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## New Zealand Police Workplace Survey 2017

### Financial Crime Group Summary of Findings

Monday, April 24 2017

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Please note that there were insufficient responses to display the results for FCG: Southern ARU, Financial Crime Group HQ and Police National Headquarters

## 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.

Scores on key metrics for Financial Crime Group remain similar to 2016, although all have trended downward. Engagement has generally trended downward for all areas, with the exception of Northern ARU. Significant declines have occurred for several items, most noticeably for job satisfaction, feeling that the job makes use of skills and abilities, and belief that successes are celebrated at NZ Police. FCG scores on par with, or significantly higher than, NZ Police for all items and sections however.

### 1a. Response Rate

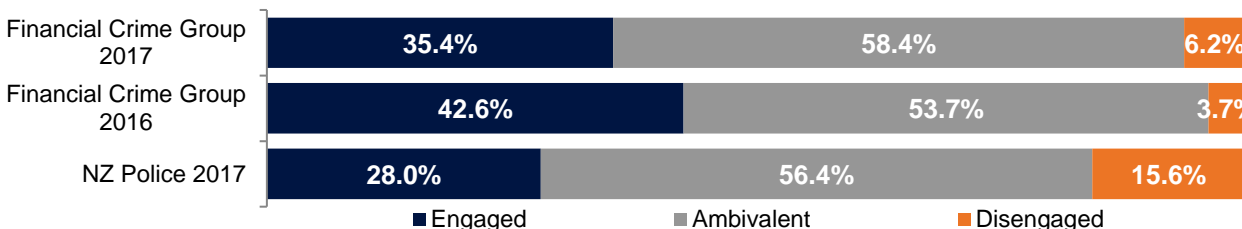
	Number of responses	Response rate
Financial Crime Group 2017	65	91.5%
Financial Crime Group 2016	54	80.6%
NZ Police 2017	7777	63.9%

65 people in Financial Crime Group responded to this survey, so 10 points would be considered a meaningful difference.

### 1b. Key Measures

Engagement Index		Performance Index		Work Engagement Index	
<b>78.7%</b>		<b>71.5%</b>		<b>88.1%</b>	
Last survey	NZ Police	Last survey	NZ Police	Last survey	NZ Police
85.8%	72.1%	76.5%	63.2%	93.8%	82.5%

### 1c. Engagement Profile



### 1d. Strengths and opportunities for Financial Crime Group

Financial Crime Group has several strengths when compared to NZ Police. Most notably, more staff in FCG feel that performance assessments and position appointment decisions are fair, and that they are working for an effective organisation, and that the level of work-related stress they experience is acceptable. Feeling valued, cared for and involved remains a strength for FCG, though there has been a significant decline in feeling that staff contributions are valued.

Based on the results it is suggested that FCG focus post-survey efforts on:

- (1) Maintaining and building on strengths in valuing, listening to and involving staff: several of these items, though strengths relative to NZ Police, have trended downward in 2017, including feeling that contributions are valued.
- (2) Key Engagement Drivers that have declined significantly since 2016: In particular, action should be taken to foster a stronger sense of 'common purpose', and encourage greater openness of communication within the District.
- (3) Celebrating successes and outstanding achievement: Items relating to recognition declined substantially in 2017, along with the belief that quality of service is prioritised.

## 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 Financial Crime Group has a stronger Engagement Profile than NZ Police overall, however the proportion of engaged staff has trended downward in 2017. Across the Areas, Northern ARU has experienced a decline in the proportion of engaged staff, however a decline in disengaged staff has also occurred. Waikato ARU and Financial Intelligence have the strongest profiles, however Waikato ARU has experience a decline in the proportion of engaged staff and an increase in the proportion of disengaged staff.

Area	2017 Engagement Profile			2016 Engagement Profile		
FCG: Central ARU (n=11)	36.4%	45.4%	18.2%	37.5%	62.5%	0.0%
FCG: Northern ARU (n=14)	21.4%	78.6%	0.0%	38.5%	46.1%	15.4%
FCG: Waikato ARU (n=12)	41.7%	50.0%	8.3%	54.5%	45.5%	0.0%
FCG: Financial Intelligence (n=19)	42.1%	57.9%	0.0%	46.7%	53.3%	0.0%

■ Engaged ■ Ambivalent ■ Disengaged

## 3. Key Drivers of Engagement

Key drivers predict engagement; strong key driver performance relates to higher employee engagement. Several key driver items score significantly above the NZ Police average. In particular, FCG staff are more likely to feel they are working for an effective organisation that values individuals' contributions and cares about the well-being, and views and opinions of its staff. Sentiment has declined in a number of areas this year however, with items relating to feeling connected to others (open two-way communication, sense of belonging and 'common purpose'), quality focus and sense of personal achievement significantly declining in 2017.

Key Driver Questions	Financial Crime Group 2017	Financial Crime Group 2016	NZ Police 2017
6.9: NZ Police is an enjoyable place to work	78.5	87.0	70.8
6.10: I feel I am working for an effective organisation	78.5	75.9	59.8
6.7: I feel a sense of belonging to my District or my Service Centre	75.4	85.2	61.8
4.4: I feel my contribution is valued in NZ Police	59.4	70.4	47.6
6.8: NZ Police cares about the well-being of its staff	67.2	66.7	51.2
6.5: NZ Police is interested in the views and opinions of its staff	53.8	61.1	38.7
6.4: There is a sense of 'common purpose' in NZ Police	67.7	81.5	59.5
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	53.1	64.8	46.6
6.2: Communication in my District or my Service Centre is open and honest	56.9	70.4	46.7
1.8: My job gives me a sense of personal achievement	78.1	88.9	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

Both organisational and work engagement has trended downward this year for FCG staff, although FCG remains on par with NZ Police overall on both measures. Job Satisfaction has declined significantly in 2017, as has the percentage of staff who indicated taking an active interest in NZ Police activities. Downward trends in engagement are evident across all areas, with the exception of Northern ARU.

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

	Financial Crime Group 2017	Financial Crime Group 2016	NZ Police 2017
<b>Engagement Index</b>	<b>78.7</b>	<b>85.8</b>	<b>72.1</b>
7.1: Overall, I'm satisfied with my job	76.9	92.6	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	75.4	79.6	66.1
7.3: I take an active interest in what happens in NZ Police	81.5	94.4	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	85.9	85.2	73.0
7.5: I feel a sense of commitment to NZ Police	86.2	92.6	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	66.2	70.4	58.3
<b>Work Engagement Index</b>	<b>88.1</b>	<b>93.8</b>	<b>82.5</b>
1.8: My job gives me a sense of personal achievement	78.1	88.9	75.3
1.9: I am strongly committed to the work I do	92.3	96.3	88.6
1.10: I am motivated to do the best I can in my job everyday	93.8	96.3	83.6

### 4b. Across the Areas

	FCG: Central ARU (n=11)	FCG: Northern ARU (n=14)	FCG: Waikato ARU (n=12)	FCG: Financial Intelligence (n=19)
<b>Engagement Index</b>	<b>74.2 (-13.3)</b>	<b>68.8 (-0.4)</b>	<b>81.9 (-6.0)</b>	<b>86.8 (-9.9)</b>
7.1: Overall, I'm satisfied with my job	72.7 (-14.8)	85.7 (+8.8)	75.0 (-25.0)	78.9 (-21.1)
7.2: Overall, I would recommend NZ Police as a great place to work	63.6 (-23.9)	71.4 (+9.9)	83.3 (+10.6)	78.9 (-14.4)
7.3: I take an active interest in what happens in NZ Police	90.9 (-9.1)	64.3 (-20.3)	91.7 (-8.3)	84.2 (-15.8)
7.4: I feel inspired to go the extra mile to help NZ Police succeed	72.7 (-14.8)	76.9 (+15.4)	83.3 (-7.6)	100.0 (+6.7)
7.5: I feel a sense of commitment to NZ Police	81.8 (-5.7)	71.4 (-5.5)	83.3 (-16.7)	100.0 (0.0)
7.6: NZ Police inspires me to do the best I can in my job every day	63.6 (-11.4)	42.9 (-10.9)	75.0 (+11.4)	78.9 (-14.4)
<b>Work Engagement Index</b>	<b>78.8 (-12.9)</b>	<b>90.5 (+5.9)</b>	<b>83.3 (-16.7)</b>	<b>89.5 (-6.1)</b>
1.8: My job gives me a sense of personal achievement	72.7 (-14.8)	85.7 (+8.8)	75.0 (-25.0)	68.4 (-18.3)
1.9: I am strongly committed to the work I do	81.8 (-5.7)	92.9 (+0.6)	83.3 (-16.7)	100.0 (0.0)
1.10: I am motivated to do the best I can in my job everyday	81.8 (-18.2)	92.9 (+8.3)	91.7 (-8.3)	100.0 (0.0)

## 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

	Financial Crime Group 2017	Financial Crime Group 2016	NZ Police 2017
<b>Performance Index</b>	<b>71.5</b>	<b>76.5</b>	<b>63.2</b>
The Work I Do	78.3	83.1	67.6
Learning and Development	55.8	55.6	50.0
My Team	76.5	78.8	72.2
Performance Focus	58.5	65.9	48.5
Respect and Integrity	81.0	85.5	73.4
Vision and Purpose + Communication and Cooperation	67.9	74.4	58.3
Final Thoughts	78.7	85.8	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

	FCG: Central ARU (n=11)	FCG: Northern ARU (n=14)	FCG: Waikato ARU (n=12)	FCG: Financial Intelligence (n=19)
<b>Performance Index</b>	<b>64.9 (-6.9)</b>	<b>67.3 (+4.0)</b>	<b>76.7 (-4.0)</b>	<b>75.9 (-10.7)</b>
The Work I Do	68.2 (-8.1)	82.1 (+5.9)	84.2 (-4.9)	77.4 (-9.3)
Learning and Development	52.3 (-4.0)	55.4 (+15.0)	56.3 (-0.5)	64.5 (-7.2)
My Team	80.5 (+7.3)	74.5 (+10.8)	85.7 (-9.1)	75.9 (-8.4)
Performance Focus	55.8 (-3.1)	48.0 (-4.7)	64.3 (+2.0)	65.1 (-18.4)
Respect and Integrity	72.7 (+0.2)	72.3 (+11.4)	90.0 (-4.5)	87.4 (-12.6)
Vision and Purpose + Communication and Cooperation	53.7 (-17.9)	62.9 (-1.3)	70.5 (-3.9)	74.5 (-9.1)
Final Thoughts	74.2 (-13.3)	68.8 (-0.4)	81.9 (-6.0)	86.8 (-9.9)

### 5c. Interpretation

FCG has experienced small declines across all survey areas this year with the exception of 'Learning and Development', though none are significant. FCG generally has higher scores than NZ Police overall for all sections, with significantly higher scores for 'The Work I Do' and 'Performance Focus'.

Scores for most areas have trended downward, with the exception of Northern ARU, which has experienced a significant increase in score for 'Learning and Development'.

## 6. Respect and Integrity reporting

This year Financial Crime Group staff are less confident that concerns raised regarding inappropriate conduct will be dealt with appropriately, though FCG still scores higher than NZ Police in this area, and all other 'Respect and Integrity' related items. FCG staff are significantly more confident that they can raise concerns without fear of reprisal than NZ Police overall.

Question	Financial Crime Group 2017	Financial Crime Group 2016	NZ Police 2017
5.1: Staff in my team respect employee diversity	92.3	88.9	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	89.2	88.9	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	78.5	83.3	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)	75.4	83.3	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	69.8	83.0	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	87.7	90.7
	Yes	4.6	5.6
	No	7.7	3.7

## 7. Biggest differences

The largest increases since 2016 relate to learning and development, training, and performance standards. While not significant increases, FCG staff are significantly more likely to believe they have learning and development opportunities in NZ Police than the organisation average. The top five negative changes to 2016 are all significant, with job satisfaction (an engagement item) showing the largest decline.

Top five positive changes since 2016	Financial Crime Group 2017	Financial Crime Group 2016	NZ Police 2017
2.3: There are learning and development opportunities for me in NZ Police	64.6	57.4	53.9
4.6: NZ Police expects high standards of performance from its people	86.2	81.5	84.5
2.1: NZ Police provides adequate training for the work I do	43.1	38.9	43.4
3.1: People in my team conduct themselves in accordance with the values expected by NZ Police	89.2	85.2	85.2
5.1: Staff in my team respect employee diversity	92.3	88.9	86.6

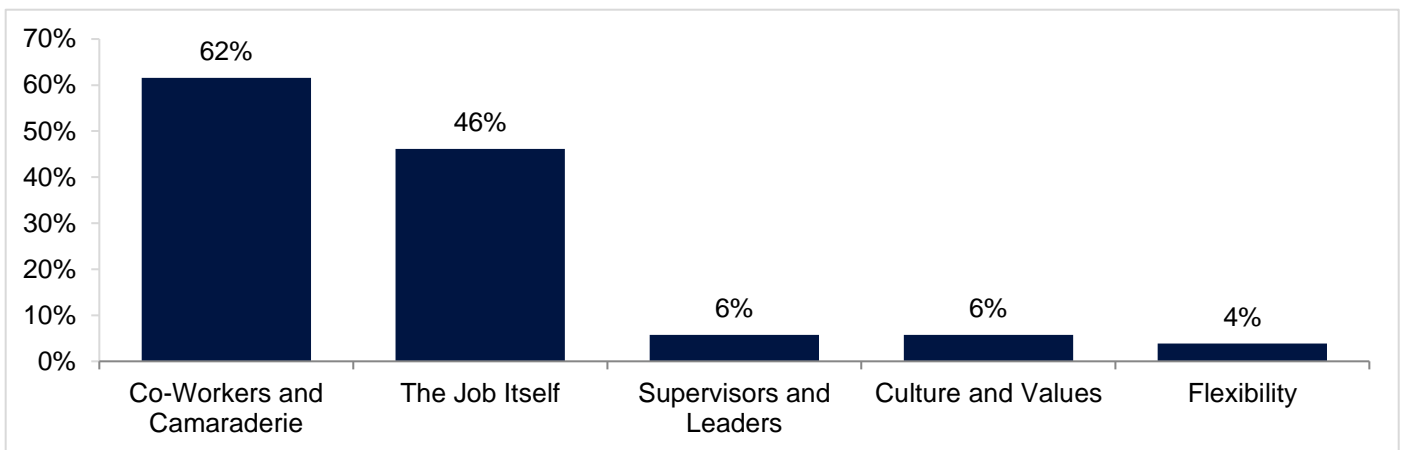
  

Top five negative changes since 2016	Financial Crime Group 2017	Financial Crime Group 2016	NZ Police 2017
7.1: Overall, I'm satisfied with my job	76.9	92.6	73.3
1.7: The work I do makes good use of my knowledge and skills	70.8	85.2	72.8
4.3: We celebrate success in NZ Police	55.4	69.8	48.1
6.4: There is a sense of 'common purpose' in NZ Police	67.7	81.5	59.5
6.2: Communication in my District or my Service Centre is open and honest	56.9	70.4	46.7

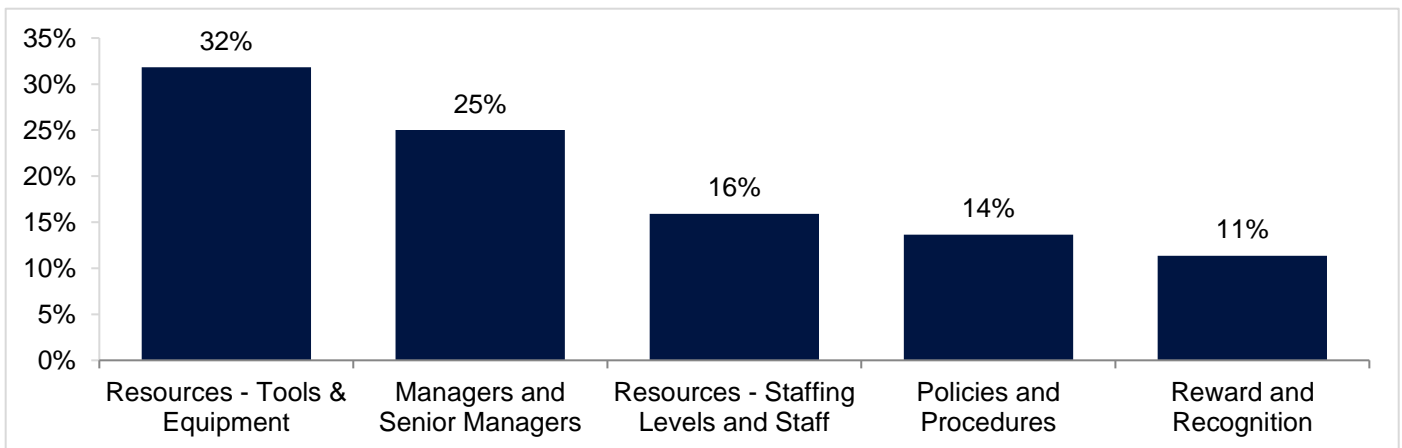
## 8. Comments Analysis

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	Financial Crime Group 2017	Financial Crime Group 2016	NZ Police 2017
<b>The Work I Do</b>	<b>78.3</b>	<b>83.1</b>	<b>67.6</b>
1.1: The responsibilities of my job are clearly defined	81.5	87.0	76.9
1.2: I know how my work contributes to the effectiveness of NZ Police	95.4	94.3	<b>82.5</b>
1.3: I understand how my performance is measured	57.8	63.0	53.5
1.4: My performance is fairly assessed	72.3	70.4	<b>51.1</b>
1.5: I am sufficiently involved in decisions that affect the way I do my job	65.6	73.6	<b>48.3</b>
1.6: The level of work-related stress I experience in my job is acceptable	75.4	75.9	<b>43.6</b>
1.7: The work I do makes good use of my knowledge and skills	70.8	<b>85.2</b>	72.8
1.8: My job gives me a sense of personal achievement	78.1	<b>88.9</b>	75.3
1.9: I am strongly committed to the work I do	92.3	96.3	88.6
1.10: I am motivated to do the best I can in my job everyday	93.8	96.3	<b>83.6</b>
<b>Learning and Development</b>	<b>55.8</b>	<b>55.6</b>	<b>50.0</b>
2.1: NZ Police provides adequate training for the work I do	43.1	38.9	43.4
2.2: I am encouraged to try new ways of doing things	63.1	72.2	<b>50.0</b>
2.3: There are learning and development opportunities for me in NZ Police	64.6	57.4	<b>53.9</b>
2.4: There are career development opportunities for me in NZ Police	52.3	53.7	52.7
<b>My Team</b>	<b>76.5</b>	<b>78.8</b>	<b>72.2</b>
3.1: People in my team conduct themselves in accordance with the values expected by NZ Police	89.2	85.2	85.2
3.2: I feel part of an effective team	84.6	92.6	77.9
3.3: People are held accountable for their performance in my team	70.8	70.4	64.1
3.4: Poor performance is dealt with effectively in my team	55.4	60.8	53.4
3.5: My supervisor behaves in a way that is consistent with the values of NZ Police	92.3	90.7	84.1
3.6: My supervisor communicates the goals and objectives of our team effectively	76.9	<b>87.0</b>	76.1
3.7: I get regular feedback on my performance from my supervisor (formal/informal)	66.2	64.8	64.5
<b>Performance Focus</b>	<b>58.5</b>	<b>65.9</b>	<b>48.5</b>
4.1: NZ Police has appropriate ways of recognising outstanding achievement	49.2	<b>61.5</b>	40.7
4.2: People here are appointed to positions based on merit	53.8	63.0	<b>30.3</b>
4.3: We celebrate success in NZ Police	55.4	<b>69.8</b>	48.1
4.4: I feel my contribution is valued in NZ Police	59.4	<b>70.4</b>	<b>47.6</b>
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	53.1	<b>64.8</b>	46.6
4.6: NZ Police expects high standards of performance from its people	86.2	81.5	84.5
4.7: NZ Police delivers on the promises it makes to its customers	52.3	50.0	<b>42.0</b>

Question	Financial Crime Group 2017	Financial Crime Group 2016	NZ Police 2017
<b>Respect and Integrity</b>	<b>81.0</b>	<b>85.5</b>	<b>73.4</b>
5.1: Staff in my team respect employee diversity	92.3	88.9	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	89.2	88.9	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	78.5	83.3	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)	75.4	83.3	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	69.8	83.0	60.9
<b>Vision and Purpose + Communication and Cooperation</b>	<b>67.9</b>	<b>74.4</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	63.1	63.0	60.3
6.2: Communication in my District or my Service Centre is open and honest	56.9	70.4	46.7
6.3: I feel informed about NZ Police and its activities	56.9	66.7	55.2
6.4: There is a sense of 'common purpose' in NZ Police	67.7	81.5	59.5
6.5: NZ Police is interested in the views and opinions of its staff	53.8	61.1	38.7
6.6: Teams within NZ Police work well together	56.9	68.5	54.1
6.7: I feel a sense of belonging to my District or my Service Centre	75.4	85.2	61.8
6.8: NZ Police cares about the well-being of its staff	67.2	66.7	51.2
6.9: NZ Police is an enjoyable place to work	78.5	87.0	70.8
6.10: I feel I am working for an effective organisation	78.5	75.9	59.8
6.11: I intend to continue working at NZ Police for at least the next 12 months	92.2	92.5	83.0
<b>Final Thoughts</b>	<b>78.7</b>	<b>85.8</b>	<b>72.1</b>
7.1: Overall, I'm satisfied with my job	76.9	92.6	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	75.4	79.6	66.1
7.3: I take an active interest in what happens in NZ Police	81.5	94.4	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	85.9	85.2	73.0
7.5: I feel a sense of commitment to NZ Police	86.2	92.6	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	66.2	70.4	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%