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## New Zealand Police Workplace Survey 2017

### People

### 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 People	3
2. District and Area Engagement Profile	4
3. Key Drivers of Engagement	4
4. Engagement	5
4a. Across the District	5
4b. Across the Areas	5
5. Section Summary	6
5a. Across the District	6
5b. Across the Areas	6
5c. Interpretation	6
6. Respect and Integrity reporting	7
7. Biggest differences	7
8. Comments Analysis	8
8a. The one thing, more than anything else, that makes NZ Police a great place to work is:	8
8b. The one thing, more than anything else, that needs to change within NZ Police to make it a great place to work is:	8
Appendix 1: All Questions	9
Insight to Action: Next steps	11

Please note that there were insufficient responses to display the results for ICT Service Centre

## 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.

Within People, the proportion of engaged employees has increased compared to 2016. Overall, the People team now has a significantly higher engagement level compared to NZ Police overall. Both HRSC Recruiting and Police National Headquarters (People) are exhibit higher engagement levels compared to NZ Police overall. There have been a number of improvements since the last survey, most markedly around 'Learning and Development' (learning and career opportunities, and adequate training) and 'Respect and Integrity'. Despite these improvements, learning and development continues to lag behind the NZ Police average. A key opportunity area for the People team also revolves around performance management (performance accountability, fair assessment and dealing with poor performance), an area that has declined and scores behind the organisational average. Within People, HRSC Recruiting has shown significant improvements, while the other two areas have remained stable.

### 1a. Response Rate

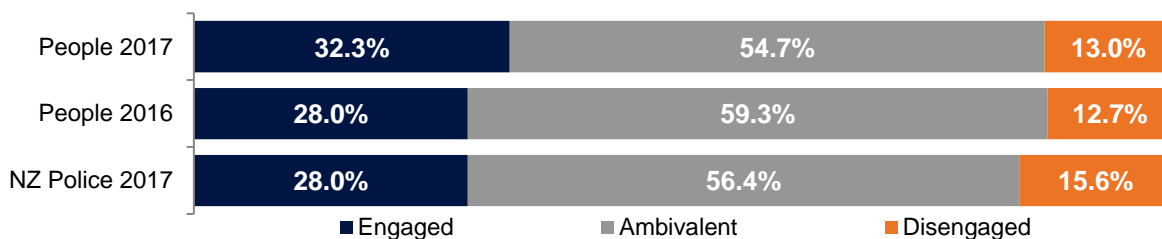
	Number of responses	Response rate
People 2017	162	70.4%
People 2016	150	71.1%
NZ Police 2017	7777	63.9%

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

### 1b. Key Measures

Engagement Index		Performance Index		Work Engagement Index	
<b>77.4%</b>		<b>66.5%</b>		<b>84.3%</b>	
Last survey	NZ Police	Last survey	NZ Police	Last survey	NZ Police
76.6%	72.1%	63.7%	63.2%	79.9%	82.5%

### 1c. Engagement Profile



### 1d. Strengths and opportunities for People

The People team outperform NZ Police on three key areas – 'Performance Focus' (particularly, perceptions around merit based appointment and NZ Police's delivery of customer promises), 'Respect and Integrity' and 'Vision and Purpose + Communication and Cooperation' (particularly around the clarity of vision and strategy, feeling listened to and care of staff well-being).

In contrast, there are a number of opportunity areas for the People team. Post-survey efforts should focus on:

(1) Performance Management – clarity of individual roles and responsibilities, performance measurement and perceived fairness of performance assessments. From a team perspective, focus on driving a culture where people hold each other accountable for performance, regularly seek and provide feedback and where poor performance is effectively addressed.

(2) Learning and Development - whilst this area has improved since 2016, 'learning and development' items still lag behind NZ Police overall. Only one third believe that they are adequately trained for their job and that they can see career development opportunities in NZ Police.

## 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.

The People team exhibits higher engagement levels than NZ Police overall, with a slight trend upwards since 2016. HRSC Recruiting has more than doubled its proportion of 'engaged' staff, while the other two areas show comparable engagement profiles against 2016.

Area	2017 Engagement Profile			2016 Engagement Profile		
HRSC Recruiting (n=21)	42.9%	57.1%	0.0%	20.0%	70.0%	10.0%
PNHQ - HR & BS Management (n=49)	26.5%	53.1%	20.4%	21.8%	58.2%	20.0%
Police National Headquarters (People) (n=92)	33.0%	54.9%	12.1%	33.8%	58.1%	8.1%

■ Engaged ■ Ambivalent ■ Disengaged

## 3. Key Drivers of Engagement

Key drivers predict engagement; strong key driver performance relates to higher employee engagement. Within the People team, many of these items have improved since the 2016 survey, and most now outperform NZ Police overall. One contrary result worth noting, however, is the significant decline seen in the most important key driver for NZ Police – the sense that NZ Police is an enjoyable place to work. This would be worth investigating further to understand what contributes to the decline for the People team.

Key Driver Questions	People 2017	People 2016	NZ Police 2017
6.9: NZ Police is an enjoyable place to work	68.1	73.2	70.8
6.10: I feel I am working for an effective organisation	73.6	71.6	59.8
6.7: I feel a sense of belonging to my District or my Service Centre	65.2	57.4	61.8
4.4: I feel my contribution is valued in NZ Police	57.8	54.4	47.6
6.8: NZ Police cares about the well-being of its staff	71.9	71.4	51.2
6.5: NZ Police is interested in the views and opinions of its staff	61.7	54.4	38.7
6.4: There is a sense of 'common purpose' in NZ Police	77.8	71.7	59.5
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	60.0	54.4	46.6
6.2: Communication in my District or my Service Centre is open and honest	60.2	48.6	46.7
1.8: My job gives me a sense of personal achievement	75.9	67.8	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

The People team has essentially maintained its level of engagement since 2016, and the team is more engaged than NZ Police overall. Work engagement has remained consistent since 2016 and is also on par with NZ Police overall. Both HRSC Recruiting and PNHQ – HR & BS Management have shown notable increase in work engagement levels.

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

	People 2017	People 2016	NZ Police 2017
<b>Engagement Index</b>	<b>77.4</b>	<b>76.6</b>	<b>72.1</b>
7.1: Overall, I'm satisfied with my job	70.4	67.3	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	69.6	73.3	66.1
7.3: I take an active interest in what happens in NZ Police	88.2	82.7	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	81.8	80.4	73.0
7.5: I feel a sense of commitment to NZ Police	84.4	84.4	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	70.4	71.3	58.3
<b>Work Engagement Index</b>	<b>84.3</b>	<b>79.9</b>	<b>82.5</b>
1.8: My job gives me a sense of personal achievement	75.9	67.8	75.3
1.9: I am strongly committed to the work I do	91.3	87.3	88.6
1.10: I am motivated to do the best I can in my job everyday	85.7	84.7	83.6

### 4b. Across the Areas

	HRSC Recruiting (n=21)	PNHQ - HR & BS Management (n=49)	Police National Headquarters (People) (n=92)
<b>Engagement Index</b>	<b>84.9 (+2.4)</b>	<b>65.2 (+1.8)</b>	<b>82.2 (-2.2)</b>
7.1: Overall, I'm satisfied with my job	85.7 (+5.7)	51.0 (+3.7)	77.2 (-1.2)
7.2: Overall, I would recommend NZ Police as a great place to work	76.2 (+1.2)	56.3 (-1.9)	75.0 (-8.8)
7.3: I take an active interest in what happens in NZ Police	95.2 (+10.2)	85.7 (+5.7)	87.9 (+4.1)
7.4: I feel inspired to go the extra mile to help NZ Police succeed	85.7 (-4.3)	68.1 (+3.9)	87.9 (-1.3)
7.5: I feel a sense of commitment to NZ Police	90.5 (+0.5)	79.2 (+1.4)	85.7 (-1.8)
7.6: NZ Police inspires me to do the best I can in my job every day	76.2 (+1.2)	51.0 (-1.7)	79.3 (-4.5)
<b>Work Engagement Index</b>	<b>96.8 (+19.3)</b>	<b>79.5 (+9.2)</b>	<b>84.0 (-3.4)</b>
1.8: My job gives me a sense of personal achievement	90.5 (+37.9)	65.3 (+10.8)	78.3 (-2.8)
1.9: I am strongly committed to the work I do	100.0 (+10.0)	93.9 (+12.1)	87.9 (-2.6)
1.10: I am motivated to do the best I can in my job everyday	100.0 (+10.0)	79.2 (+4.7)	85.9 (-4.6)

## 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

	People 2017	People 2016	NZ Police 2017
<b>Performance Index</b>	<b>66.5</b>	<b>63.7</b>	<b>63.2</b>
The Work I Do	64.9	65.3	67.6
Learning and Development	42.7	33.2	50.0
My Team	64.6	64.7	72.2
Performance Focus	62.2	58.4	48.5
Respect and Integrity	79.3	73.3	73.4
Vision and Purpose + Communication and Cooperation	68.6	64.5	58.3
Final Thoughts	77.4	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. Across the Areas

	HRSC Recruiting (n=21)	PNHQ - HR & BS Management (n=49)	Police National Headquarters (People) (n=92)
<b>Performance Index</b>	<b>76.0 (+12.7)</b>	<b>54.9 (-0.7)</b>	<b>70.4 (+0.5)</b>
The Work I Do	77.8 (+10.8)	53.0 (-4.2)	68.2 (-2.8)
Learning and Development	50.0 (+24.4)	20.9 (+5.4)	52.7 (+3.7)
My Team	81.6 (+2.3)	55.1 (-4.5)	65.7 (+0.6)
Performance Focus	70.1 (+19.4)	51.5 (-0.9)	66.0 (+0.6)
Respect and Integrity	76.8 (+15.3)	68.4 (-2.1)	85.8 (+6.9)
Vision and Purpose + Communication and Cooperation	78.7 (+16.7)	59.2 (+2.2)	71.2 (+0.5)
Final Thoughts	84.9 (+2.4)	65.2 (+1.8)	82.2 (-2.2)

### 5c. Interpretation

The People team has seen a significant improvement in two survey sections from 2016 – 'Learning and Development' and 'Respect and Integrity'. While Respect and Integrity now outperforms NZ Police overall, 'Learning and Development' remains an area below NZ Police overall. 'My Team' also scores below NZ Police overall (driven in the main by low scores on performance management related questions). The People team outperforms NZ Police in the sections 'Performance Focus', 'Respect and Integrity', 'Final Thoughts' (employee engagement), and 'Vision and Purpose + Communication and Cooperation'. HRSC Recruiting has shown substantial improvements across most survey sections, while the other Areas have remained steady compared to 2016.

## 6. Respect and Integrity reporting

Perceptions related to respect and integrity have increased in the People team across almost every item. The People team now out-performs NZ Police overall in their perceptions related to respect for diversity, confidence in raising concerns about harassment and inappropriate conduct without fear of reprisal and confidence that these concerns would be effectively dealt with.

Question		People 2017	People 2016	NZ Police 2017
5.1: Staff in my team respect employee diversity		92.5	87.3	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination		88.8	85.2	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		75.0	67.8	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)		71.3	65.8	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		69.2	60.5	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	87.0	83.3	82.5
	Yes	3.7	2.7	4.6
	No	9.3	14.0	13.0

## 7. Biggest differences

The People team has made severable significant gains since 2016, with the largest gain being improved perceptions of 'open and honest communication in my district or service centre', an area now scoring above NZ Police overall. Other significant gains are made in perceptions of learning and career development opportunities, as well as adequacy of training, although these areas are still below NZ Police overall. Four of the five items showing a significant decline are performance management related issues.

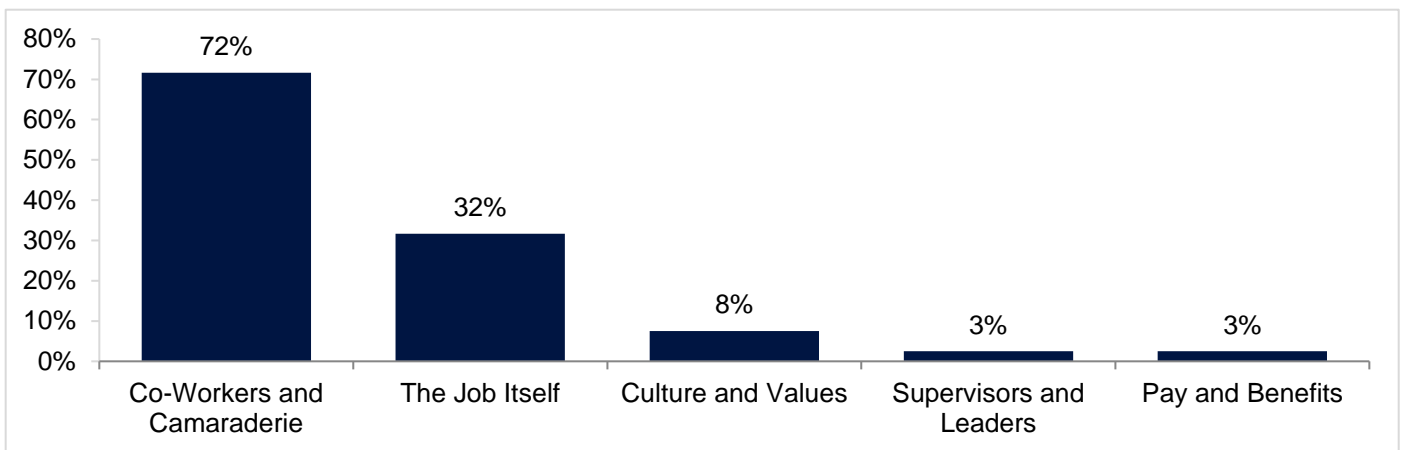
Top five positive changes since 2016	People 2017	People 2016	NZ Police 2017
6.2: Communication in my District or my Service Centre is open and honest	60.2	48.6	46.7
2.3: There are learning and development opportunities for me in NZ Police	40.7	29.7	53.9
2.4: There are career development opportunities for me in NZ Police	37.7	27.7	52.7
2.1: NZ Police provides adequate training for the work I do	36.4	26.8	43.4
3.6: My supervisor communicates the goals and objectives of our team effectively	73.6	64.4	76.1

Top five negative changes since 2016	People 2017	People 2016	NZ Police 2017
3.4: Poor performance is dealt with effectively in my team	36.7	48.3	53.4
3.3: People are held accountable for their performance in my team	53.4	64.4	64.1
1.4: My performance is fairly assessed	39.2	49.0	51.1
6.9: NZ Police is an enjoyable place to work	68.1	73.2	70.8
1.3: I understand how my performance is measured	42.2	46.7	53.5

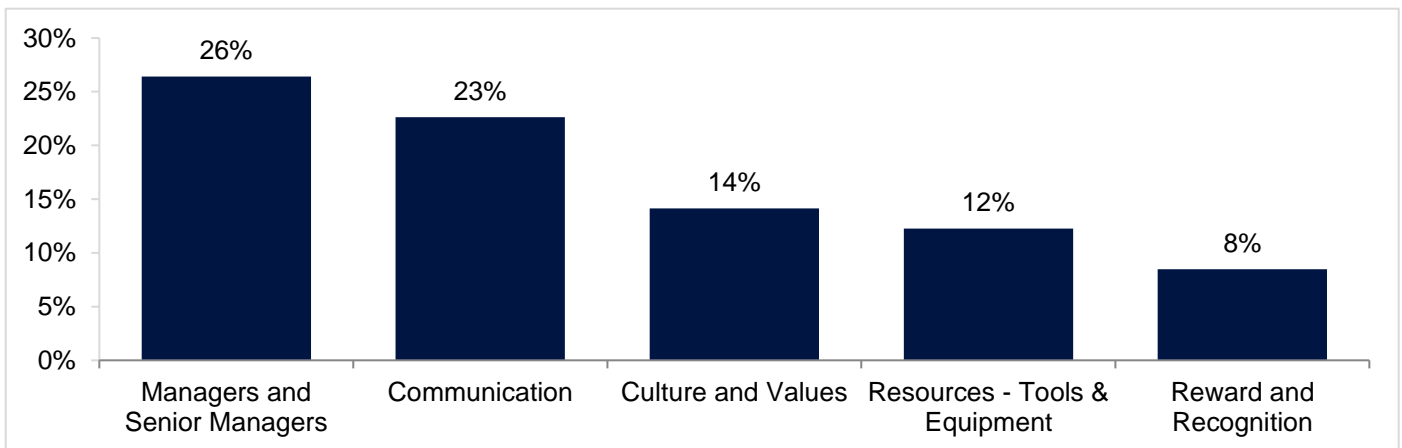
## 8. Comments Analysis

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	People 2017	People 2016	NZ Police 2017
<b>The Work I Do</b>	<b>64.9</b>	<b>65.3</b>	<b>67.6</b>
1.1: The responsibilities of my job are clearly defined	68.5	65.3	76.9
1.2: I know how my work contributes to the effectiveness of NZ Police	85.8	89.9	82.5
1.3: I understand how my performance is measured	42.2	46.7	53.5
1.4: My performance is fairly assessed	39.2	49.0	51.1
1.5: I am sufficiently involved in decisions that affect the way I do my job	48.4	51.3	48.3
1.6: The level of work-related stress I experience in my job is acceptable	45.3	44.0	43.6
1.7: The work I do makes good use of my knowledge and skills	66.0	67.1	72.8
1.8: My job gives me a sense of personal achievement	75.9	67.8	75.3
1.9: I am strongly committed to the work I do	91.3	87.3	88.6
1.10: I am motivated to do the best I can in my job everyday	85.7	84.7	83.6
<b>Learning and Development</b>	<b>42.7</b>	<b>33.2</b>	<b>50.0</b>
2.1: NZ Police provides adequate training for the work I do	36.4	26.8	43.4
2.2: I am encouraged to try new ways of doing things	56.2	48.3	50.0
2.3: There are learning and development opportunities for me in NZ Police	40.7	29.7	53.9
2.4: There are career development opportunities for me in NZ Police	37.7	27.7	52.7
<b>My Team</b>	<b>64.6</b>	<b>64.7</b>	<b>72.2</b>
3.1: People in my team conduct themselves in accordance with the values expected by NZ Police	81.5	82.0	85.2
3.2: I feel part of an effective team	69.1	66.7	77.9
3.3: People are held accountable for their performance in my team	53.4	64.4	64.1
3.4: Poor performance is dealt with effectively in my team	36.7	48.3	53.4
3.5: My supervisor behaves in a way that is consistent with the values of NZ Police	81.3	74.0	84.1
3.6: My supervisor communicates the goals and objectives of our team effectively	73.6	64.4	76.1
3.7: I get regular feedback on my performance from my supervisor (formal/informal)	56.6	53.4	64.5
<b>Performance Focus</b>	<b>62.2</b>	<b>58.4</b>	<b>48.5</b>
4.1: NZ Police has appropriate ways of recognising outstanding achievement	47.2	46.6	40.7
4.2: People here are appointed to positions based on merit	52.8	51.4	30.3
4.3: We celebrate success in NZ Police	62.7	57.7	48.1
4.4: I feel my contribution is valued in NZ Police	57.8	54.4	47.6
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	60.0	54.4	46.6
4.6: NZ Police expects high standards of performance from its people	85.1	83.1	84.5
4.7: NZ Police delivers on the promises it makes to its customers	69.8	61.5	42.0

# Workplace Survey 2017

## People

Question	People 2017	People 2016	NZ Police 2017
<b>Respect and Integrity</b>	<b>79.3</b>	<b>73.3</b>	<b>73.4</b>
5.1: Staff in my team respect employee diversity	92.5	87.3	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	88.8	85.2	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	75.0	67.8	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)	71.3	65.8	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	69.2	60.5	60.9
<b>Vision and Purpose + Communication and Cooperation</b>	<b>68.6</b>	<b>64.5</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	81.9	78.8	60.3
6.2: Communication in my District or my Service Centre is open and honest	60.2	48.6	46.7
6.3: I feel informed about NZ Police and its activities	70.4	65.5	55.2
6.4: There is a sense of 'common purpose' in NZ Police	77.8	71.7	59.5
6.5: NZ Police is interested in the views and opinions of its staff	61.7	54.4	38.7
6.6: Teams within NZ Police work well together	53.7	49.7	54.1
6.7: I feel a sense of belonging to my District or my Service Centre	65.2	57.4	61.8
6.8: NZ Police cares about the well-being of its staff	71.9	71.4	51.2
6.9: NZ Police is an enjoyable place to work	68.1	73.2	70.8
6.10: I feel I am working for an effective organisation	73.6	71.6	59.8
6.11: I intend to continue working at NZ Police for at least the next 12 months	69.8	66.9	83.0
<b>Final Thoughts</b>	<b>77.4</b>	<b>76.6</b>	<b>72.1</b>
7.1: Overall, I'm satisfied with my job	70.4	67.3	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	69.6	73.3	66.1
7.3: I take an active interest in what happens in NZ Police	88.2	82.7	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	81.8	80.4	73.0
7.5: I feel a sense of commitment to NZ Police	84.4	84.4	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	70.4	71.3	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%