



New Zealand Police Workplace Survey 2017

OFCANZ

Summary of Findings

Monday, April 24 2017

Table of Contents

	Page number
1. Executive Summary	3
1a. Response Rate	3
1b. Key Measures	3
1c. Engagement Profile	3
1d. Strengths and opportunities for OFCANZ	3
3. Key Drivers of Engagement	4
4. Engagement	4
4a. Across the District	4
5. Section Summary	5
5a. Across the District	5
5b. Interpretation	5
6. Respect and Integrity reporting	6
7. Biggest differences	6
8. Comments Analysis	7
8a. The one thing, more than anything else, that makes NZ Police a great place to work is:	7
8b. The one thing, more than anything else, that needs to change within NZ Police to make it a great place to work is:	7
Appendix 1: All Questions	8
Insight to Action: Next steps	10

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.

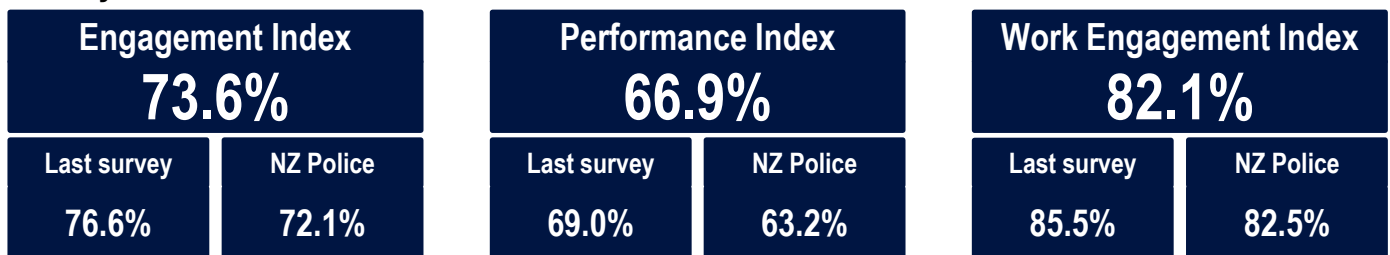
Employee Engagement remains stable in OFCANZ this year and is similar to NZ Police overall. The survey results more broadly also remain relatively stable. However, there have been declines in two areas. Staff are less confident that people are appointed to positions based on merit and that the work they do makes good use of their knowledge and skills.

1a. Response Rate

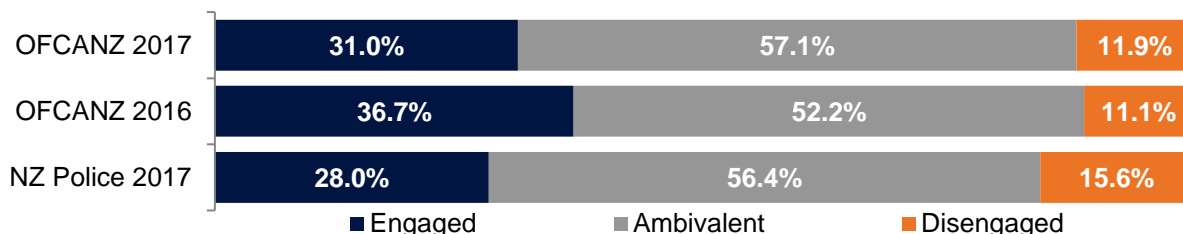
	Number of responses	Response rate
OFCANZ 2017	84	84.0%
OFCANZ 2016	90	90.9%
NZ Police 2017	7777	63.9%

84 people in OFCANZ responded to this survey, so 10 points would be considered a meaningful difference.

1b. Key Measures



1c. Engagement Profile



1d. Strengths and opportunities for OFCANZ

Compared with NZ Police overall, staff in OFCANZ are much more likely to report that the level of work-related stress they experience is acceptable and that NZ Police cares about the well-being of their staff. They are more likely to feel they are working for an effective organisation and are more satisfied with two-way communication - reporting that communication is more open and honest than NZ Police overall and that they are more likely to be involved in decisions that affect the way they do their job.

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

- (1) Improve recognition. Only approximately one half of OFCANZ staff feel their contribution is valued and a third feel that NZ Police has appropriate ways of recognising outstanding achievement.
- (2) Build a sense that NZ Police is delivering on service outcomes. Less than half of staff agree that decision making reflects that service quality is a high priority or that NZ Police delivers on the promises it makes to customers.
- (3) Continue to maintain and improve two-way communication, particularly bottom-up communication and consultation – OFCANZ is doing better than NZ Police overall in providing open and honest communication and this momentum should remain.

3. Key Drivers of Engagement

Key drivers predict engagement; strong key driver performance relates to higher employee engagement. Consistent with a relatively stable Engagement Profile, performance in the key drivers has not shifted since 2016. However, OFCANZ is performing higher than NZ Police in several areas. Specifically, staff in OFCANZ are more likely to report that NZ Police is an enjoyable place to work, that they are working for an effective organisation, that NZ Police cares about the well-being of its staff and that communication is open and honest.

Key Driver Questions	OFCANZ 2017	OFCANZ 2016	NZ Police 2017
6.9: NZ Police is an enjoyable place to work	83.1	80.0	70.8
6.10: I feel I am working for an effective organisation	69.9	70.0	59.8
6.7: I feel a sense of belonging to my District or my Service Centre	67.9	76.1	61.8
4.4: I feel my contribution is valued in NZ Police	47.6	47.8	47.6
6.8: NZ Police cares about the well-being of its staff	61.9	60.7	51.2
6.5: NZ Police is interested in the views and opinions of its staff	44.6	44.4	38.7
6.4: There is a sense of 'common purpose' in NZ Police	59.8	60.7	59.5
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	44.6	48.9	46.6
6.2: Communication in my District or my Service Centre is open and honest	57.1	52.8	46.7
1.8: My job gives me a sense of personal achievement	76.2	80.9	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

Overall, engagement levels are similar to those in 2016 and similar to NZ Police. While similar to NZ Police overall, one engagement question scores lower than others – only approximately one half of employees agreed NZ Polices inspires them to do the best job they can every day.

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

	OFCANZ 2017	OFCANZ 2016	NZ Police 2017
Engagement Index	73.6	76.6	72.1
7.1: Overall, I'm satisfied with my job	79.8	81.1	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	71.4	74.4	66.1
7.3: I take an active interest in what happens in NZ Police	78.6	80.9	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	77.1	78.9	73.0
7.5: I feel a sense of commitment to NZ Police	78.0	85.4	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	56.6	58.9	58.3
Work Engagement Index	82.1	85.5	82.5
1.8: My job gives me a sense of personal achievement	76.2	80.9	75.3
1.9: I am strongly committed to the work I do	85.7	91.0	88.6
1.10: I am motivated to do the best I can in my job everyday	84.3	84.4	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

	OFCANZ 2017	OFCANZ 2016	NZ Police 2017
Performance Index	66.9	69.0	63.2
The Work I Do	72.0	74.1	67.6
Learning and Development	56.6	57.8	50.0
My Team	75.6	77.9	72.2
Performance Focus	46.0	51.7	48.5
Respect and Integrity	78.9	78.6	73.4
Vision and Purpose + Communication and Cooperation	64.4	65.1	58.3
Final Thoughts	73.6	76.6	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

Looking at section scores, OFCANZ scored similar to 2016 and NZ Police overall. The section that OFCANZ scored the lowest in was 'Performance Focus'. In particular around recognition, merit-based appointment (an area declined from 2016), and the focus on service quality.

6. Respect and Integrity reporting

Compared with NZ Police overall, OFCANZ staff are equally likely to feel they can raise concerns in the workplace without fear of reprisal, and that these concerns would be dealt with appropriately. There were no significant changes in the results around 'Respect and Integrity' from last year. However, only 2 out of 3 staff agree that if they raise a concern it would be dealt with appropriately.

Question	OFCANZ 2017	OFCANZ 2016	NZ Police 2017
5.1: Staff in my team respect employee diversity	94.0	86.5	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	84.5	85.6	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	75.0	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)	74.7	73.3	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	66.3	73.0	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	85.7	84.4
	Yes	1.2	5.6
	No	13.1	10.0

7. Biggest differences

The results are broadly consistent with those in 2016 - there have been no significant improvements from 2016 for OFCANZ. However, there have been declines in two areas. Staff are less confident that people are appointed to positions based on merit and that the work they do makes good use of their knowledge and skills.

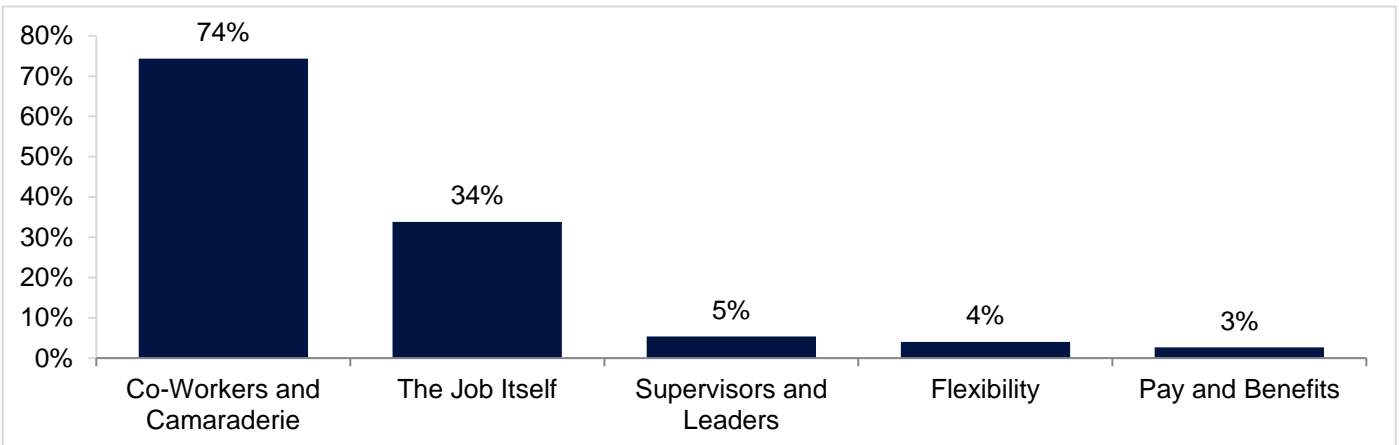
Top five positive changes since 2016	OFCANZ 2017	OFCANZ 2016	NZ Police 2017
5.1: Staff in my team respect employee diversity	94.0	86.5	86.6
1.5: I am sufficiently involved in decisions that affect the way I do my job	61.4	56.7	48.3
6.2: Communication in my District or my Service Centre is open and honest	57.1	52.8	46.7
6.9: NZ Police is an enjoyable place to work	83.1	80.0	70.8
2.3: There are learning and development opportunities for me in NZ Police	61.4	58.9	53.9

Top five negative changes since 2016	OFCANZ 2017	OFCANZ 2016	NZ Police 2017
4.2: People here are appointed to positions based on merit	32.1	47.8	30.3
1.7: The work I do makes good use of my knowledge and skills	73.8	84.4	72.8
4.3: We celebrate success in NZ Police	42.9	51.7	48.1
6.7: I feel a sense of belonging to my District or my Service Centre	67.9	76.1	61.8
4.7: NZ Police delivers on the promises it makes to its customers	39.3	46.7	42.0

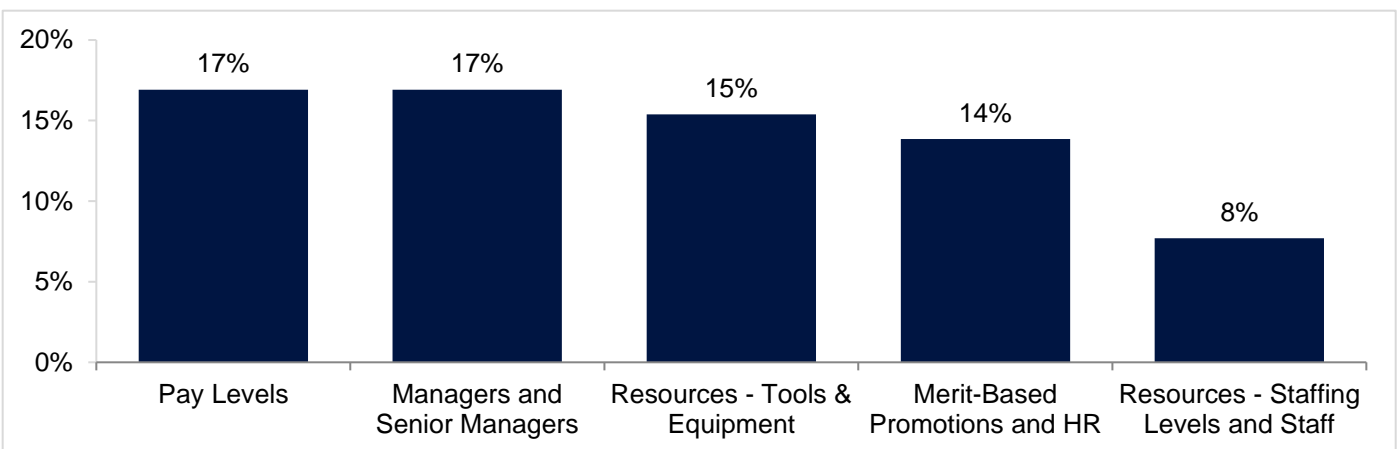
8. Comments Analysis

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	OFCANZ 2017	OFCANZ 2016	NZ Police 2017
The Work I Do	72.0	74.1	67.6
1.1: The responsibilities of my job are clearly defined	70.2	70.0	76.9
1.2: I know how my work contributes to the effectiveness of NZ Police	85.5	88.9	82.5
1.3: I understand how my performance is measured	59.5	58.9	53.5
1.4: My performance is fairly assessed	56.1	60.7	51.1
1.5: I am sufficiently involved in decisions that affect the way I do my job	61.4	56.7	48.3
1.6: The level of work-related stress I experience in my job is acceptable	67.5	65.6	43.6
1.7: The work I do makes good use of my knowledge and skills	73.8	84.4	72.8
1.8: My job gives me a sense of personal achievement	76.2	80.9	75.3
1.9: I am strongly committed to the work I do	85.7	91.0	88.6
1.10: I am motivated to do the best I can in my job everyday	84.3	84.4	83.6
Learning and Development	56.6	57.8	50.0
2.1: NZ Police provides adequate training for the work I do	45.2	49.4	43.4
2.2: I am encouraged to try new ways of doing things	54.2	58.4	50.0
2.3: There are learning and development opportunities for me in NZ Police	61.4	58.9	53.9
2.4: There are career development opportunities for me in NZ Police	65.5	64.4	52.7
My Team	75.6	77.9	72.2
3.1: People in my team conduct themselves in accordance with the values expected by NZ Police	92.9	91.1	85.2
3.2: I feel part of an effective team	83.3	86.7	77.9
3.3: People are held accountable for their performance in my team	67.9	68.9	64.1
3.4: Poor performance is dealt with effectively in my team	50.0	55.7	53.4
3.5: My supervisor behaves in a way that is consistent with the values of NZ Police	89.3	88.9	84.1
3.6: My supervisor communicates the goals and objectives of our team effectively	79.5	82.0	76.1
3.7: I get regular feedback on my performance from my supervisor (formal/informal)	66.7	71.9	64.5
Performance Focus	46.0	51.7	48.5
4.1: NZ Police has appropriate ways of recognising outstanding achievement	33.3	38.9	40.7
4.2: People here are appointed to positions based on merit	32.1	47.8	30.3
4.3: We celebrate success in NZ Police	42.9	51.7	48.1
4.4: I feel my contribution is valued in NZ Police	47.6	47.8	47.6
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	44.6	48.9	46.6
4.6: NZ Police expects high standards of performance from its people	82.1	80.0	84.5
4.7: NZ Police delivers on the promises it makes to its customers	39.3	46.7	42.0

Question	OFCANZ 2017	OFCANZ 2016	NZ Police 2017
Respect and Integrity	78.9	78.6	73.4
5.1: Staff in my team respect employee diversity	94.0	86.5	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	84.5	85.6	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	75.0	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)	74.7	73.3	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	66.3	73.0	60.9
Vision and Purpose + Communication and Cooperation	64.4	65.1	58.3
6.1: NZ Police has a clear vision of where it's going and how it's going to get there	62.2	62.9	60.3
6.2: Communication in my District or my Service Centre is open and honest	57.1	52.8	46.7
6.3: I feel informed about NZ Police and its activities	61.9	63.3	55.2
6.4: There is a sense of 'common purpose' in NZ Police	59.8	60.7	59.5
6.5: NZ Police is interested in the views and opinions of its staff	44.6	44.4	38.7
6.6: Teams within NZ Police work well together	56.0	55.6	54.1
6.7: I feel a sense of belonging to my District or my Service Centre	67.9	76.1	61.8
6.8: NZ Police cares about the well-being of its staff	61.9	60.7	51.2
6.9: NZ Police is an enjoyable place to work	83.1	80.0	70.8
6.10: I feel I am working for an effective organisation	69.9	70.0	59.8
6.11: I intend to continue working at NZ Police for at least the next 12 months	84.5	89.9	83.0
Final Thoughts	73.6	76.6	72.1
7.1: Overall, I'm satisfied with my job	79.8	81.1	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	71.4	74.4	66.1
7.3: I take an active interest in what happens in NZ Police	78.6	80.9	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	77.1	78.9	73.0
7.5: I feel a sense of commitment to NZ Police	78.0	85.4	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	56.6	58.9	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%