealt with effectively in my team	51.2	46.9	53.4
3.5: My supervisor behaves in a way that is consistent with the values of NZ Police	82.6	80.4	84.1
3.6: My supervisor communicates the goals and objectives of our team effectively	70.9	80.0	76.1
3.7: I get regular feedback on my performance from my supervisor (formal/informal)	66.3	**77.3**	64.5
Performance Focus	**38.3**	**50.6**	**48.5**
4.1: NZ Police has appropriate ways of recognising outstanding achievement	35.3	**45.4**	40.7
4.2: People here are appointed to positions based on merit	24.4	**38.1**	30.3
4.3: We celebrate success in NZ Police	38.4	43.3	48.1
4.4: I feel my contribution is valued in NZ Police	32.6	**48.5**	**47.6**
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	29.4	**50.0**	**46.6**
4.6: NZ Police expects high standards of performance from its people	79.1	85.6	84.5
4.7: NZ Police delivers on the promises it makes to its customers	29.1	**43.3**	**42.0**

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Question	CVIU National 2017	CVIU National 2016	NZ Police 2017
Respect and Integrity	**68.8**	**70.9**	**73.4**
5.1: Staff in my team respect employee diversity	84.9	87.6	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	77.9	85.6	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	64.3	63.9	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)	65.1	64.9	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	51.8	52.6	60.9
Vision and Purpose + Communication and Cooperation	**44.9**	**62.2**	**58.3**
6.1: NZ Police has a clear vision of where it's going and how it's going to get there	38.8	56.8	60.3
6.2: Communication in my District or my Service Centre is open and honest	27.9	49.0	46.7
6.3: I feel informed about NZ Police and its activities	36.0	55.2	55.2
6.4: There is a sense of 'common purpose' in NZ Police	40.7	56.3	59.5
6.5: NZ Police is interested in the views and opinions of its staff	19.8	43.8	38.7
6.6: Teams within NZ Police work well together	51.2	58.3	54.1
6.7: I feel a sense of belonging to my District or my Service Centre	55.3	70.8	61.8
6.8: NZ Police cares about the well-being of its staff	34.9	61.5	51.2
6.9: NZ Police is an enjoyable place to work	62.8	77.1	70.8
6.10: I feel I am working for an effective organisation	44.2	66.7	59.8
6.11: I intend to continue working at NZ Police for at least the next 12 months	82.6	88.5	83.0
Final Thoughts	**62.7**	**76.4**	**72.1**
7.1: Overall, I'm satisfied with my job	69.8	86.6	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	50.0	71.1	66.1
7.3: I take an active interest in what happens in NZ Police	76.7	81.4	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	64.3	75.3	73.0
7.5: I feel a sense of commitment to NZ Police	71.8	83.3	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	43.5	60.8	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%