



New Zealand Police Workplace Survey 2017

Northland

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.

Employee Engagement for Northland remains similar to 2016, both at an overall and area level. The survey results are generally similar to those of 2016. Staff report greater levels of open and honest communication. On the other hand, staff report less satisfaction with learning and development opportunities, clarity of role and team goals, and have less understanding of how their performance is measured. Northland's results generally sit below NZ Police overall results, particularly with regards to staff feeling they are working for an effective organisation with a high level of service quality, believing NZ Police cares about the well-being of its staff, understanding vision and strategy, and staff feeling inspired to do the best they can in their job.

1a. Response Rate

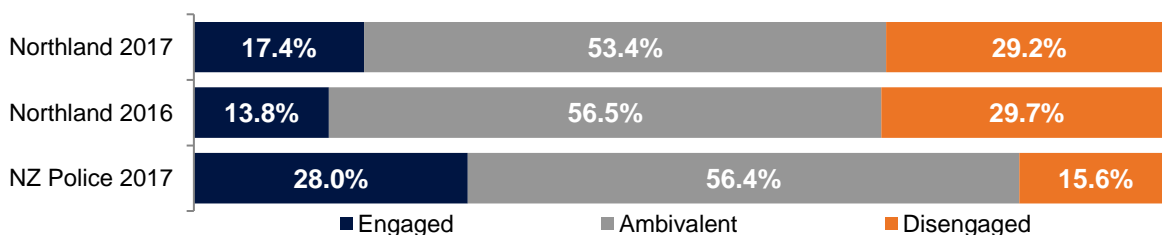
	Number of responses	Response rate
Northland 2017	236	59.9%
Northland 2016	246	62.9%
NZ Police 2017	7777	63.9%

236 people in Northland responded to this survey, so 5 points would be considered a meaningful difference.

1b. Key Measures

Engagement Index		Performance Index		Work Engagement Index	
57.2%		50.7%		73.1%	
Last survey	NZ Police	Last survey	NZ Police	Last survey	NZ Police
58.1%	72.1%	51.7%	63.2%	73.5%	82.5%

1c. Engagement Profile



1d. Strengths and opportunities for Northland

A large proportion of staff feel committed to the work they do and report their team and supervisors behave in a way that is consistent with the NZ Police values.

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

- (1) Improve two-way communication. Although improving, only a third of staff report there is open and honest communication and a quarter report that NZ Police is interested in the views and opinions of staff.
- (2) Improve recognition and staff perception they are cared about. Only a third of staff feel valued for their contribution, that NZ Police has appropriate ways of recognising outstanding performance or that NZ Police cares about their well-being.
- (3) Build a sense that NZ Police is an effective organisation that is delivering on service outcomes. This may involve focusing on several areas, such as communicating a clear vision and strategy, prioritising quality services, clarifying team goals and clear performance measures, as well as training.

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.

Northland's Engagement Profile remains similar to 2016, both at an overall and area level. However, compared to NZ Police overall Northland has a lower proportion of engaged staff and higher proportion of disengaged staff. Northland DHQ has the highest proportion of disengaged staff within Northland.

Area	2017 Engagement Profile			2016 Engagement Profile		
Far North (n=50)	14.0%	58.0%	28.0%	8.5%	53.7%	37.8%
Northland DHQ (n=109)	18.3%	46.8%	34.9%	14.6%	51.3%	34.1%
Whangarei (n=77)	18.2%	59.7%	22.1%	17.1%	60.1%	22.8%

■ Engaged ■ Ambivalent ■ Disengaged

3. Key Drivers of Engagement

Key drivers predict engagement; strong key driver performance relates to higher employee engagement. Northland's performance on the key drivers has remained relatively stable since 2016. However, more staff in 2017 report that there is open and honest communication. Northland scores below NZ Police overall on all key drivers, particularly with regards to feeling NZ Police cares about its staff well-being, staff feeling they are working for an effective organisation and prioritisation of service quality.

Key Driver Questions	Northland 2017	Northland 2016	NZ Police 2017
6.9: NZ Police is an enjoyable place to work	57.2	59.4	70.8
6.10: I feel I am working for an effective organisation	36.8	39.2	59.8
6.7: I feel a sense of belonging to my District or my Service Centre	50.4	51.4	61.8
4.4: I feel my contribution is valued in NZ Police	32.9	28.3	47.6
6.8: NZ Police cares about the well-being of its staff	29.2	29.2	51.2
6.5: NZ Police is interested in the views and opinions of its staff	24.2	22.4	38.7
6.4: There is a sense of 'common purpose' in NZ Police	41.9	44.3	59.5
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	26.5	29.3	46.6
6.2: Communication in my District or my Service Centre is open and honest	31.5	26.4	46.7
1.8: My job gives me a sense of personal achievement	63.9	66.8	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

Consistent with the Engagement Profile, engagement levels remain relatively stable but below NZ Police overall. Staff were less likely this year to report NZ Police inspires them to do the best job they can every day. At an area level, Northland DHQ have lower engagement levels in 2017 compared to 2016 (now showing the lowest engagement level within the District). Far North have seen improvements in some specific aspects of engagement, such as staff taking an active interest in NZ Police and feeling inspired to go the extra mile.

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

	Northland 2017	Northland 2016	NZ Police 2017
Engagement Index	57.2	58.1	72.1
7.1: Overall, I'm satisfied with my job	60.2	62.6	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	52.5	55.3	66.1
7.3: I take an active interest in what happens in NZ Police	67.4	67.5	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	56.6	55.1	73.0
7.5: I feel a sense of commitment to NZ Police	68.4	64.3	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	38.1	43.9	58.3
Work Engagement Index	73.1	73.5	82.5
1.8: My job gives me a sense of personal achievement	63.9	66.8	75.3
1.9: I am strongly committed to the work I do	81.7	80.1	88.6
1.10: I am motivated to do the best I can in my job everyday	73.7	73.5	83.6

4b. Across the Areas

	Far North (n=50)	Northland DHQ (n=109)	Whangarei (n=77)
Engagement Index	60.7 (+8.7)	52.8 (-6.0)	61.2 (-0.8)
7.1: Overall, I'm satisfied with my job	64.0 (+10.3)	56.9 (-4.1)	62.3 (-6.8)
7.2: Overall, I would recommend NZ Police as a great place to work	56.0 (+7.2)	49.5 (-9.0)	54.5 (-4.0)
7.3: I take an active interest in what happens in NZ Police	74.0 (+14.2)	62.4 (-15.6)	70.1 (+1.0)
7.4: I feel inspired to go the extra mile to help NZ Police succeed	64.0 (+11.6)	50.9 (-2.8)	59.7 (+2.3)
7.5: I feel a sense of commitment to NZ Police	68.0 (+9.5)	63.3 (-1.7)	76.0 (+8.0)
7.6: NZ Police inspires me to do the best I can in my job every day	38.0 (-1.0)	33.9 (-2.7)	44.2 (-5.4)
Work Engagement Index	75.3 (+11.1)	70.5 (-4.8)	75.5 (-3.5)
1.8: My job gives me a sense of personal achievement	74.0 (+16.7)	56.5 (-11.0)	68.0 (-5.0)
1.9: I am strongly committed to the work I do	80.0 (+6.8)	83.3 (+5.3)	80.5 (-4.9)
1.10: I am motivated to do the best I can in my job everyday	72.0 (+9.8)	71.6 (-8.9)	77.9 (-0.8)

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

	Northland 2017	Northland 2016	NZ Police 2017
Performance Index	50.7	51.7	63.2
The Work I Do	56.7	58.6	67.6
Learning and Development	37.5	41.6	50.0
My Team	66.2	67.0	72.2
Performance Focus	33.0	34.0	48.5
Respect and Integrity	62.9	61.2	73.4
Vision and Purpose + Communication and Cooperation	42.4	43.0	58.3
Final Thoughts	57.2	58.1	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

	Far North (n=50)	Northland DHQ (n=109)	Whangarei (n=77)
Performance Index	54.2 (+6.9)	48.5 (-5.3)	51.6 (-2.4)
The Work I Do	61.0 (+6.4)	55.8 (0.0)	55.2 (-7.1)
Learning and Development	46.5 (+9.5)	34.4 (-11.9)	36.0 (-7.1)
My Team	65.4 (+0.8)	62.7 (-5.1)	71.7 (+3.4)
Performance Focus	34.1 (+4.5)	31.6 (-7.1)	34.3 (-1.1)
Respect and Integrity	69.6 (+8.6)	61.1 (-1.4)	61.0 (+0.1)
Vision and Purpose + Communication and Cooperation	45.8 (+9.9)	40.7 (-7.9)	42.6 (-3.3)
Final Thoughts	60.7 (+8.7)	52.8 (-6.0)	61.2 (-0.8)

5c. Interpretation

Northland's section scores remain similar to those in 2016. On average, Northland is performing below NZ Police overall on all survey sections and the majority of survey questions. The sections with the lowest performance compared with NZ Police overall include 'Performance Focus' (particularly around service quality and recognition) and 'Vision and Purpose + Communication and Cooperation' (particularly staff feeling that they are working for an effective organisation with a clear vision, that NZ Police cares about the well-being of its staff, feeling informed and a sense of 'Common Purpose'). Northland DHQ declined in these two sections, among others, including 'Learning and Development' and 'My Team'.

6. Respect and Integrity reporting

There were no significant changes in the results around 'Respect and Integrity' from last year. However, compared with NZ Police overall, Northland staff are less likely to feel they can raise concerns in the workplace without fear of reprisal, and that these concerns would be dealt with appropriately. Less than 1 in 2 people agree that if they raised concerns, these would be dealt with appropriately.

Question	Northland 2017	Northland 2016	NZ Police 2017
5.1: Staff in my team respect employee diversity	78.8	76.8	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	74.5	73.2	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	57.4	57.0	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)	57.2	53.1	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	46.5	46.1	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	79.7	80.9
	Yes	3.4	4.5
	No	16.9	14.6

7. Biggest differences

Most of the results remain similar to 2016, although staff are more likely to believe there is open and honest communication this year compared to last. On the other hand, staff are less satisfied with available learning and development opportunities, have less understanding of how their performance is measured, are less clear about their team's goals and their own role responsibilities, and feel less inspired to do the best they can in their job.

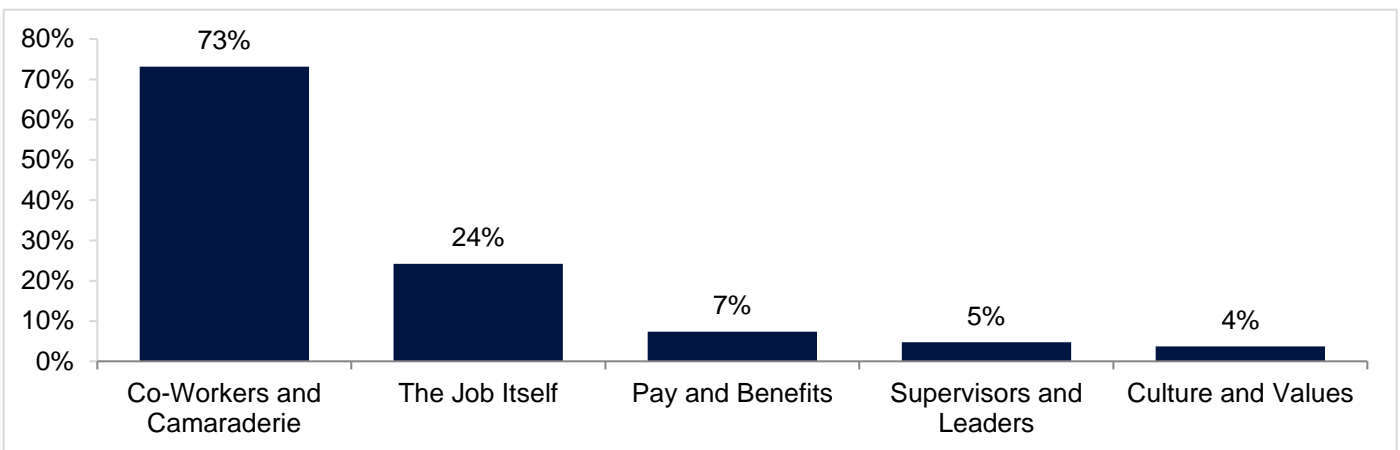
Top five positive changes since 2016	Northland 2017	Northland 2016	NZ Police 2017
6.2: Communication in my District or my Service Centre is open and honest	31.5	26.4	46.7
4.4: I feel my contribution is valued in NZ Police	32.9	28.3	47.6
7.5: I feel a sense of commitment to NZ Police	68.4	64.3	80.8
5.4: 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)	57.2	53.1	66.9
3.3: People are held accountable for their performance in my team	64.0	60.6	64.1

Top five negative changes since 2016	Northland 2017	Northland 2016	NZ Police 2017
1.3: I understand how my performance is measured	37.7	48.8	53.5
2.3: There are learning and development opportunities for me in NZ Police	39.0	46.5	53.9
3.6: My supervisor communicates the goals and objectives of our team effectively	63.9	70.5	76.1
1.1: The responsibilities of my job are clearly defined	63.6	69.4	76.9
7.6: NZ Police inspires me to do the best I can in my job every day	38.1	43.9	58.3

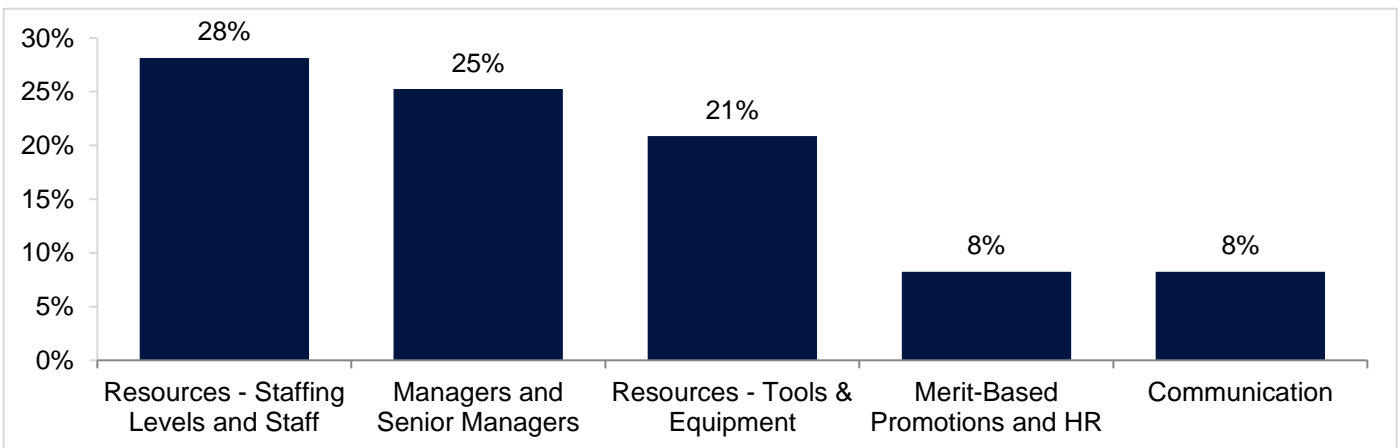
8. Comments Analysis

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	Northland 2017	Northland 2016	NZ Police 2017
The Work I Do	56.7	58.6	67.6
1.1: The responsibilities of my job are clearly defined	63.6	69.4	76.9
1.2: I know how my work contributes to the effectiveness of NZ Police	66.9	71.1	82.5
1.3: I understand how my performance is measured	37.7	48.8	53.5
1.4: My performance is fairly assessed	40.6	43.5	51.1
1.5: I am sufficiently involved in decisions that affect the way I do my job	43.6	41.2	48.3
1.6: The level of work-related stress I experience in my job is acceptable	29.8	28.2	43.6
1.7: The work I do makes good use of my knowledge and skills	65.1	63.8	72.8
1.8: My job gives me a sense of personal achievement	63.9	66.8	75.3
1.9: I am strongly committed to the work I do	81.7	80.1	88.6
1.10: I am motivated to do the best I can in my job everyday	73.7	73.5	83.6
Learning and Development	37.5	41.6	50.0
2.1: NZ Police provides adequate training for the work I do	31.4	33.5	43.4
2.2: I am encouraged to try new ways of doing things	37.7	40.0	50.0
2.3: There are learning and development opportunities for me in NZ Police	39.0	46.5	53.9
2.4: There are career development opportunities for me in NZ Police	41.9	46.5	52.7
My Team	66.2	67.0	72.2
3.1: People in my team conduct themselves in accordance with the values expected by NZ Police	80.5	79.3	85.2
3.2: I feel part of an effective team	67.8	66.7	77.9
3.3: People are held accountable for their performance in my team	64.0	60.6	64.1
3.4: Poor performance is dealt with effectively in my team	50.0	50.8	53.4
3.5: My supervisor behaves in a way that is consistent with the values of NZ Police	80.5	82.9	84.1
3.6: My supervisor communicates the goals and objectives of our team effectively	63.9	70.5	76.1
3.7: I get regular feedback on my performance from my supervisor (formal/informal)	56.8	58.1	64.5
Performance Focus	33.0	34.0	48.5
4.1: NZ Police has appropriate ways of recognising outstanding achievement	29.1	30.5	40.7
4.2: People here are appointed to positions based on merit	16.3	18.4	30.3
4.3: We celebrate success in NZ Police	32.8	35.5	48.1
4.4: I feel my contribution is valued in NZ Police	32.9	28.3	47.6
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	26.5	29.3	46.6
4.6: NZ Police expects high standards of performance from its people	69.7	72.1	84.5
4.7: NZ Police delivers on the promises it makes to its customers	23.8	23.8	42.0

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Northland



Question	Northland 2017	Northland 2016	NZ Police 2017
Respect and Integrity	62.9	61.2	73.4
5.1: Staff in my team respect employee diversity	78.8	76.8	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	74.5	73.2	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	57.4	57.0	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)	57.2	53.1	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	46.5	46.1	60.9
Vision and Purpose + Communication and Cooperation	42.4	43.0	58.3
6.1: NZ Police has a clear vision of where it's going and how it's going to get there	39.7	39.6	60.3
6.2: Communication in my District or my Service Centre is open and honest	31.5	26.4	46.7
6.3: I feel informed about NZ Police and its activities	37.4	37.6	55.2
6.4: There is a sense of 'common purpose' in NZ Police	41.9	44.3	59.5
6.5: NZ Police is interested in the views and opinions of its staff	24.2	22.4	38.7
6.6: Teams within NZ Police work well together	39.0	42.0	54.1
6.7: I feel a sense of belonging to my District or my Service Centre	50.4	51.4	61.8
6.8: NZ Police cares about the well-being of its staff	29.2	29.2	51.2
6.9: NZ Police is an enjoyable place to work	57.2	59.4	70.8
6.10: I feel I am working for an effective organisation	36.8	39.2	59.8
6.11: I intend to continue working at NZ Police for at least the next 12 months	79.2	81.3	83.0
Final Thoughts	57.2	58.1	72.1
7.1: Overall, I'm satisfied with my job	60.2	62.6	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	52.5	55.3	66.1
7.3: I take an active interest in what happens in NZ Police	67.4	67.5	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	56.6	55.1	73.0
7.5: I feel a sense of commitment to NZ Police	68.4	64.3	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	38.1	43.9	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%