



New Zealand Police Workplace Survey 2017

Eastern

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 Eastern District and continues to be lower than NZ Police overall. Engagement has increased in Hawkes Bay Area.

Whilst Eastern District has some ground to make up to compare with NZ Police overall, there have been some notable improvements since 2016, specifically in adequacy of training, clarity of vision and strategy, sense of 'common purpose' and sense of personal achievement from job. Less favourable perceptions exist around open and honest communication, NZ Police being an effective organisation, the focus on service quality - and ability to deliver these services – for which Eastern District scores substantially below NZ Police overall.

1a. Response Rate

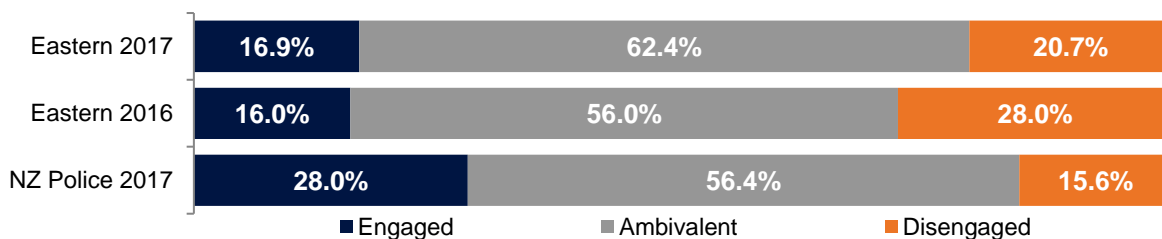
	Number of responses	Response rate
Eastern 2017	295	62.1%
Eastern 2016	343	71.0%
NZ Police 2017	7777	63.9%

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

1b. Key Measures

Engagement Index		Performance Index		Work Engagement Index	
61.8%		54.3%		81.2%	
Last survey	NZ Police	Last survey	NZ Police	Last survey	NZ Police
58.2%	72.1%	52.2%	63.2%	78.1%	82.5%

1c. Engagement Profile



1d. Strengths and opportunities for Eastern

At the question level, the majority of survey items have remained consistent with 2016. Whilst some items have improved, most are still below NZ Police overall. This indicates that progress is occurring in Eastern Division albeit slowly.

Post survey action and efforts should focus on:

- (1) Open and honest two-way communication. Only a quarter of Eastern District staff believe that communication is open and honest in the District, or that NZ Police is interested in their views and opinions (both are key drivers, scoring significant below NZ Police overall). Staff in Eastern District are also significantly less likely to feel that they are informed about NZ Police and its activities, likely impacting on their sense of belonging.
- (2) Build a sense that NZ Police is an effective organisation. This may involve prioritising quality services, building cross-team collaboration and a sense of 'common purpose', framed around the effective delivery of customer promises and service outcomes.

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 Eastern District has lower levels of engagement than NZ Police overall and engagement levels have not significantly changed since 2016. Engagement profiles for the Areas tend to be less favourable compared to NZ Police overall, with Eastern DHQ having the largest gap to NZ Police overall and showing a decline in the proportion of engaged staff. The Hawkes Bay Area has shown a notable increase in proportion of engaged staff and a notable decrease in the proportion of disengaged.

Area	2017 Engagement Profile			2016 Engagement Profile		
Eastern DHQ (n=111)	14.4%	63.1%	22.5%	20.0%	56.8%	23.2%
Hawkes Bay (n=116)	18.1%	61.2%	20.7%	8.7%	55.6%	35.7%
Tairāwhiti (n=68)	19.1%	63.3%	17.6%	20.7%	55.4%	23.9%

■ Engaged ■ Ambivalent ■ Disengaged

3. Key Drivers of Engagement

Key drivers predict engagement; strong key driver performance relates to higher employee engagement. Several drivers have improved significantly since 2016 including sense of 'common purpose', feeling that contributions are valued and the NZ Police is interested in the views of its staff. In general however, Eastern District continue to score below the NZ Police overall on the majority of the key drivers, including the top ranking (i.e. most important) drivers.

Key Driver Questions	Eastern 2017	Eastern 2016	NZ Police 2017
6.9: NZ Police is an enjoyable place to work	54.9	50.0	70.8
6.10: I feel I am working for an effective organisation	40.2	37.0	59.8
6.7: I feel a sense of belonging to my District or my Service Centre	48.1	44.2	61.8
4.4: I feel my contribution is valued in NZ Police	37.8	32.6	47.6
6.8: NZ Police cares about the well-being of its staff	36.6	33.3	51.2
6.5: NZ Police is interested in the views and opinions of its staff	24.7	19.1	38.7
6.4: There is a sense of 'common purpose' in NZ Police	40.3	33.3	59.5
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	29.0	27.7	46.6
6.2: Communication in my District or my Service Centre is open and honest	25.2	22.4	46.7
1.8: My job gives me a sense of personal achievement	76.6	70.4	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

Eastern District has maintained its employee engagement levels since 2016. However, engagement in the District is significantly lower than NZ Police overall. Work engagement has remained consistent since 2016 and is on par with NZ Police overall. Hawkes Bay has shown significant improvement in both work and organisational engagement, whilst Eastern DHQ and Tairāwhiti remain unchanged.

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

	Eastern 2017	Eastern 2016	NZ Police 2017
Engagement Index	61.8	58.2	72.1
7.1: Overall, I'm satisfied with my job	69.2	63.7	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	52.2	46.2	66.1
7.3: I take an active interest in what happens in NZ Police	74.8	69.5	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	62.1	57.1	73.0
7.5: I feel a sense of commitment to NZ Police	68.6	69.9	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	43.9	42.9	58.3
Work Engagement Index	81.2	78.1	82.5
1.8: My job gives me a sense of personal achievement	76.6	70.4	75.3
1.9: I am strongly committed to the work I do	87.8	84.5	88.6
1.10: I am motivated to do the best I can in my job everyday	79.3	79.6	83.6

4b. Across the Areas

	Eastern DHQ (n=111)	Hawkes Bay (n=116)	Tairāwhiti (n=68)
Engagement Index	57.8 (-3.8)	63.0 (+11.5)	66.3 (+3.4)
7.1: Overall, I'm satisfied with my job	65.8 (-0.3)	69.8 (+13.5)	73.5 (+2.8)
7.2: Overall, I would recommend NZ Police as a great place to work	48.6 (-1.8)	49.1 (+13.4)	63.2 (+8.3)
7.3: I take an active interest in what happens in NZ Police	70.0 (-0.2)	80.2 (+10.6)	73.5 (+5.0)
7.4: I feel inspired to go the extra mile to help NZ Police succeed	59.5 (-1.3)	62.6 (+12.6)	65.7 (+3.7)
7.5: I feel a sense of commitment to NZ Police	65.8 (-7.0)	70.4 (+6.9)	70.1 (-4.6)
7.6: NZ Police inspires me to do the best I can in my job every day	37.3 (-12.3)	45.7 (+12.1)	51.5 (+4.8)
Work Engagement Index	82.6 (+1.6)	83.3 (+6.1)	75.5 (0.0)
1.8: My job gives me a sense of personal achievement	75.7 (+3.9)	79.3 (+7.9)	73.5 (+6.5)
1.9: I am strongly committed to the work I do	90.0 (+3.6)	89.7 (+7.2)	80.9 (-3.5)
1.10: I am motivated to do the best I can in my job everyday	82.0 (-2.8)	81.0 (+3.2)	72.1 (-2.9)

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

	Eastern 2017	Eastern 2016	NZ Police 2017
Performance Index	54.3	52.2	63.2
The Work I Do	60.7	59.2	67.6
Learning and Development	45.8	43.2	50.0
My Team	68.8	68.5	72.2
Performance Focus	38.0	36.0	48.5
Respect and Integrity	66.5	66.0	73.4
Vision and Purpose + Communication and Cooperation	43.3	39.3	58.3
Final Thoughts	61.8	58.2	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

	Eastern DHQ (n=111)	Hawkes Bay (n=116)	Tairāwhiti (n=68)
Performance Index	51.2 (-3.3)	55.5 (+6.8)	57.4 (+3.7)
The Work I Do	62.8 (-1.2)	60.2 (+5.4)	57.9 (-0.7)
Learning and Development	38.0 (-7.5)	50.0 (+9.8)	51.1 (+6.8)
My Team	63.6 (-2.0)	74.1 (+1.1)	68.1 (+1.7)
Performance Focus	35.0 (-6.3)	37.3 (+7.0)	44.1 (+7.4)
Respect and Integrity	61.5 (-4.6)	68.6 (+4.4)	70.9 (+2.5)
Vision and Purpose + Communication and Cooperation	39.7 (-1.8)	42.8 (+8.8)	49.7 (+6.2)
Final Thoughts	57.8 (-3.8)	63.0 (+11.5)	66.3 (+3.4)

5c. Interpretation

The District's Performance Index and section scores are consistent with 2016, and continue to score below NZ Police, with the exception of 'Learning and Development' and 'My Team'. The biggest gaps in relation to NZ Police overall are around 'Performance Focus', 'Vision and Purpose + Communication and Cooperation' and 'Final Thoughts' (i.e. Engagement). Perceptions of workplace climate in Hawkes Bay have significantly increased from 2016, with particularly large gains made in 'Learning and Development' and 'Final Thoughts'.

6. Respect and Integrity reporting

Respect and integrity perceptions remain unchanged from 2016. Staff feel that their team respects diversity, and that they know who to contact to report harassment as much as the broader NZ Police population. However, compared to NZ Police overall, Eastern District staff feel less confident they could raise concerns over inappropriate behaviour, or that concerns would be dealt with, if they did get raised.

Question		Eastern 2017	Eastern 2016	NZ Police 2017
5.1: Staff in my team respect employee diversity		84.0	83.5	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination		81.7	81.5	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		57.3	61.0	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)		58.3	56.6	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		51.0	47.5	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	75.9	80.2	82.5
	Yes	6.4	4.7	4.6
	No	17.6	15.2	13.0

7. Biggest differences

The biggest gains made in Eastern District are around perceived adequacy of training, having a 'common purpose' and clear vision from NZ Police, and a sense of personal achievement at work. However, there is still work to do to be comparable with NZ Police overall. No items fell significantly from 2016.

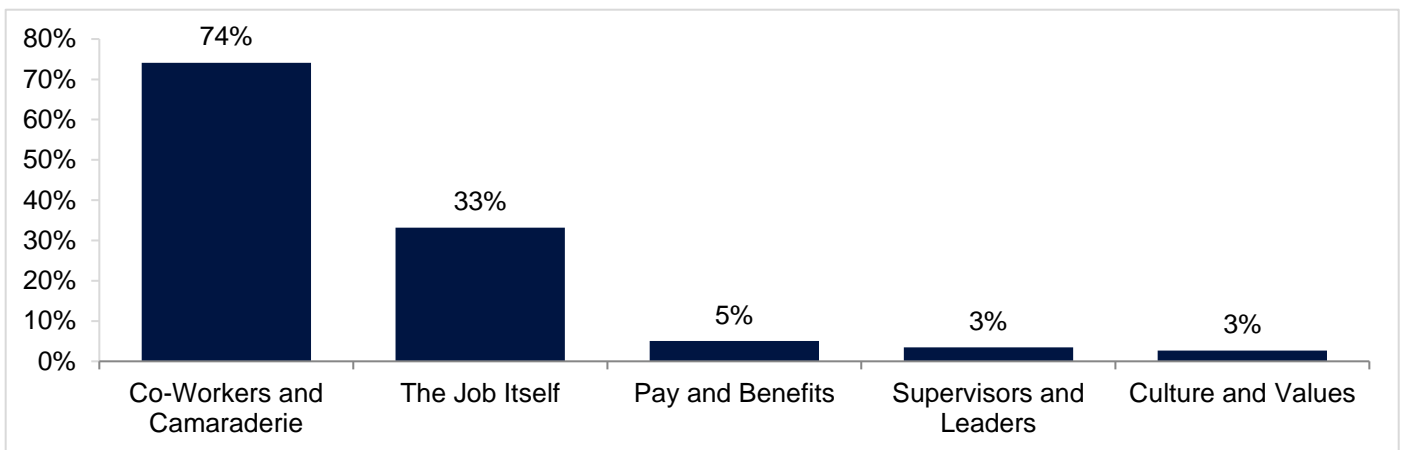
Top five positive changes since 2016	Eastern 2017	Eastern 2016	NZ Police 2017
2.1: NZ Police provides adequate training for the work I do	37.4	28.7	43.4
6.1: NZ Police has a clear vision of where it's going and how it's going to get there	46.9	38.5	60.3
6.4: There is a sense of 'common purpose' in NZ Police	40.3	33.3	59.5
1.8: My job gives me a sense of personal achievement	76.6	70.4	75.3
7.2: Overall, I would recommend NZ Police as a great place to work	52.2	46.2	66.1

Top five negative changes since 2016	Eastern 2017	Eastern 2016	NZ Police 2017
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	57.3	61.0	68.1
1.7: The work I do makes good use of my knowledge and skills	67.8	71.1	72.8
4.2: People here are appointed to positions based on merit	20.7	23.2	30.3
3.5: My supervisor behaves in a way that is consistent with the values of NZ Police	82.7	84.7	84.1
2.4: There are career development opportunities for me in NZ Police	49.7	51.5	52.7

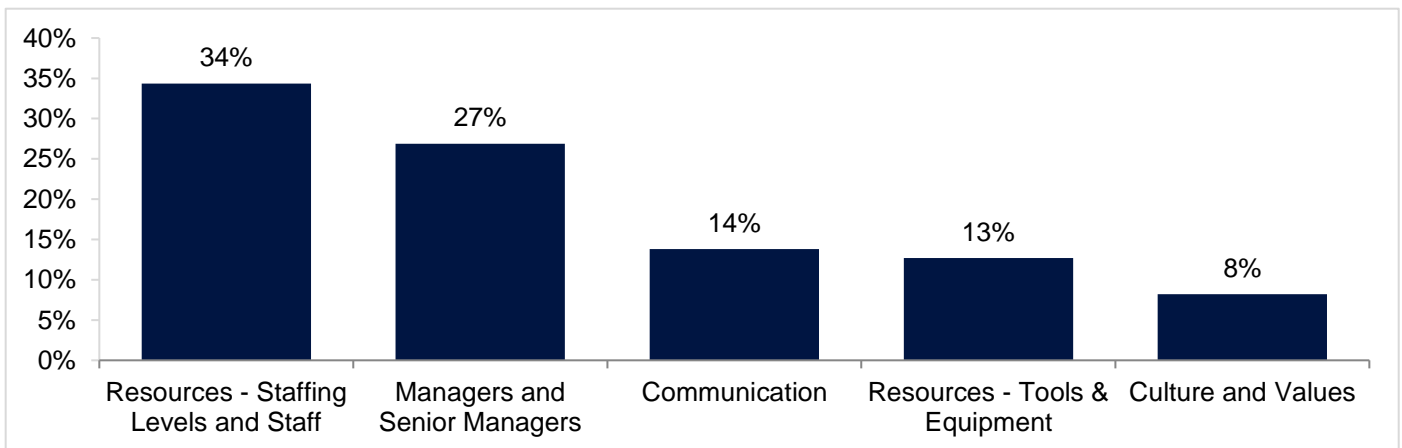
8. Comments Analysis

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	Eastern 2017	Eastern 2016	NZ Police 2017
The Work I Do	60.7	59.2	67.6
1.1: The responsibilities of my job are clearly defined	65.1	62.0	76.9
1.2: I know how my work contributes to the effectiveness of NZ Police	74.7	74.3	82.5
1.3: I understand how my performance is measured	44.4	45.5	53.5
1.4: My performance is fairly assessed	41.4	39.7	51.1
1.5: I am sufficiently involved in decisions that affect the way I do my job	36.7	37.3	48.3
1.6: The level of work-related stress I experience in my job is acceptable	32.7	27.5	43.6
1.7: The work I do makes good use of my knowledge and skills	67.8	71.1	72.8
1.8: My job gives me a sense of personal achievement	76.6	70.4	75.3
1.9: I am strongly committed to the work I do	87.8	84.5	88.6
1.10: I am motivated to do the best I can in my job everyday	79.3	79.6	83.6
Learning and Development	45.8	43.2	50.0
2.1: NZ Police provides adequate training for the work I do	37.4	28.7	43.4
2.2: I am encouraged to try new ways of doing things	45.4	40.9	50.0
2.3: There are learning and development opportunities for me in NZ Police	50.7	51.9	53.9
2.4: There are career development opportunities for me in NZ Police	49.7	51.5	52.7
My Team	68.8	68.5	72.2
3.1: People in my team conduct themselves in accordance with the values expected by NZ Police	86.4	83.6	85.2
3.2: I feel part of an effective team	70.8	71.8	77.9
3.3: People are held accountable for their performance in my team	59.0	58.1	64.1
3.4: Poor performance is dealt with effectively in my team	47.4	46.9	53.4
3.5: My supervisor behaves in a way that is consistent with the values of NZ Police	82.7	84.7	84.1
3.6: My supervisor communicates the goals and objectives of our team effectively	73.1	71.3	76.1
3.7: I get regular feedback on my performance from my supervisor (formal/informal)	62.0	63.3	64.5
Performance Focus	38.0	36.0	48.5
4.1: NZ Police has appropriate ways of recognising outstanding achievement	35.4	34.0	40.7
4.2: People here are appointed to positions based on merit	20.7	23.2	30.3
4.3: We celebrate success in NZ Police	37.6	31.6	48.1
4.4: I feel my contribution is valued in NZ Police	37.8	32.6	47.6
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	29.0	27.7	46.6
4.6: NZ Police expects high standards of performance from its people	82.0	80.8	84.5
4.7: NZ Police delivers on the promises it makes to its customers	23.5	22.4	42.0

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Question	Eastern 2017	Eastern 2016	NZ Police 2017
Respect and Integrity	66.5	66.0	73.4
5.1: Staff in my team respect employee diversity	84.0	83.5	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	81.7	81.5	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	57.3	61.0	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)	58.3	56.6	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	51.0	47.5	60.9
Vision and Purpose + Communication and Cooperation	43.3	39.3	58.3
6.1: NZ Police has a clear vision of where it's going and how it's going to get there	46.9	38.5	60.3
6.2: Communication in my District or my Service Centre is open and honest	25.2	22.4	46.7
6.3: I feel informed about NZ Police and its activities	39.9	37.1	55.2
6.4: There is a sense of 'common purpose' in NZ Police	40.3	33.3	59.5
6.5: NZ Police is interested in the views and opinions of its staff	24.7	19.1	38.7
6.6: Teams within NZ Police work well together	42.0	40.4	54.1
6.7: I feel a sense of belonging to my District or my Service Centre	48.1	44.2	61.8
6.8: NZ Police cares about the well-being of its staff	36.6	33.3	51.2
6.9: NZ Police is an enjoyable place to work	54.9	50.0	70.8
6.10: I feel I am working for an effective organisation	40.2	37.0	59.8
6.11: I intend to continue working at NZ Police for at least the next 12 months	76.9	76.9	83.0
Final Thoughts	61.8	58.2	72.1
7.1: Overall, I'm satisfied with my job	69.2	63.7	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	52.2	46.2	66.1
7.3: I take an active interest in what happens in NZ Police	74.8	69.5	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	62.1	57.1	73.0
7.5: I feel a sense of commitment to NZ Police	68.6	69.9	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	43.9	42.9	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%