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## New Zealand Police Workplace Survey 2017

### National 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 Canterbury DHQ

## 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.

National Crime Group scores comparably to 2016 on all key metrics. Compared to NZ Police overall, the Group scores favourably for the Engagement and Performance Indices, and comparably for the Work Engagement Index. Across the Areas, Crime generally scores the most favourably, which is similar to the pattern of results in 2016.

### 1a. Response Rate

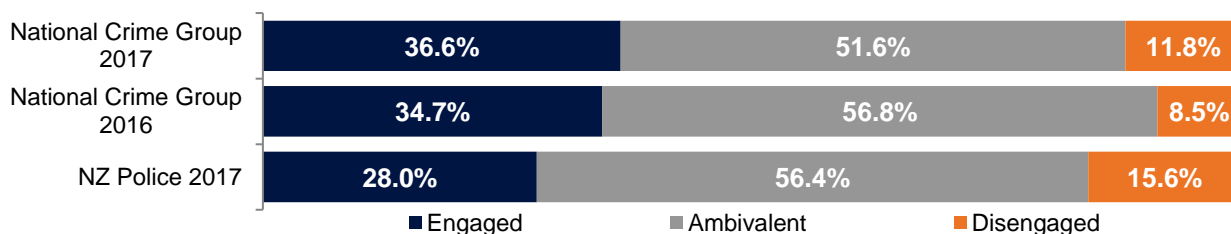
	Number of responses	Response rate
National Crime Group 2017	161	78.9%
National Crime Group 2016	176	86.7%
NZ Police 2017	7777	63.9%

161 people in National Crime Group responded to this survey, so 5 points would be considered a meaningful difference.

### 1b. Key Measures

Engagement Index		Performance Index		Work Engagement Index	
<b>78.6%</b>		<b>71.1%</b>		<b>84.9%</b>	
Last survey	NZ Police	Last survey	NZ Police	Last survey	NZ Police
80.4%	72.1%	71.2%	63.2%	86.8%	82.5%

### 1c. Engagement Profile



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

Relative to NZ Police overall, National Crime Group staff are significantly more engaged with the organisation. Some of the Group's greatest strengths are that staff have an acceptable level of stress at work, feel cared for, valued and involved and feel that communication is open and honest. National Crime Group staff also feel more positively about the fairness of performance assessments and the process around appointments. They hold a more positive perception that NZ Police is an effective organisation, with a strong 'common purpose' and delivers on customer promises.

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

- (1) Embedding values-aligned behaviours within teams: the largest negative gap to NZ Police relates to supervisors conducting themselves in accordance with the organisational values (an area also showing a significant decline).
- (2) Lifting perceptions of development opportunities: some of the biggest gaps to close to NZ Police overall relate to learning and career development. This is a particularly important area of focus for the Metro Crime area.
- (3) Investigating why significantly fewer staff this year feel confident that they could raise concerns about workplace harassment, bullying or discrimination without fear of reprisal.

## 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.

National Crime Group's Engagement Profile is comparable to 2016, and more favourable than that of NZ Police overall – the group has a significantly larger proportion of engaged staff. Metro Crime has seen a positive shift in the proportion of engaged employees, though due to the small size of the team this increase should be interpreted with caution.

Area	2017 Engagement Profile			2016 Engagement Profile		
Crime (n=115)	40.9%	52.1%	7.0%	38.0%	58.7%	3.3%
Metro Crime (n=7)	28.6%	71.4%	0.0%	12.5%	75.0%	12.5%
National Fingerprints Centre (n=37)	27.0%	46.0%	27.0%	29.8%	48.9%	21.3%

■ Engaged ■ Ambivalent ■ Disengaged

## 3. Key Drivers of Engagement

Key drivers predict engagement; strong key driver performance relates to higher employee engagement. Scores on all key driver items are significantly higher for the National Crime Group than NZ Police overall. Open communication, a sense common purpose and perception that NZ Police values staff contributions and cares about staff well-being present as the greatest strengths compared to the organisational average. The items regarding open communication and sense of belonging have improved since 2016 and there have been no significant declines.

Key Driver Questions	National Crime Group 2017	National Crime Group 2016	NZ Police 2017
6.9: NZ Police is an enjoyable place to work	78.3	80.1	70.8
6.10: I feel I am working for an effective organisation	79.2	78.3	59.8
6.7: I feel a sense of belonging to my District or my Service Centre	68.1	60.6	61.8
4.4: I feel my contribution is valued in NZ Police	69.4	65.9	47.6
6.8: NZ Police cares about the well-being of its staff	71.4	69.3	51.2
6.5: NZ Police is interested in the views and opinions of its staff	56.9	59.5	38.7
6.4: There is a sense of 'common purpose' in NZ Police	79.9	79.5	59.5
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	60.4	62.5	46.6
6.2: Communication in my District or my Service Centre is open and honest	66.9	61.1	46.7
1.8: My job gives me a sense of personal achievement	83.2	84.4	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

Staff in the National Crime Group are as engaged with their work and the organisation as they were in 2016, and are notably more engaged with the organisation than NZ Police overall. However, National Crime Group staff feel less inspired to go the extra mile to help NZ Police succeed compared to 2016.

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

	National Crime Group 2017	National Crime Group 2016	NZ Police 2017
<b>Engagement Index</b>	<b>78.6</b>	<b>80.4</b>	<b>72.1</b>
7.1: Overall, I'm satisfied with my job	82.6	80.6	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	74.5	78.2	66.1
7.3: I take an active interest in what happens in NZ Police	80.6	78.9	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	78.9	86.3	73.0
7.5: I feel a sense of commitment to NZ Police	85.0	85.6	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	70.2	72.7	58.3
<b>Work Engagement Index</b>	<b>84.9</b>	<b>86.8</b>	<b>82.5</b>
1.8: My job gives me a sense of personal achievement	83.2	84.4	75.3
1.9: I am strongly committed to the work I do	88.2	90.9	88.6
1.10: I am motivated to do the best I can in my job everyday	83.2	85.2	83.6

### 4b. Across the Areas

	Crime (n=115)	Metro Crime (n=7)	National Fingerprints Centre (n=37)
<b>Engagement Index</b>	<b>83.6 (-3.8)</b>	<b>76.2 (+8.6)</b>	<b>65.3 (+0.8)</b>
7.1: Overall, I'm satisfied with my job	84.3 (-1.5)	85.7 (+10.7)	78.4 (+10.3)
7.2: Overall, I would recommend NZ Police as a great place to work	80.9 (-6.6)	57.1 (0.0)	62.2 (+4.8)
7.3: I take an active interest in what happens in NZ Police	86.0 (+0.2)	85.7 (+10.7)	62.2 (+0.5)
7.4: I feel inspired to go the extra mile to help NZ Police succeed	84.3 (-9.0)	85.7 (+10.7)	62.2 (-8.0)
7.5: I feel a sense of commitment to NZ Police	88.6 (-2.2)	100.0 (+14.3)	73.0 (+0.7)
7.6: NZ Police inspires me to do the best I can in my job every day	77.4 (-3.6)	42.9 (+5.4)	54.1 (-3.3)
<b>Work Engagement Index</b>	<b>87.5 (-1.0)</b>	<b>81.0 (-2.3)</b>	<b>80.2 (-2.8)</b>
1.8: My job gives me a sense of personal achievement	82.6 (-1.3)	100.0 (+12.5)	86.5 (+1.4)
1.9: I am strongly committed to the work I do	92.2 (+0.5)	71.4 (-16.1)	81.1 (-8.3)
1.10: I am motivated to do the best I can in my job everyday	87.8 (-2.3)	71.4 (-3.6)	73.0 (-1.5)

## 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

	National Crime Group 2017	National Crime Group 2016	NZ Police 2017
<b>Performance Index</b>	<b>71.1</b>	<b>71.2</b>	<b>63.2</b>
The Work I Do	78.1	77.8	67.6
Learning and Development	53.0	55.7	50.0
My Team	70.1	68.8	72.2
Performance Focus	64.2	64.7	48.5
Respect and Integrity	71.7	73.3	73.4
Vision and Purpose + Communication and Cooperation	72.0	70.6	58.3
Final Thoughts	78.6	80.4	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

	Crime (n=115)	Metro Crime (n=7)	National Fingerprints Centre (n=37)
<b>Performance Index</b>	<b>76.0 (-1.0)</b>	<b>62.6 (-0.8)</b>	<b>59.4 (+1.7)</b>
The Work I Do	81.5 (+0.4)	78.6 (-1.0)	68.9 (-0.2)
Learning and Development	57.5 (-4.1)	17.9 (-10.2)	48.9 (+3.7)
My Team	76.7 (+0.3)	61.2 (-4.9)	49.6 (-0.4)
Performance Focus	69.2 (-1.6)	55.1 (+3.3)	52.9 (+1.8)
Respect and Integrity	75.1 (-3.4)	60.0 (-10.0)	66.2 (+5.8)
Vision and Purpose + Communication and Cooperation	77.9 (+1.0)	63.6 (+1.9)	58.5 (+2.7)
Final Thoughts	83.6 (-3.8)	76.2 (+8.6)	65.3 (+0.8)

### 5c. Interpretation

Looking across the sections, scores for National Crime Group are comparable to 2016. The Group scores more favourably than NZ Police overall on the Performance Index, as well as several survey sections: 'The Work I Do', 'Performance Focus', and 'Vision and Purpose + Communication and Cooperation'. As in 2016, the Group's greatest strengths relate to 'Performance Focus' and 'Vision and Purpose + Communication and Cooperation'.

Across the Areas, there have been no significant changes and scores are generally most positive for Crime. At just 17.9%, Metro Crime has a significantly lower score for 'Learning and Development' than the other areas, which should be investigated further.

## 6. Respect and Integrity reporting

National Crime Group staff are significantly less confident that they can raise concerns related to workplace harassment, bullying or discrimination without fear of reprisal compared 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		National Crime Group 2017	National Crime Group 2016	NZ Police 2017
5.1: Staff in my team respect employee diversity		85.0	80.6	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination		82.5	86.9	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		62.7	<b>69.7</b>	<b>68.1</b>
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)		66.5	66.3	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		62.0	63.1	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	84.5	76.1	82.5
	Yes	4.3	5.1	4.6
	No	11.2	18.8	13.0

## 7. Biggest differences

The most notable increases since 2016 were for items relating to fair performance assessments, open and honest communication and feeling a sense of belonging (all scoring above NZ Police overall). Several items experienced declines in 2017, with the largest declines relating to feeling inspired to go the extra mile (though still above NZ Police overall), confidence in raising concerns without fear of reprisal, perception around learning and development opportunities in NZ Police, and values-aligned behaviours demonstrated by supervisors, the latter three all scoring significantly below NZ Police overall.

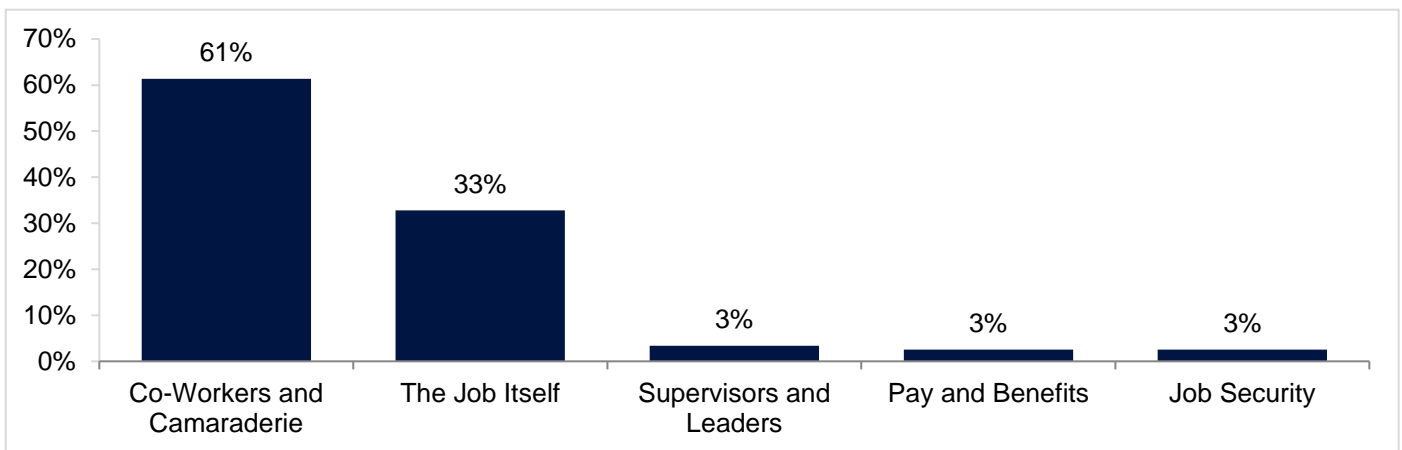
Top five positive changes since 2016	National Crime Group 2017	National Crime Group 2016	NZ Police 2017
1.4: My performance is fairly assessed	71.3	<b>63.4</b>	<b>51.1</b>
6.7: I feel a sense of belonging to my District or my Service Centre	68.1	<b>60.6</b>	<b>61.8</b>
6.2: Communication in my District or my Service Centre is open and honest	66.9	<b>61.1</b>	<b>46.7</b>
3.3: People are held accountable for their performance in my team	65.8	<b>60.2</b>	64.1
6.1: NZ Police has a clear vision of where it's going and how it's going to get there	76.3	<b>71.3</b>	<b>60.3</b>

Top five negative changes since 2016	National Crime Group 2017	National Crime Group 2016	NZ Police 2017
7.4: I feel inspired to go the extra mile to help NZ Police succeed	78.9	<b>86.3</b>	<b>73.0</b>
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	62.7	<b>69.7</b>	<b>68.1</b>
2.3: There are learning and development opportunities for me in NZ Police	45.9	<b>52.6</b>	<b>53.9</b>
3.5: My supervisor behaves in a way that is consistent with the values of NZ Police	70.2	<b>76.1</b>	<b>84.1</b>
1.2: I know how my work contributes to the effectiveness of NZ Police	87.0	<b>92.0</b>	82.5

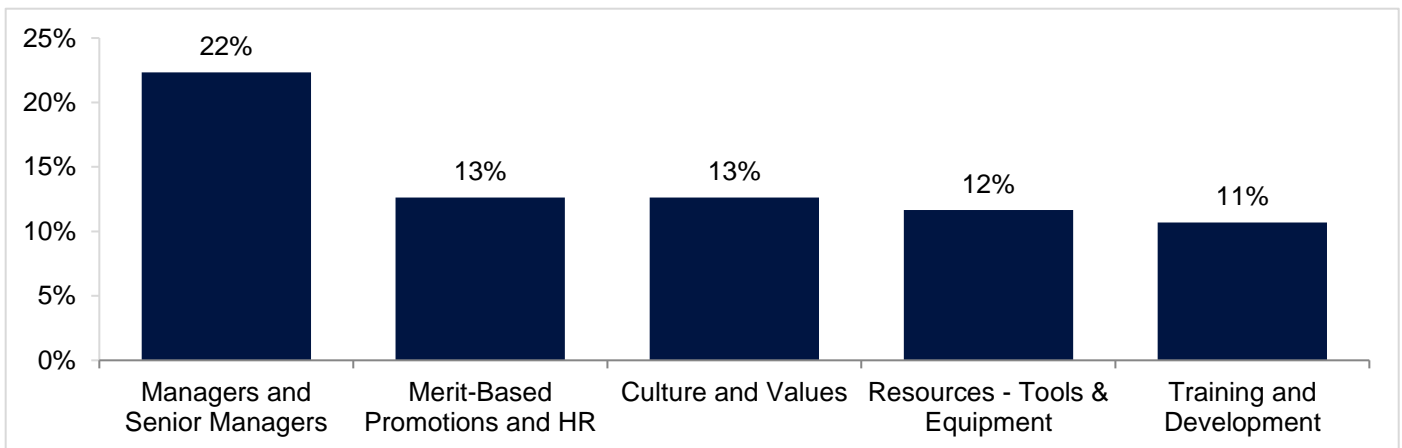
## 8. Comments Analysis

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	National Crime Group 2017	National Crime Group 2016	NZ Police 2017
<b>The Work I Do</b>	<b>78.1</b>	<b>77.8</b>	<b>67.6</b>
1.1: The responsibilities of my job are clearly defined	83.8	82.2	76.9
1.2: I know how my work contributes to the effectiveness of NZ Police	87.0	92.0	82.5
1.3: I understand how my performance is measured	69.2	68.8	53.5
1.4: My performance is fairly assessed	71.3	63.4	51.1
1.5: I am sufficiently involved in decisions that affect the way I do my job	67.5	67.0	48.3
1.6: The level of work-related stress I experience in my job is acceptable	65.8	64.6	43.6
1.7: The work I do makes good use of my knowledge and skills	82.0	80.0	72.8
1.8: My job gives me a sense of personal achievement	83.2	84.4	75.3
1.9: I am strongly committed to the work I do	88.2	90.9	88.6
1.10: I am motivated to do the best I can in my job everyday	83.2	85.2	83.6
<b>Learning and Development</b>	<b>53.0</b>	<b>55.7</b>	<b>50.0</b>
2.1: NZ Police provides adequate training for the work I do	60.9	58.5	43.4
2.2: I am encouraged to try new ways of doing things	64.2	65.7	50.0
2.3: There are learning and development opportunities for me in NZ Police	45.9	52.6	53.9
2.4: There are career development opportunities for me in NZ Police	41.1	46.0	52.7
<b>My Team</b>	<b>70.1</b>	<b>68.8</b>	<b>72.2</b>
3.1: People in my team conduct themselves in accordance with the values expected by NZ Police	79.4	76.7	85.2
3.2: I feel part of an effective team	82.5	77.8	77.9
3.3: People are held accountable for their performance in my team	65.8	60.2	64.1
3.4: Poor performance is dealt with effectively in my team	57.9	54.9	53.4
3.5: My supervisor behaves in a way that is consistent with the values of NZ Police	70.2	76.1	84.1
3.6: My supervisor communicates the goals and objectives of our team effectively	68.8	71.3	76.1
3.7: I get regular feedback on my performance from my supervisor (formal/informal)	66.3	64.8	64.5
<b>Performance Focus</b>	<b>64.2</b>	<b>64.7</b>	<b>48.5</b>
4.1: NZ Police has appropriate ways of recognising outstanding achievement	57.9	56.0	40.7
4.2: People here are appointed to positions based on merit	50.3	50.6	30.3
4.3: We celebrate success in NZ Police	65.0	68.6	48.1
4.4: I feel my contribution is valued in NZ Police	69.4	65.9	47.6
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	60.4	62.5	46.6
4.6: NZ Police expects high standards of performance from its people	85.6	86.4	84.5
4.7: NZ Police delivers on the promises it makes to its customers	61.0	62.9	42.0

Question	National Crime Group 2017	National Crime Group 2016	NZ Police 2017
<b>Respect and Integrity</b>	<b>71.7</b>	<b>73.3</b>	<b>73.4</b>
5.1: Staff in my team respect employee diversity	85.0	80.6	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	82.5	86.9	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	62.7	<b>69.7</b>	<b>68.1</b>
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)	66.5	66.3	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	62.0	63.1	60.9
<b>Vision and Purpose + Communication and Cooperation</b>	<b>72.0</b>	<b>70.6</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	76.3	<b>71.3</b>	<b>60.3</b>
6.2: Communication in my District or my Service Centre is open and honest	66.9	<b>61.1</b>	<b>46.7</b>
6.3: I feel informed about NZ Police and its activities	69.6	72.7	<b>55.2</b>
6.4: There is a sense of 'common purpose' in NZ Police	79.9	79.5	<b>59.5</b>
6.5: NZ Police is interested in the views and opinions of its staff	56.9	59.5	<b>38.7</b>
6.6: Teams within NZ Police work well together	65.6	64.8	<b>54.1</b>
6.7: I feel a sense of belonging to my District or my Service Centre	68.1	<b>60.6</b>	<b>61.8</b>
6.8: NZ Police cares about the well-being of its staff	71.4	69.3	<b>51.2</b>
6.9: NZ Police is an enjoyable place to work	78.3	80.1	<b>70.8</b>
6.10: I feel I am working for an effective organisation	79.2	78.3	<b>59.8</b>
6.11: I intend to continue working at NZ Police for at least the next 12 months	80.1	79.4	83.0
<b>Final Thoughts</b>	<b>78.6</b>	<b>80.4</b>	<b>72.1</b>
7.1: Overall, I'm satisfied with my job	82.6	80.6	<b>73.3</b>
7.2: Overall, I would recommend NZ Police as a great place to work	74.5	78.2	<b>66.1</b>
7.3: I take an active interest in what happens in NZ Police	80.6	78.9	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	78.9	<b>86.3</b>	<b>73.0</b>
7.5: I feel a sense of commitment to NZ Police	85.0	85.6	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	70.2	72.7	<b>58.3</b>

## 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%