



New Zealand Police Workplace Survey 2017

National Intel 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.

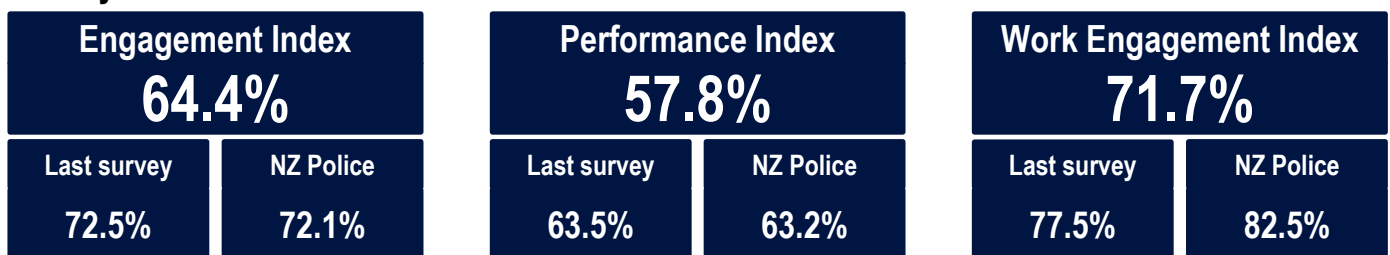
National Intel has more disengaged staff in 2017 compared to 2016. Overall, National Intel's results have remained relatively stable since 2016. However, compared with 2016, staff appear to be less confident in several areas of supervision. National Intel is generally performing on par with NZ Police overall, although there appears to be a greater risk of turnover, lower levels of role clarity and job satisfaction, and less satisfaction with the performance management process at National Intel compared with NZ Police overall.

1a. Response Rate

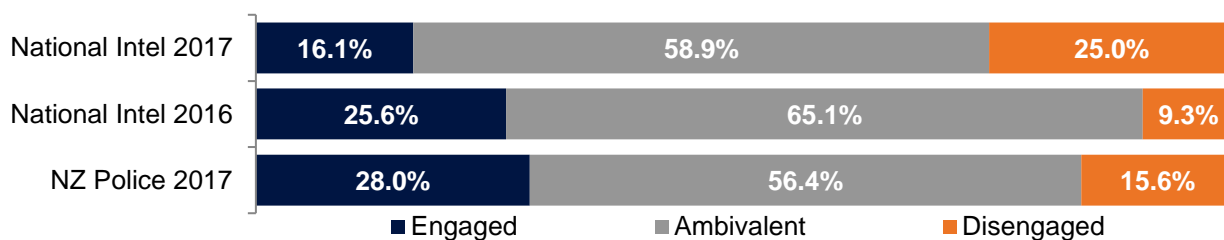
	Number of responses	Response rate
National Intel 2017	56	87.5%
National Intel 2016	43	79.6%
NZ Police 2017	7777	63.9%

56 people in National Intel responded to this survey, so 10 points would be considered a meaningful difference.

1b. Key Measures



1c. Engagement Profile



1d. Strengths and opportunities for National Intel

Compared with NZ Police overall, staff in National Intel are more likely to report the level of work-related stress they experience is acceptable.

Based on a review of the results, it is recommended that National Intel:

- (1) Investigate and improve the relationship between staff and their supervisor, which has shown a decline from 2016.
- (2) Improve the conditions in which staff can raise grievances without fear of reprisal.
- (3) Build a sense that NZ Police is delivering on service outcomes. This may involve investment in areas such as training, prioritising quality services, performance management and taking on board employee feedback.
- (4) Improve two-way communication. Staff in National Intel do not believe there is open and honest communication, that they feel informed of what is going on within NZ Police or that NZ Police is interested in their views and opinions.
- (5) Improve recognition - only about half of NZ Police employees in National Intel feel valued and think that NZ Police celebrates success or recognises achievements.

3. Key Drivers of Engagement

Key drivers predict engagement; strong key driver performance relates to higher employee engagement. National Intel has similar scores to NZ Police overall for most the key drivers. However, staff in National Intel are less likely to feel a sense of belonging or that their job gives them a sense of personal achievement.

National Intel's performance on the key engagement drivers remained relatively similar to 2016.

Key Driver Questions	National Intel 2017	National Intel 2016	NZ Police 2017
6.9: NZ Police is an enjoyable place to work	62.5	65.1	70.8
6.10: I feel I am working for an effective organisation	58.2	62.8	59.8
6.7: I feel a sense of belonging to my District or my Service Centre	50.0	57.1	61.8
4.4: I feel my contribution is valued in NZ Police	44.6	41.9	47.6
6.8: NZ Police cares about the well-being of its staff	58.9	65.1	51.2
6.5: NZ Police is interested in the views and opinions of its staff	42.9	48.8	38.7
6.4: There is a sense of 'common purpose' in NZ Police	55.4	46.5	59.5
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	37.5	41.9	46.6
6.2: Communication in my District or my Service Centre is open and honest	42.9	41.9	46.7
1.8: My job gives me a sense of personal achievement	60.0	65.1	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

Overall Engagement levels remain similar to those in 2016. However, compared to last year employees in National Intel were less likely to recommend NZ Police as a great place to work (sitting below NZ Police overall), say that they feel inspired to go the extra mile or report that they feel a sense of commitment.

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 Intel 2017	National Intel 2016	NZ Police 2017
Engagement Index	64.4	72.5	72.1
7.1: Overall, I'm satisfied with my job	60.7	69.8	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	55.4	67.4	66.1
7.3: I take an active interest in what happens in NZ Police	83.6	79.1	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	67.9	79.1	73.0
7.5: I feel a sense of commitment to NZ Police	70.9	81.4	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	48.2	58.1	58.3
Work Engagement Index	71.7	77.5	82.5
1.8: My job gives me a sense of personal achievement	60.0	65.1	75.3
1.9: I am strongly committed to the work I do	78.2	86.0	88.6
1.10: I am motivated to do the best I can in my job everyday	76.8	81.4	83.6

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 Intel 2017	National Intel 2016	NZ Police 2017
Performance Index	57.8	63.5	63.2
The Work I Do	59.8	67.7	67.6
Learning and Development	49.1	53.5	50.0
My Team	66.2	77.7	72.2
Performance Focus	47.2	46.0	48.5
Respect and Integrity	67.9	75.3	73.4
Vision and Purpose + Communication and Cooperation	52.5	55.1	58.3
Final Thoughts	64.4	72.5	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. Interpretation

National Intel performed less well in 'My Team' this year compared to 2016. Specifically, staff were less satisfied with performance management and feedback, and were less confident that their supervisor communicates the goals and objectives of their team or behaves in a way that is consistent with the values of NZ Police.

Overall, National Intel is performing the lowest in 'Performance Focus', particularly around recognition, merit-based appointments, and service outcomes/focus.

6. Respect and Integrity reporting

Overall, most results around respect and integrity remained consistent with 2016 and NZ Police overall. However, staff in National Intel were less confident that they could raise grievances around harassment, bullying or discrimination without fear of reprisal this year compared with 2016.

Question	National Intel 2017	National Intel 2016	NZ Police 2017
5.1: Staff in my team respect employee diversity	82.1	86.0	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	76.8	86.0	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	58.9	74.4	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)	66.1	67.4	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	55.4	62.8	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	75.0	76.7
	Yes	5.4	11.6
	No	19.6	11.6

7. Biggest differences

There have been no significant improvements from 2016 in National Intel, although belief that NZ Police delivers on customer promises is trending upwards. Compared with 2016, staff are less confident in several areas relating to supervision. Specifically, that their supervisor behaves in a way that is consistent with NZ Police values, communicates goals and objectives and provides regular feedback. Staff are less satisfied with role clarity and are less confident they could raise concerns in the workplace without fear of reprisal.

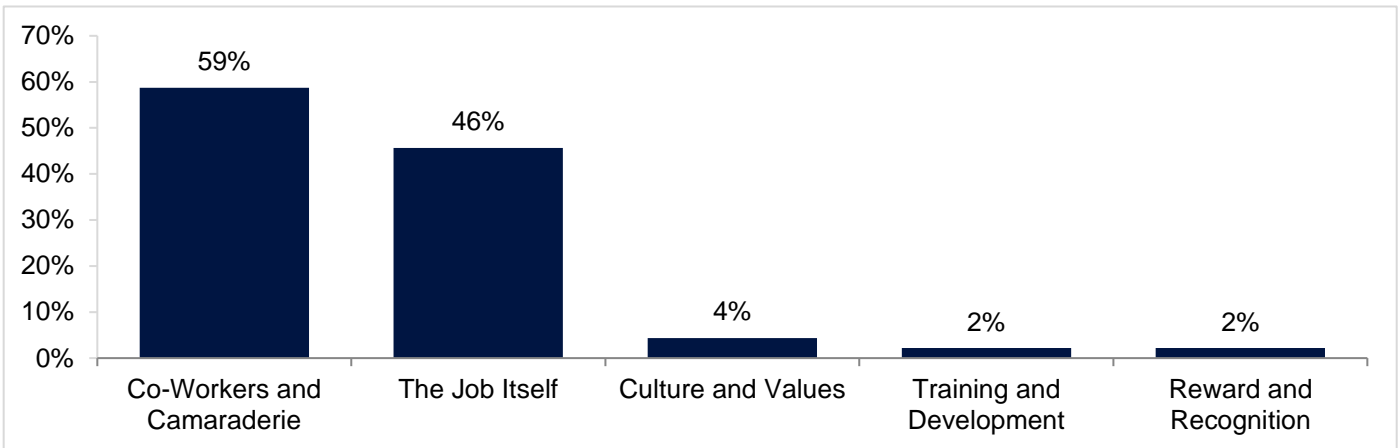
Top five positive changes since 2016	National Intel 2017	National Intel 2016	NZ Police 2017
4.7: NZ Police delivers on the promises it makes to its customers	51.8	41.9	42.0
6.4: There is a sense of 'common purpose' in NZ Police	55.4	46.5	59.5
6.1: NZ Police has a clear vision of where it's going and how it's going to get there	62.5	55.8	60.3
7.3: I take an active interest in what happens in NZ Police	83.6	79.1	81.1
4.2: People here are appointed to positions based on merit	25.0	20.9	30.3

Top five negative changes since 2016	National Intel 2017	National Intel 2016	NZ Police 2017
3.5: My supervisor behaves in a way that is consistent with the values of NZ Police	78.6	100.0	84.1
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	58.9	74.4	68.1
3.6: My supervisor communicates the goals and objectives of our team effectively	71.4	86.0	76.1
1.1: The responsibilities of my job are clearly defined	55.4	69.8	76.9
3.7: I get regular feedback on my performance from my supervisor (formal/informal)	64.3	76.7	64.5

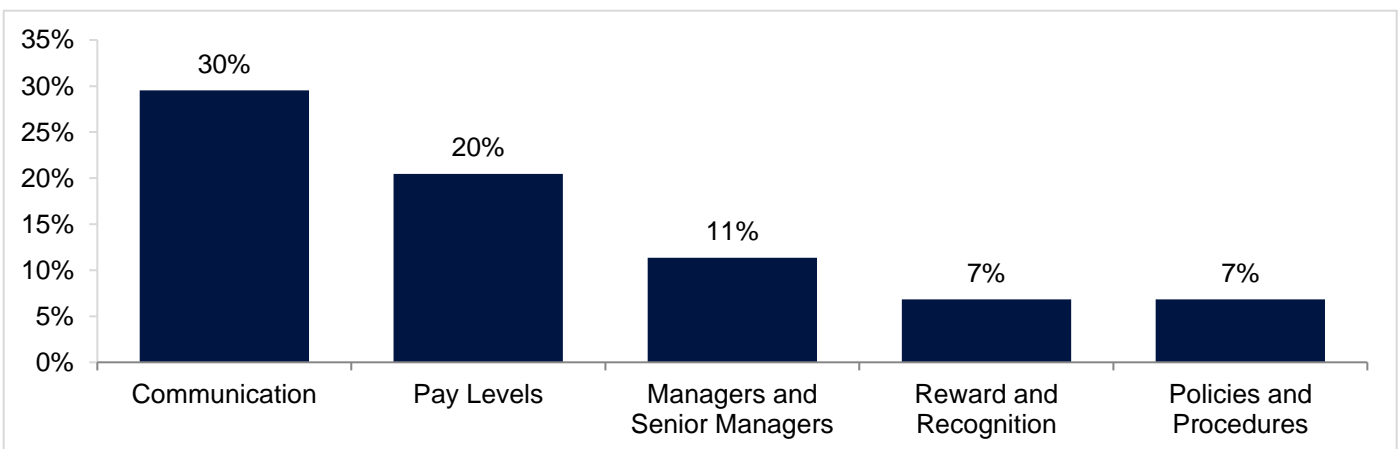
8. Comments Analysis

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 Intel 2017	National Intel 2016	NZ Police 2017
The Work I Do	59.8	67.7	67.6
1.1: The responsibilities of my job are clearly defined	55.4	69.8	76.9
1.2: I know how my work contributes to the effectiveness of NZ Police	73.2	76.7	82.5
1.3: I understand how my performance is measured	42.9	53.5	53.5
1.4: My performance is fairly assessed	47.3	53.5	51.1
1.5: I am sufficiently involved in decisions that affect the way I do my job	48.2	58.1	48.3
1.6: The level of work-related stress I experience in my job is acceptable	53.6	62.8	43.6
1.7: The work I do makes good use of my knowledge and skills	62.5	69.8	72.8
1.8: My job gives me a sense of personal achievement	60.0	65.1	75.3
1.9: I am strongly committed to the work I do	78.2	86.0	88.6
1.10: I am motivated to do the best I can in my job everyday	76.8	81.4	83.6
Learning and Development	49.1	53.5	50.0
2.1: NZ Police provides adequate training for the work I do	41.1	39.5	43.4
2.2: I am encouraged to try new ways of doing things	58.9	60.5	50.0
2.3: There are learning and development opportunities for me in NZ Police	50.0	55.8	53.9
2.4: There are career development opportunities for me in NZ Police	46.4	58.1	52.7
My Team	66.2	77.7	72.2
3.1: People in my team conduct themselves in accordance with the values expected by NZ Police	82.1	85.7	85.2
3.2: I feel part of an effective team	67.9	74.4	77.9
3.3: People are held accountable for their performance in my team	57.1	67.4	64.1
3.4: Poor performance is dealt with effectively in my team	41.8	53.5	53.4
3.5: My supervisor behaves in a way that is consistent with the values of NZ Police	78.6	100.0	84.1
3.6: My supervisor communicates the goals and objectives of our team effectively	71.4	86.0	76.1
3.7: I get regular feedback on my performance from my supervisor (formal/informal)	64.3	76.7	64.5
Performance Focus	47.2	46.0	48.5
4.1: NZ Police has appropriate ways of recognising outstanding achievement	41.1	40.5	40.7
4.2: People here are appointed to positions based on merit	25.0	20.9	30.3
4.3: We celebrate success in NZ Police	55.4	53.5	48.1
4.4: I feel my contribution is valued in NZ Police	44.6	41.9	47.6
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	37.5	41.9	46.6
4.6: NZ Police expects high standards of performance from its people	75.0	81.4	84.5
4.7: NZ Police delivers on the promises it makes to its customers	51.8	41.9	42.0

Question	National Intel 2017	National Intel 2016	NZ Police 2017
Respect and Integrity	67.9	75.3	73.4
5.1: Staff in my team respect employee diversity	82.1	86.0	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	76.8	86.0	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	58.9	74.4	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)	66.1	67.4	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	55.4	62.8	60.9
Vision and Purpose + Communication and Cooperation	52.5	55.1	58.3
6.1: NZ Police has a clear vision of where it's going and how it's going to get there	62.5	55.8	60.3
6.2: Communication in my District or my Service Centre is open and honest	42.9	41.9	46.7
6.3: I feel informed about NZ Police and its activities	50.0	58.1	55.2
6.4: There is a sense of 'common purpose' in NZ Police	55.4	46.5	59.5
6.5: NZ Police is interested in the views and opinions of its staff	42.9	48.8	38.7
6.6: Teams within NZ Police work well together	33.9	32.6	54.1
6.7: I feel a sense of belonging to my District or my Service Centre	50.0	57.1	61.8
6.8: NZ Police cares about the well-being of its staff	58.9	65.1	51.2
6.9: NZ Police is an enjoyable place to work	62.5	65.1	70.8
6.10: I feel I am working for an effective organisation	58.2	62.8	59.8
6.11: I intend to continue working at NZ Police for at least the next 12 months	60.7	72.1	83.0
Final Thoughts	64.4	72.5	72.1
7.1: Overall, I'm satisfied with my job	60.7	69.8	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	55.4	67.4	66.1
7.3: I take an active interest in what happens in NZ Police	83.6	79.1	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	67.9	79.1	73.0
7.5: I feel a sense of commitment to NZ Police	70.9	81.4	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	48.2	58.1	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%