



New Zealand Police Workplace Survey 2017

Information and Technology

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.

Compared to 2016, Information and Technology's results have significantly improved across all key measures and survey sections. Engagement is now on par with NZ Police overall, and Information and Technology score higher than the organisational average on 'Vision and Purpose + Communication and Cooperation', as well as several key drivers of engagement. Despite improvements the 'Respect and Integrity', 'My Team' and 'Learning and Development' sections continue to perform poorly compared to NZ Police overall.

Perceptions this year are generally more positive across all areas within Information and Technology, evidenced by significant improvements for Performance Index scores.

1a. Response Rate

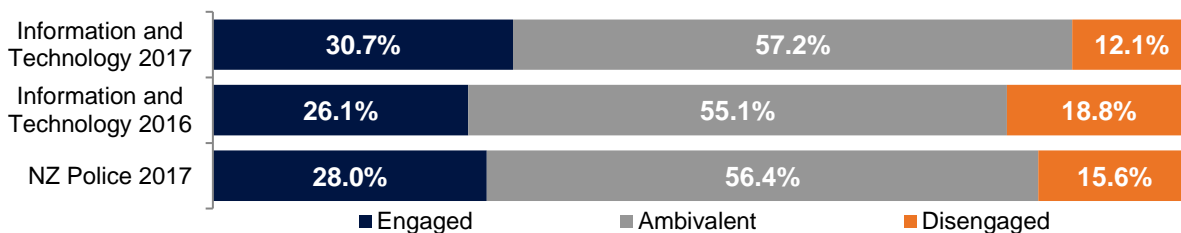
	Number of responses	Response rate
Information and Technology 2017	199	83.3%
Information and Technology 2016	177	83.9%
NZ Police 2017	7777	63.9%

199 people in Information and Technology responded to this survey, so 5 points would be considered a meaningful difference.

1b. Key Measures

Engagement Index		Performance Index		Work Engagement Index	
75.0%		62.6%		81.5%	
Last survey	NZ Police	Last survey	NZ Police	Last survey	NZ Police
66.8%	72.1%	52.7%	63.2%	72.9%	82.5%

1c. Engagement Profile



1d. Strengths and opportunities for Information and Technology

Information and Technology's survey scores improved significantly for over 80% of items in 2017, a tremendous positive shift. Relative to NZ Police overall, Information and Technology's biggest strengths lie in caring about staff well-being, delivering on promises made to customers, and building a sense of 'common purpose'.

Based on the analysis of results, including the key drivers of engagement, it is recommended post-survey efforts focus on:

- (1) Lifting team performance: the biggest gaps to close to NZ Police overall concern team-level accountability and performance management (dealing with poor performance, clarity of role and performance measures and availability of regular feedback).
- (2) Emphasising appropriate, values-aligned behaviours: despite improvements to the 'Respect and Integrity' section and for items relating to team member and supervisor behaviours, these areas present some of the largest gaps to the organisation overall.
- (3) Improving perceptions of career development: only 40% of Information and Technology staff believe they have career development opportunities at NZ Police. Increase awareness of available opportunities and encourage individual proactivity in seeking out development 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.

Information and Technology's Engagement Profile is similar to that of NZ Police overall. The proportion of disengaged employees in Information and Technology has significantly declined in 2017, although this has not translated to a significant positive shift in engaged employees. At the Area level, both Northern and Southern ICTSC have larger proportions of engaged employees than in 2016.

Area	2017 Engagement Profile			2016 Engagement Profile		
Central ICTSC (n=14)	28.6%	71.4%	0.0%	20.0%	60.0%	20.0%
ICT Service Centre (n=162)	30.2%	56.2%	13.6%	29.1%	56.7%	14.2%
Northern ICTSC (n=13)	23.1%	61.5%	15.4%	5.9%	47.0%	47.1%
Southern ICTSC (n=10)	50.0%	50.0%	0.0%	33.3%	44.5%	22.2%

■ Engaged ■ Ambivalent ■ Disengaged

3. Key Drivers of Engagement

Key drivers predict engagement; strong key driver performance relates to higher employee engagement. Perceptions on all key driver items have significantly improved since 2016, in particular feeling a sense of belonging to one's Service Centre and that communication in the Service Centres is open and honest. Information and Technology performs favourably compared to NZ Police overall, with several items scoring significantly higher than the organisational average. Staff are markedly more likely to believe there is a sense of 'common purpose' in the organisation and that NZ Police cares about the well-being of staff.

Key Driver Questions	Information and Technology 2017	Information and Technology 2016	NZ Police 2017
6.9: NZ Police is an enjoyable place to work	72.4	58.0	70.8
6.10: I feel I am working for an effective organisation	67.9	59.9	59.8
6.7: I feel a sense of belonging to my District or my Service Centre	69.8	53.1	61.8
4.4: I feel my contribution is valued in NZ Police	57.1	48.0	47.6
6.8: NZ Police cares about the well-being of its staff	66.8	54.8	51.2
6.5: NZ Police is interested in the views and opinions of its staff	50.8	36.9	38.7
6.4: There is a sense of 'common purpose' in NZ Police	74.9	68.4	59.5
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	47.7	38.1	46.6
6.2: Communication in my District or my Service Centre is open and honest	57.6	35.0	46.7
1.8: My job gives me a sense of personal achievement	74.7	59.9	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

Information and Technology staff are as engaged with the organisation and their work as NZ Police overall, and significantly more engaged than in 2016. Despite an increase since last year, staff are less satisfied with their jobs than NZ Police overall. Both work and organisational engagement has significantly improved for all areas within Information and Technology, bar ICT Service Centre, which has only seen an increase for work engagement.

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

	Information and Technology 2017	Information and Technology 2016	NZ Police 2017
Engagement Index	75.0	66.8	72.1
7.1: Overall, I'm satisfied with my job	67.3	58.8	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	68.2	54.2	66.1
7.3: I take an active interest in what happens in NZ Police	80.6	78.4	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	83.3	75.0	73.0
7.5: I feel a sense of commitment to NZ Police	85.9	81.7	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	64.3	52.8	58.3
Work Engagement Index	81.5	72.9	82.5
1.8: My job gives me a sense of personal achievement	74.7	59.9	75.3
1.9: I am strongly committed to the work I do	89.4	84.7	88.6
1.10: I am motivated to do the best I can in my job everyday	80.4	74.0	83.6

4b. Across the Areas

	Central ICTSC (n=14)	ICT Service Centre (n=162)	Northern ICTSC (n=13)	Southern ICTSC (n=10)
Engagement Index	86.9 (+17.1)	73.4 (+2.9)	74.4 (+37.1)	84.8 (+16.3)
7.1: Overall, I'm satisfied with my job	78.6 (+11.9)	66.0 (+2.3)	69.2 (+45.7)	70.0 (+25.6)
7.2: Overall, I would recommend NZ Police as a great place to work	78.6 (+25.3)	67.7 (+7.7)	53.8 (+36.2)	80.0 (+35.6)
7.3: I take an active interest in what happens in NZ Police	85.7 (-1.0)	80.0 (-1.3)	76.9 (+35.7)	88.9 (0.0)
7.4: I feel inspired to go the extra mile to help NZ Police succeed	100.0 (+26.7)	80.2 (+4.1)	92.3 (+27.6)	100.0 (+11.1)
7.5: I feel a sense of commitment to NZ Police	92.9 (+7.2)	84.0 (-1.1)	92.3 (+39.4)	100.0 (+11.1)
7.6: NZ Police inspires me to do the best I can in my job every day	85.7 (+32.4)	62.3 (+5.6)	61.5 (+38.0)	70.0 (+14.4)
Work Engagement Index	92.9 (+17.3)	80.8 (+5.2)	74.4 (+19.5)	86.7 (+20.0)
1.8: My job gives me a sense of personal achievement	92.9 (+32.9)	73.3 (+10.3)	69.2 (+33.9)	80.0 (+13.3)
1.9: I am strongly committed to the work I do	92.9 (+6.2)	88.8 (+2.1)	92.3 (+15.8)	90.0 (+23.3)
1.10: I am motivated to do the best I can in my job everyday	92.9 (+12.9)	80.2 (+3.2)	61.5 (+8.6)	90.0 (+23.3)

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

	Information and Technology 2017	Information and Technology 2016	NZ Police 2017
Performance Index	62.6	52.7	63.2
The Work I Do	67.3	58.0	67.6
Learning and Development	44.2	31.1	50.0
My Team	60.6	52.4	72.2
Performance Focus	52.7	44.0	48.5
Respect and Integrity	65.1	54.7	73.4
Vision and Purpose + Communication and Cooperation	64.6	52.9	58.3
Final Thoughts	75.0	66.8	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

	Central ICTSC (n=14)	ICT Service Centre (n=162)	Northern ICTSC (n=13)	Southern ICTSC (n=10)
Performance Index	67.6 (+15.5)	62.4 (+6.6)	55.8 (+20.2)	67.8 (+22.5)
The Work I Do	72.1 (+11.8)	68.0 (+7.5)	53.8 (+10.3)	67.0 (+17.0)
Learning and Development	50.5 (+20.5)	45.0 (+10.5)	32.7 (+19.5)	37.5 (+18.1)
My Team	57.1 (+10.9)	61.9 (+4.7)	45.1 (+11.5)	64.3 (+31.0)
Performance Focus	64.3 (+14.8)	51.0 (+5.4)	48.4 (+20.7)	70.0 (+24.6)
Respect and Integrity	50.0 (+10.6)	67.0 (+8.8)	64.6 (+9.3)	56.0 (+22.7)
Vision and Purpose + Communication and Cooperation	75.8 (+21.6)	63.0 (+7.2)	63.6 (+30.4)	76.3 (+25.8)
Final Thoughts	86.9 (+17.1)	73.4 (+2.9)	74.4 (+37.1)	84.8 (+16.3)

5c. Interpretation

Looking at section scores, Information and Technology has seen a significant increase in all survey sections since 2016, and now score significantly higher than NZ Police for 'Vision and Purpose + Communication and Cooperation'. Despite these increases, scores for 'Learning and Development', 'My Team' and 'Respect and Integrity' remain below NZ Police overall.

All areas within Information and Technology have experienced an increase in scores, reflected by a significantly higher Performance Index for all groups. 'Learning and Development' and 'Vision and Purpose + Communication and Cooperation' in particular have significantly improved for all areas.

6. Respect and Integrity reporting

Information and Technology experienced significant improvements for 'Respect and Integrity' items in 2017, however still score well below NZ Police overall for all items bar one (team members respect employee diversity). Less than a quarter of staff indicated they had witnessed or experienced inappropriate workplace behaviour in 2017, down from more than a third of staff in 2016.

Question	Information and Technology 2017	Information and Technology 2016	NZ Police 2017
5.1: Staff in my team respect employee diversity	85.4	76.0	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	77.4	72.3	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	56.6	46.3	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)	59.1	46.6	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	46.9	32.4	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	78.9	61.0
	Yes	6.0	4.0
	No	15.1	35.0

7. Biggest differences

Compared to 2016, Information and Technology staff are significantly more likely to feel that communication is open and honest, the level of work-related stress they experience is acceptable, they are part of an effective team, and feel a sense of belonging to their Service Centre. A significantly larger proportion of staff this year indicate they intend to continue working at NZ Police for at least the next 12 months. No item showed a decline this year.

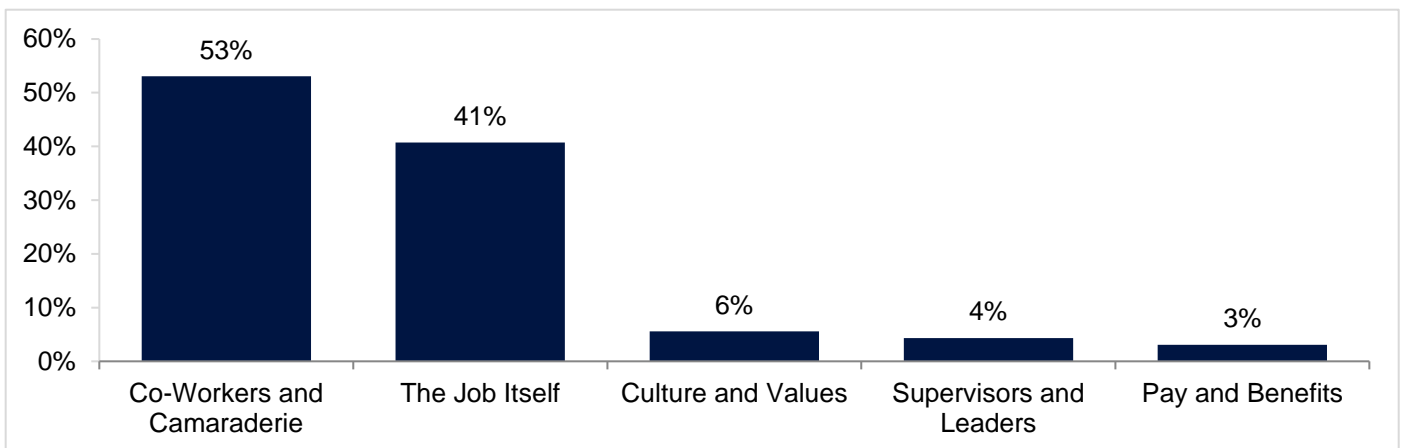
Top five positive changes since 2016	Information and Technology 2017	Information and Technology 2016	NZ Police 2017
6.2: Communication in my District or my Service Centre is open and honest	57.6	35.0	46.7
1.6: The level of work-related stress I experience in my job is acceptable	55.8	33.9	43.6
3.2: I feel part of an effective team	73.9	57.1	77.9
6.7: I feel a sense of belonging to my District or my Service Centre	69.8	53.1	61.8
6.11: I intend to continue working at NZ Police for at least the next 12 months	78.4	63.6	83.0

Top five negative changes since 2016	Information and Technology 2017	Information and Technology 2016	NZ Police 2017
1.2: I know how my work contributes to the effectiveness of NZ Police	87.9	87.0	82.5
3.3: People are held accountable for their performance in my team	44.7	43.5	64.1
6.1: NZ Police has a clear vision of where it's going and how it's going to get there	58.1	56.8	60.3
7.3: I take an active interest in what happens in NZ Police	80.6	78.4	81.1
4.6: NZ Police expects high standards of performance from its people	76.9	73.9	84.5

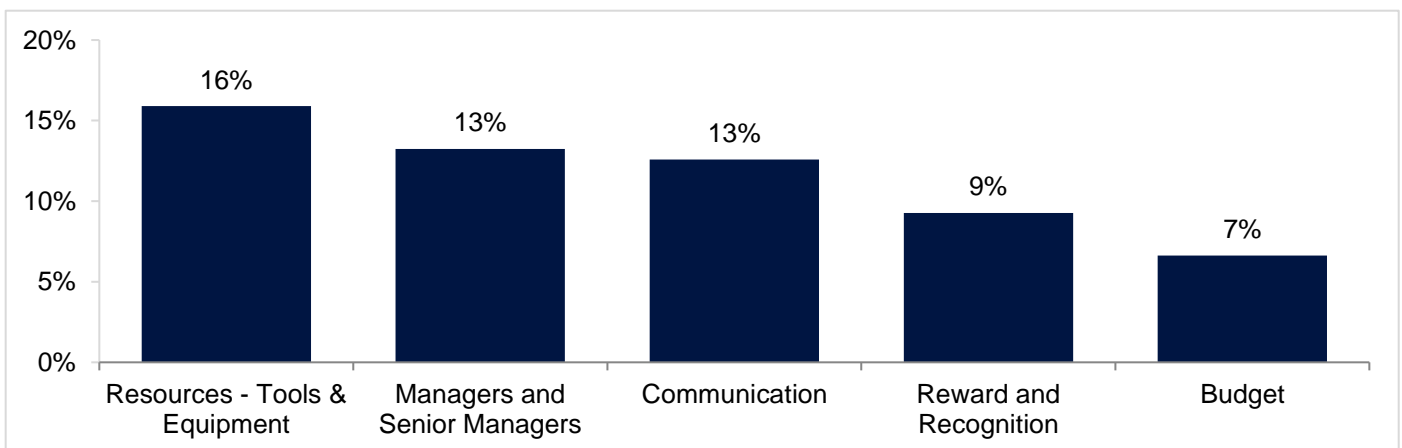
8. Comments Analysis

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	Information and Technology 2017	Information and Technology 2016	NZ Police 2017
The Work I Do	67.3	58.0	67.6
1.1: The responsibilities of my job are clearly defined	63.8	54.8	76.9
1.2: I know how my work contributes to the effectiveness of NZ Police	87.9	87.0	82.5
1.3: I understand how my performance is measured	48.5	37.9	53.5
1.4: My performance is fairly assessed	48.7	40.6	51.1
1.5: I am sufficiently involved in decisions that affect the way I do my job	54.5	41.8	48.3
1.6: The level of work-related stress I experience in my job is acceptable	55.8	33.9	43.6
1.7: The work I do makes good use of my knowledge and skills	69.3	65.5	72.8
1.8: My job gives me a sense of personal achievement	74.7	59.9	75.3
1.9: I am strongly committed to the work I do	89.4	84.7	88.6
1.10: I am motivated to do the best I can in my job everyday	80.4	74.0	83.6
Learning and Development	44.2	31.1	50.0
2.1: NZ Police provides adequate training for the work I do	42.1	29.5	43.4
2.2: I am encouraged to try new ways of doing things	46.7	35.0	50.0
2.3: There are learning and development opportunities for me in NZ Police	48.0	34.5	53.9
2.4: There are career development opportunities for me in NZ Police	40.1	25.4	52.7
My Team	60.6	52.4	72.2
3.1: People in my team conduct themselves in accordance with the values expected by NZ Police	76.9	69.9	85.2
3.2: I feel part of an effective team	73.9	57.1	77.9
3.3: People are held accountable for their performance in my team	44.7	43.5	64.1
3.4: Poor performance is dealt with effectively in my team	30.8	25.1	53.4
3.5: My supervisor behaves in a way that is consistent with the values of NZ Police	75.4	65.0	84.1
3.6: My supervisor communicates the goals and objectives of our team effectively	68.2	59.1	76.1
3.7: I get regular feedback on my performance from my supervisor (formal/informal)	54.3	47.5	64.5
Performance Focus	52.7	44.0	48.5
4.1: NZ Police has appropriate ways of recognising outstanding achievement	44.4	30.9	40.7
4.2: People here are appointed to positions based on merit	41.1	27.7	30.3
4.3: We celebrate success in NZ Police	45.5	39.0	48.1
4.4: I feel my contribution is valued in NZ Police	57.1	48.0	47.6
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	47.7	38.1	46.6
4.6: NZ Police expects high standards of performance from its people	76.9	73.9	84.5
4.7: NZ Police delivers on the promises it makes to its customers	56.6	50.6	42.0

Question	Information and Technology 2017	Information and Technology 2016	NZ Police 2017
Respect and Integrity	65.1	54.7	73.4
5.1: Staff in my team respect employee diversity	85.4	76.0	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	77.4	72.3	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	56.6	46.3	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)	59.1	46.6	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	46.9	32.4	60.9
Vision and Purpose + Communication and Cooperation	64.6	52.9	58.3
6.1: NZ Police has a clear vision of where it's going and how it's going to get there	58.1	56.8	60.3
6.2: Communication in my District or my Service Centre is open and honest	57.6	35.0	46.7
6.3: I feel informed about NZ Police and its activities	65.3	57.6	55.2
6.4: There is a sense of 'common purpose' in NZ Police	74.9	68.4	59.5
6.5: NZ Police is interested in the views and opinions of its staff	50.8	36.9	38.7
6.6: Teams within NZ Police work well together	48.2	37.3	54.1
6.7: I feel a sense of belonging to my District or my Service Centre	69.8	53.1	61.8
6.8: NZ Police cares about the well-being of its staff	66.8	54.8	51.2
6.9: NZ Police is an enjoyable place to work	72.4	58.0	70.8
6.10: I feel I am working for an effective organisation	67.9	59.9	59.8
6.11: I intend to continue working at NZ Police for at least the next 12 months	78.4	63.6	83.0
Final Thoughts	75.0	66.8	72.1
7.1: Overall, I'm satisfied with my job	67.3	58.8	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	68.2	54.2	66.1
7.3: I take an active interest in what happens in NZ Police	80.6	78.4	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	83.3	75.0	73.0
7.5: I feel a sense of commitment to NZ Police	85.9	81.7	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	64.3	52.8	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%