



New Zealand Police Workplace Survey 2017

Finance

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.

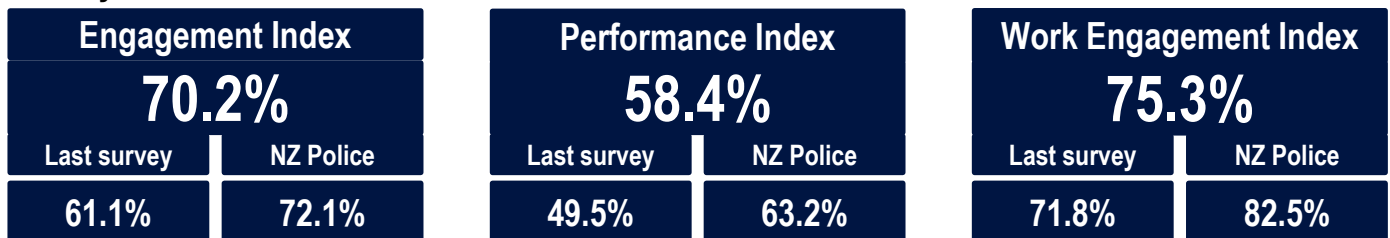
Finance results are generally comparable to 2016 and NZ Police overall with regards to key metrics and survey sections, although people in Finance are significantly less positive on the 'My Team' section than NZ Police overall. There have been a number of improvements since 2016, particularly in areas related to staff feeling valued, involved, and listened to, with an increased sense of belonging.

1a. Response Rate

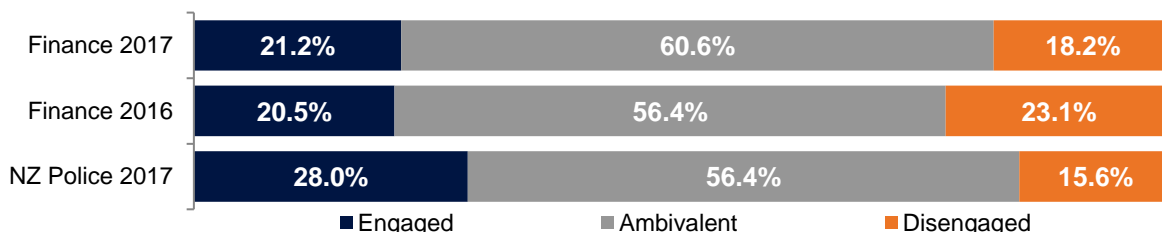
	Number of responses	Response rate
Finance 2017	34	70.8%
Finance 2016	39	76.5%
NZ Police 2017	7777	63.9%

34 people in Finance responded to this survey, so 15 points would be considered a meaningful difference.

1b. Key Measures



1c. Engagement Profile



1d. Strengths and opportunities for Finance

Compared to NZ Police overall, a larger proportion of Finance staff feel NZ Police cares about staff well-being and opinions, delivers on customer promises, and adequately informs them of activities. Finance staff are generally less positive on items relating to 'My Team' (particularly around values-aligned behaviours, the sense of being part of an effective team, with clear team goals and people holding each other accountable for performance). Views around career development, performance management and recognition are also less positive when compared to the organisational average.

Based on these results it is recommended post-survey efforts focus on:

- (1) Maintaining strengths around a caring and inclusive culture where staff feel listened to and valued for their contributions.
- (2) Building on teamwork and team effectiveness: Set clear performance goals and expectations at the individual and team level. Create a culture where peers hold each other accountable for performance and promote values-aligned behaviours.
- (3) Continuing the focus on learning and development: increase development-focused sessions between staff and their managers, actively promote development opportunities and encourage staff to be proactive in seeking out new learning opportunities.

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 proportions of engaged, ambivalent and disengaged people within Finance and its areas are comparable to 2016, as well as NZ Police as a whole. Approximately one-fifth of Finance staff are engaged.

Area	2017 Engagement Profile			2016 Engagement Profile		
PNHQ - HR & BS Management (Finance) (n=9)	22.2%	55.6%	22.2%	30.0%	60.0%	10.0%
Police National Headquarters (Finance) (n=25)	20.8%	62.5%	16.7%	17.2%	55.2%	27.6%

■ Engaged ■ Ambivalent ■ Disengaged

3. Key Drivers of Engagement

Key drivers predict engagement; strong key driver performance relates to higher employee engagement. Perceptions related to the key drivers have generally increased, with five of the ten items significantly improving since 2016.

Compared to NZ Police overall, significantly higher proportions of people in Finance agree that NZ Police cares about staff well-being and is interested in staff views and opinions.

Key Driver Questions	Finance 2017	Finance 2016	NZ Police 2017
6.9: NZ Police is an enjoyable place to work	58.8	53.8	70.8
6.10: I feel I am working for an effective organisation	64.7	56.4	59.8
6.7: I feel a sense of belonging to my District or my Service Centre	58.8	41.0	61.8
4.4: I feel my contribution is valued in NZ Police	57.6	41.0	47.6
6.8: NZ Police cares about the well-being of its staff	66.7	46.2	51.2
6.5: NZ Police is interested in the views and opinions of its staff	58.8	38.5	38.7
6.4: There is a sense of 'common purpose' in NZ Police	63.6	51.3	59.5
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	57.6	42.1	46.6
6.2: Communication in my District or my Service Centre is open and honest	38.2	33.3	46.7
1.8: My job gives me a sense of personal achievement	64.7	59.0	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

Finance staff are as engaged with their organisation and their work as they were in 2016, with comparable levels to NZ Police overall. Though not significant changes, scores for most engagement items have trended upwards in 2017, mainly driven by the increases seen for Police National Headquarters (Finance). There has been a significant decline in work engagement level for PNHQ - HR & BS Management (Finance) staff, particularly around sense of personal achievement from 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

	Finance 2017	Finance 2016	NZ Police 2017
Engagement Index	70.2	61.1	72.1
7.1: Overall, I'm satisfied with my job	66.7	53.8	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	52.9	46.2	66.1
7.3: I take an active interest in what happens in NZ Police	82.4	76.9	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	73.5	59.0	73.0
7.5: I feel a sense of commitment to NZ Police	78.8	71.8	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	66.7	59.0	58.3
Work Engagement Index	75.3	71.8	82.5
1.8: My job gives me a sense of personal achievement	64.7	59.0	75.3
1.9: I am strongly committed to the work I do	81.8	89.7	88.6
1.10: I am motivated to do the best I can in my job everyday	79.4	66.7	83.6

4b. Across the Areas

	PNHQ - HR & BS Management (Finance) (n=9)	Police National Headquarters (Finance) (n=25)
Engagement Index	70.4 (-6.3)	70.1 (+14.4)
7.1: Overall, I'm satisfied with my job	66.7 (-3.3)	66.7 (+18.4)
7.2: Overall, I would recommend NZ Police as a great place to work	66.7 (-3.3)	48.0 (+10.1)
7.3: I take an active interest in what happens in NZ Police	77.8 (-22.2)	84.0 (+15.0)
7.4: I feel inspired to go the extra mile to help NZ Police succeed	66.7 (+6.7)	76.0 (+17.4)
7.5: I feel a sense of commitment to NZ Police	77.8 (-2.2)	79.2 (+10.2)
7.6: NZ Police inspires me to do the best I can in my job every day	66.7 (-13.3)	66.7 (+15.0)
Work Engagement Index	66.7 (-20.0)	78.4 (+11.7)
1.8: My job gives me a sense of personal achievement	44.4 (-35.6)	72.0 (+20.3)
1.9: I am strongly committed to the work I do	77.8 (-22.2)	83.3 (-2.9)
1.10: I am motivated to do the best I can in my job everyday	77.8 (-2.2)	80.0 (+17.9)

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

	Finance 2017	Finance 2016	NZ Police 2017
Performance Index	58.4	49.5	63.2
The Work I Do	60.6	53.7	67.6
Learning and Development	36.0	28.2	50.0
My Team	51.9	43.9	72.2
Performance Focus	51.6	40.4	48.5
Respect and Integrity	73.0	70.3	73.4
Vision and Purpose + Communication and Cooperation	59.9	47.1	58.3
Final Thoughts	70.2	61.1	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

	PNHQ - HR & BS Management (Finance) (n=9)	Police National Headquarters (Finance) (n=25)
Performance Index	53.6 (-0.2)	60.1 (+12.1)
The Work I Do	45.6 (-17.7)	65.9 (+15.6)
Learning and Development	16.7 (-3.3)	43.0 (+12.0)
My Team	38.1 (+0.6)	57.0 (+10.9)
Performance Focus	57.1 (+10.8)	49.5 (+11.1)
Respect and Integrity	71.1 (+3.1)	73.7 (+2.7)
Vision and Purpose + Communication and Cooperation	64.6 (+11.0)	58.2 (+13.4)
Final Thoughts	70.4 (-6.3)	70.1 (+14.4)

5c. Interpretation

Looking at scores across sections, Finance's scores are comparable to 2016 and for the most part NZ Police overall. The exception is for views related to 'My Team', which are markedly less positive for Finance than the organisational average. Across the areas in Finance, Police National Headquarters staff are significantly more positive than PNHQ - HR & BS Management staff for 'The Work I Do', 'Learning and Development' and 'My Team'. It is worth noting that perceptions related to 'The Work I Do' has shown a significant increase for staff in Police National Headquarters, yet a significant decrease for staff in PNHQ - HR & BS Management.

6. Respect and Integrity reporting

Perceptions related to 'Respect and Integrity' in Finance are comparable to 2016 and NZ Police overall. A notably smaller percentage of respondents indicated they had witnessed or experienced harassment, discrimination or bullying in the past 12 months than in 2016.

Question	Finance 2017	Finance 2016	NZ Police 2017
5.1: Staff in my team respect employee diversity	72.7	61.5	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	91.2	89.7	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	69.7	66.7	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)	65.6	69.2	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	65.6	64.1	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	88.2	71.8
	Yes	5.9	12.8
	No	5.9	15.4

7. Biggest differences

Several significant increases occurred in 2017. Of particular note, more Finance staff believe NZ Police cares about their well-being and opinions than in 2016 (both now scoring significantly above NZ Police overall). Although none of the negative changes are significant, Finance staff are significantly less positive than NZ Police overall when it comes to feeling their job responsibilities are clearly defined, and that outstanding achievement is appropriately recognised.

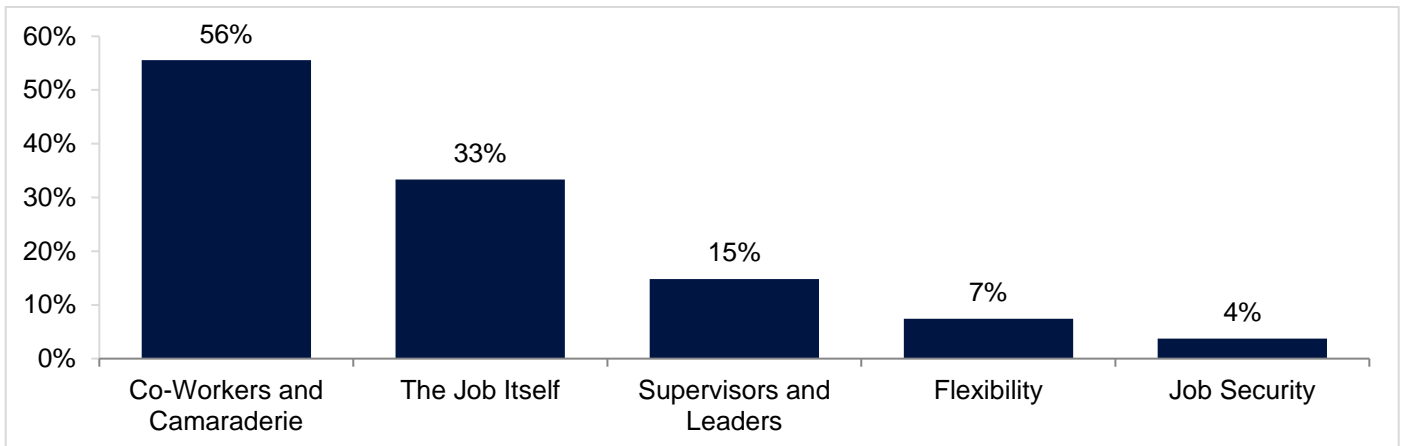
Top five positive changes since 2016	Finance 2017	Finance 2016	NZ Police 2017
6.8: NZ Police cares about the well-being of its staff	66.7	46.2	51.2
6.5: NZ Police is interested in the views and opinions of its staff	58.8	38.5	38.7
4.2: People here are appointed to positions based on merit	36.4	17.9	30.3
1.6: The level of work-related stress I experience in my job is acceptable	50.0	31.6	43.6
6.6: Teams within NZ Police work well together	41.2	23.1	54.1

Top five negative changes since 2016	Finance 2017	Finance 2016	NZ Police 2017
1.9: I am strongly committed to the work I do	81.8	89.7	88.6
2.2: I am encouraged to try new ways of doing things	44.1	48.7	50.0
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)	65.6	69.2	66.9
1.1: The responsibilities of my job are clearly defined	44.1	46.2	76.9
4.1: NZ Police has appropriate ways of recognising outstanding achievement	23.5	25.6	40.7

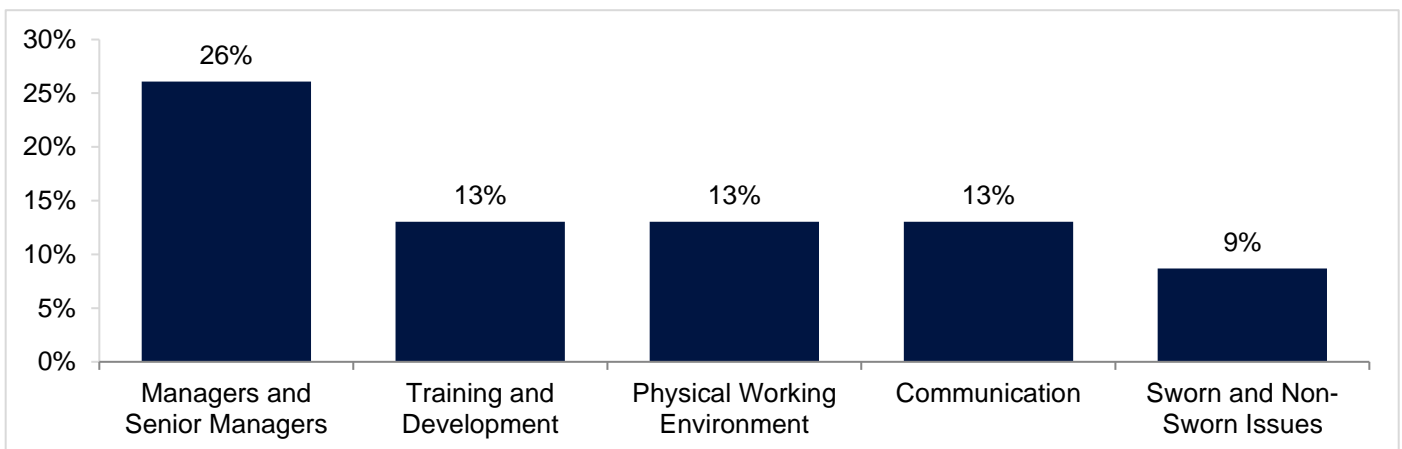
8. Comments Analysis

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	Finance 2017	Finance 2016	NZ Police 2017
The Work I Do	60.6	53.7	67.6
1.1: The responsibilities of my job are clearly defined	44.1	46.2	76.9
1.2: I know how my work contributes to the effectiveness of NZ Police	82.4	76.9	82.5
1.3: I understand how my performance is measured	47.1	38.5	53.5
1.4: My performance is fairly assessed	36.4	35.9	51.1
1.5: I am sufficiently involved in decisions that affect the way I do my job	58.8	43.6	48.3
1.6: The level of work-related stress I experience in my job is acceptable	50.0	31.6	43.6
1.7: The work I do makes good use of my knowledge and skills	61.8	48.7	72.8
1.8: My job gives me a sense of personal achievement	64.7	59.0	75.3
1.9: I am strongly committed to the work I do	81.8	89.7	88.6
1.10: I am motivated to do the best I can in my job everyday	79.4	66.7	83.6
Learning and Development	36.0	28.2	50.0
2.1: NZ Police provides adequate training for the work I do	38.2	23.1	43.4
2.2: I am encouraged to try new ways of doing things	44.1	48.7	50.0
2.3: There are learning and development opportunities for me in NZ Police	32.4	25.6	53.9
2.4: There are career development opportunities for me in NZ Police	29.4	15.4	52.7
My Team	51.9	43.9	72.2
3.1: People in my team conduct themselves in accordance with the values expected by NZ Police	63.6	60.5	85.2
3.2: I feel part of an effective team	54.5	48.7	77.9
3.3: People are held accountable for their performance in my team	45.5	33.3	64.1
3.4: Poor performance is dealt with effectively in my team	30.3	18.4	53.4
3.5: My supervisor behaves in a way that is consistent with the values of NZ Police	64.7	53.8	84.1
3.6: My supervisor communicates the goals and objectives of our team effectively	52.9	46.2	76.1
3.7: I get regular feedback on my performance from my supervisor (formal/informal)	51.5	46.2	64.5
Performance Focus	51.6	40.4	48.5
4.1: NZ Police has appropriate ways of recognising outstanding achievement	23.5	25.6	40.7
4.2: People here are appointed to positions based on merit	36.4	17.9	30.3
4.3: We celebrate success in NZ Police	48.5	43.6	48.1
4.4: I feel my contribution is valued in NZ Police	57.6	41.0	47.6
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	57.6	42.1	46.6
4.6: NZ Police expects high standards of performance from its people	75.0	66.7	84.5
4.7: NZ Police delivers on the promises it makes to its customers	62.5	46.2	42.0

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Question	Finance 2017	Finance 2016	NZ Police 2017
Respect and Integrity	73.0	70.3	73.4
5.1: Staff in my team respect employee diversity	72.7	61.5	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	91.2	89.7	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	69.7	66.7	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)	65.6	69.2	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	65.6	64.1	60.9
Vision and Purpose + Communication and Cooperation	59.9	47.1	58.3
6.1: NZ Police has a clear vision of where it's going and how it's going to get there	67.6	51.3	60.3
6.2: Communication in my District or my Service Centre is open and honest	38.2	33.3	46.7
6.3: I feel informed about NZ Police and its activities	70.6	56.4	55.2
6.4: There is a sense of 'common purpose' in NZ Police	63.6	51.3	59.5
6.5: NZ Police is interested in the views and opinions of its staff	58.8	38.5	38.7
6.6: Teams within NZ Police work well together	41.2	23.1	54.1
6.7: I feel a sense of belonging to my District or my Service Centre	58.8	41.0	61.8
6.8: NZ Police cares about the well-being of its staff	66.7	46.2	51.2
6.9: NZ Police is an enjoyable place to work	58.8	53.8	70.8
6.10: I feel I am working for an effective organisation	64.7	56.4	59.8
6.11: I intend to continue working at NZ Police for at least the next 12 months	69.7	66.7	83.0
Final Thoughts	70.2	61.1	72.1
7.1: Overall, I'm satisfied with my job	66.7	53.8	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	52.9	46.2	66.1
7.3: I take an active interest in what happens in NZ Police	82.4	76.9	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	73.5	59.0	73.0
7.5: I feel a sense of commitment to NZ Police	78.8	71.8	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	66.7	59.0	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%