



New Zealand Police Workplace Survey 2017

PIB

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 PIB	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.

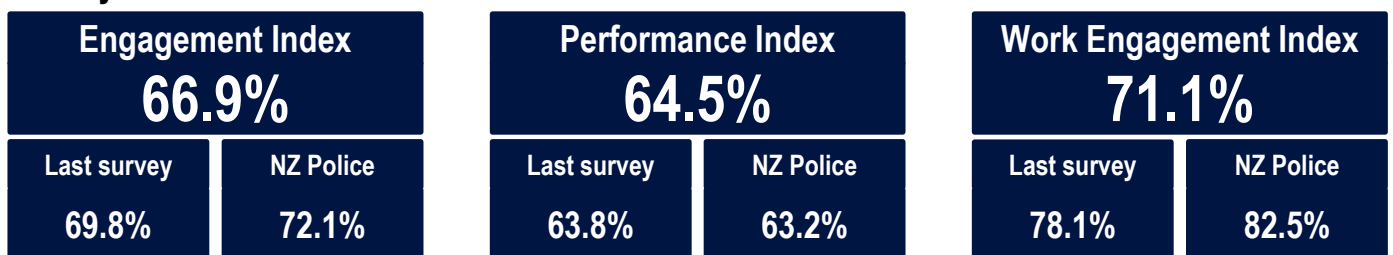
PIB scores on par with 2016 for all key metrics. Compared to the organisational average however PIB staff are less engaged with their work, with fewer staff agreeing this year that their job gives them a sense of personal achievement. At an individual item level PIB employees indicate they feel more encouraged to try new ways of doing things this year, and have a clearer understanding of how their performance is assessed and the goals of their teams. On the other hand, there is a decreased sense that stress is acceptable and that NZ Police recognises outstanding achievements.

1a. Response Rate

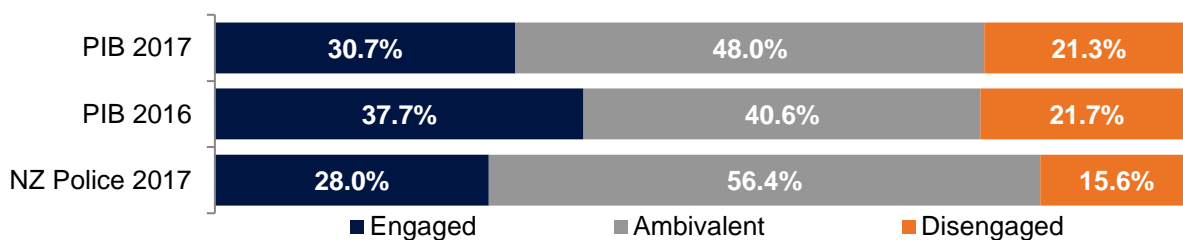
	Number of responses	Response rate
PIB 2017	75	82.4%
PIB 2016	69	71.1%
NZ Police 2017	7777	63.9%

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

1b. Key Measures



1c. Engagement Profile



1d. Strengths and opportunities for PIB

PIB has several strengths compared to NZ Police overall, notably around staff feeling adequately trained, encouraged to try new things, that they are receiving fair performance assessments and are involved/included.

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

(1) Building a sense of engagement with work: Feeling a sense of personal achievement from the work is significantly lower than 2016 and NZ Police overall, as is employee belief that their work makes good use of knowledge and skills. With perceptions around career development also close to being significantly below NZ Police overall, effort could be placed on increasing awareness and proactivity when it comes to stretched assignments and development opportunities. This should be complemented by robust recognition practices that call out and reinforce outstanding achievements (an area showing a significant decline).

(2) Reinforce values-aligned behaviours within and across teams: The largest negative gap to NZ Police relates to team members conducting themselves in accordance with the organisational values, while perception that teams within NZ Police work well together is also one of the larger gaps to the organisational average.

3. Key Drivers of Engagement

Key drivers predict engagement; strong key driver performance relates to higher employee engagement. PIB scores on par with NZ Police overall on five of the ten key drivers, and significantly above for four of the items. PIB staff are more likely to feel they are working for an effective organisation that cares about the well-being and views of its staff, and that decisions demonstrate quality is a top priority. Compared with 2016, fewer PIB staff believe that their jobs give them a sense of personal achievement, with this item also scoring significantly lower than NZ Police overall, and therefore presenting as an opportunity for improvement.

Key Driver Questions	PIB 2017	PIB 2016	NZ Police 2017
6.9: NZ Police is an enjoyable place to work	68.0	65.7	70.8
6.10: I feel I am working for an effective organisation	70.3	67.6	59.8
6.7: I feel a sense of belonging to my District or my Service Centre	53.3	53.7	61.8
4.4: I feel my contribution is valued in NZ Police	57.3	52.2	47.6
6.8: NZ Police cares about the well-being of its staff	66.2	60.3	51.2
6.5: NZ Police is interested in the views and opinions of its staff	56.0	54.4	38.7
6.4: There is a sense of 'common purpose' in NZ Police	61.3	54.4	59.5
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	57.3	56.7	46.6
6.2: Communication in my District or my Service Centre is open and honest	48.0	47.1	46.7
1.8: My job gives me a sense of personal achievement	57.3	67.6	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

PIB staff are as engaged with the organisation and with their work as they were in 2016, however this year fewer staff agree that their job provides them with a sense of personal achievement. Compared to the organisational average, PIB staff are less engaged with their work.

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

	PIB 2017	PIB 2016	NZ Police 2017
Engagement Index	66.9	69.8	72.1
7.1: Overall, I'm satisfied with my job	65.3	69.6	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	68.0	69.6	66.1
7.3: I take an active interest in what happens in NZ Police	65.3	69.6	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	70.7	69.6	73.0
7.5: I feel a sense of commitment to NZ Police	69.3	75.4	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	62.7	65.2	58.3
Work Engagement Index	71.1	78.1	82.5
1.8: My job gives me a sense of personal achievement	57.3	67.6	75.3
1.9: I am strongly committed to the work I do	78.4	82.6	88.6
1.10: I am motivated to do the best I can in my job everyday	77.5	84.1	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

	PIB 2017	PIB 2016	NZ Police 2017
Performance Index	64.5	63.8	63.2
The Work I Do	68.7	72.7	67.6
Learning and Development	60.0	56.3	50.0
My Team	70.2	65.6	72.2
Performance Focus	53.2	52.2	48.5
Respect and Integrity	73.8	69.0	73.4
Vision and Purpose + Communication and Cooperation	60.3	59.0	58.3
Final Thoughts	66.9	69.8	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

Staff hold similar views of the workplace to the views they held a year ago. 'Learning and Development' is an area of strength for PIB compared to the rest of the organisation, and has continued to trend upward in 2017. Otherwise, all survey sections remain similar to those of NZ Police overall.

6. Respect and Integrity reporting

PIB scores similarly to 2016 and NZ Police overall for 'Respect and Integrity', though all item scores have trended upward. Approximately 24% of employees have witnessed or experienced some form of inappropriate behaviour in the past 12 months, and more than half of this group do not believe it has been dealt with effectively.

Question		PIB 2017	PIB 2016	NZ Police 2017
5.1: Staff in my team respect employee diversity		85.1	78.3	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination		89.2	85.5	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		67.1	63.2	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)		67.1	63.2	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		60.3	54.5	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	75.7	78.3	82.5
	Yes	10.8	5.8	4.6
	No	13.5	15.9	13.0

7. Biggest differences

Compared to 2016, more people feel they are encouraged to try new ways of doing things, that their supervisor communicates team goals effectively, and that their performance is fairly assessed. However, fewer PIB employees than last year feel that their work makes good use of their skills, gives them a sense of personal achievement and that NZ Police appropriately recognises outstanding achievement. Furthermore, only half of PIB staff now feel the level of work-related stress they experience is acceptable (a decline from last year).

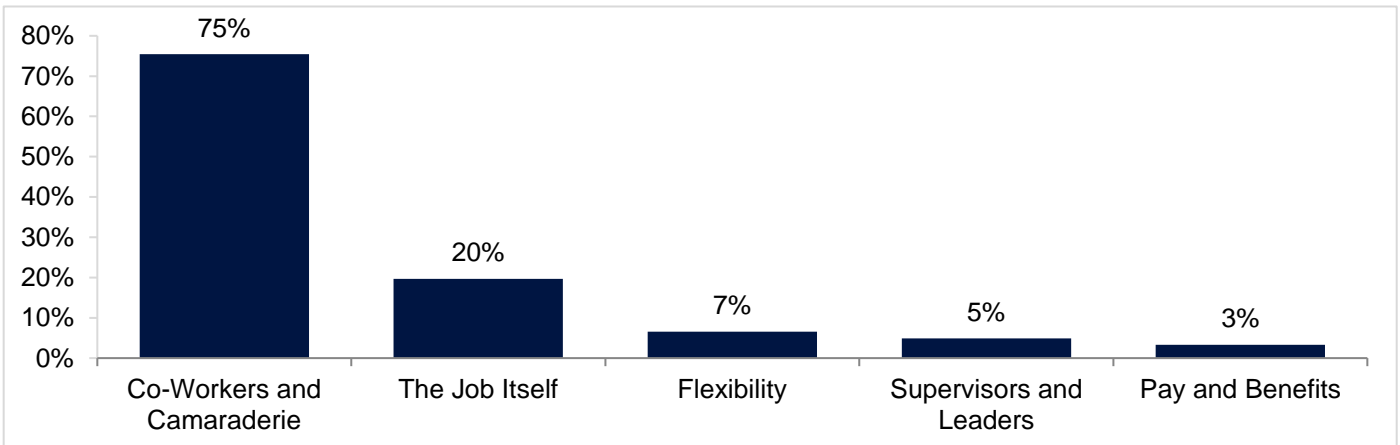
Top five positive changes since 2016	PIB 2017	PIB 2016	NZ Police 2017
2.2: I am encouraged to try new ways of doing things	74.7	62.3	50.0
3.6: My supervisor communicates the goals and objectives of our team effectively	78.7	67.6	76.1
1.4: My performance is fairly assessed	68.9	58.8	51.1
3.4: Poor performance is dealt with effectively in my team	61.3	51.5	53.4
3.7: I get regular feedback on my performance from my supervisor (formal/informal)	74.7	65.2	64.5

Top five negative changes since 2016	PIB 2017	PIB 2016	NZ Police 2017
1.7: The work I do makes good use of my knowledge and skills	61.3	75.0	72.8
1.6: The level of work-related stress I experience in my job is acceptable	52.0	62.7	43.6
4.1: NZ Police has appropriate ways of recognising outstanding achievement	37.3	47.8	40.7
1.8: My job gives me a sense of personal achievement	57.3	67.6	75.3
6.11: I intend to continue working at NZ Police for at least the next 12 months	69.3	77.6	83.0

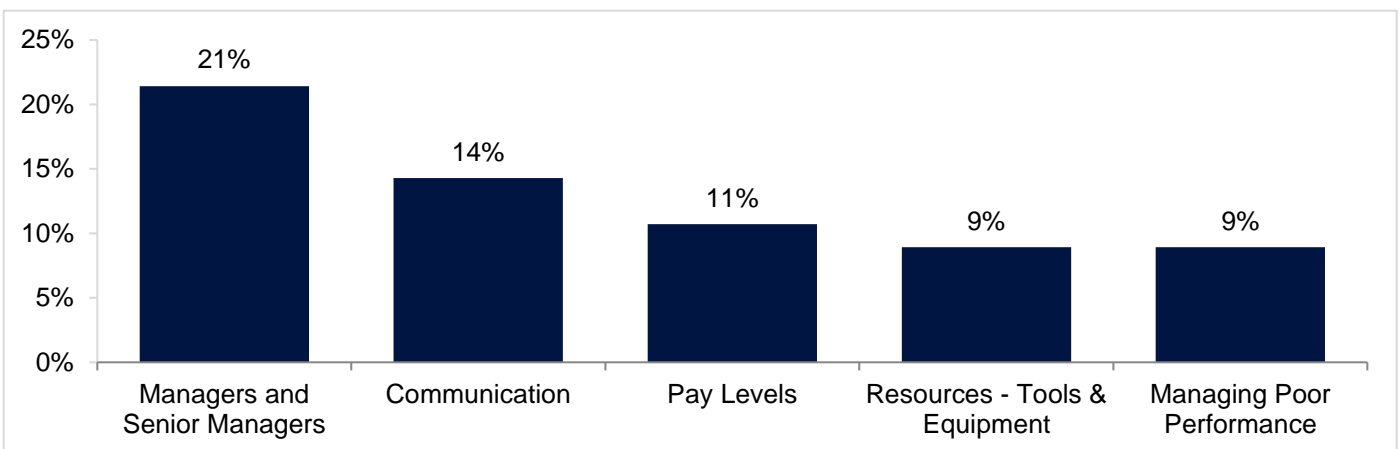
8. Comments Analysis

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	PIB 2017	PIB 2016	NZ Police 2017
The Work I Do	68.7	72.7	67.6
1.1: The responsibilities of my job are clearly defined	82.7	87.0	76.9
1.2: I know how my work contributes to the effectiveness of NZ Police	82.7	88.4	82.5
1.3: I understand how my performance is measured	63.5	63.8	53.5
1.4: My performance is fairly assessed	68.9	58.8	51.1
1.5: I am sufficiently involved in decisions that affect the way I do my job	62.7	57.4	48.3
1.6: The level of work-related stress I experience in my job is acceptable	52.0	62.7	43.6
1.7: The work I do makes good use of my knowledge and skills	61.3	75.0	72.8
1.8: My job gives me a sense of personal achievement	57.3	67.6	75.3
1.9: I am strongly committed to the work I do	78.4	82.6	88.6
1.10: I am motivated to do the best I can in my job everyday	77.5	84.1	83.6
Learning and Development	60.0	56.3	50.0
2.1: NZ Police provides adequate training for the work I do	61.3	63.8	43.4
2.2: I am encouraged to try new ways of doing things	74.7	62.3	50.0
2.3: There are learning and development opportunities for me in NZ Police	56.0	51.5	53.9
2.4: There are career development opportunities for me in NZ Police	47.9	47.8	52.7
My Team	70.2	65.6	72.2
3.1: People in my team conduct themselves in accordance with the values expected by NZ Police	64.9	71.0	85.2
3.2: I feel part of an effective team	71.6	71.0	77.9
3.3: People are held accountable for their performance in my team	62.7	59.4	64.1
3.4: Poor performance is dealt with effectively in my team	61.3	51.5	53.4
3.5: My supervisor behaves in a way that is consistent with the values of NZ Police	77.3	73.1	84.1
3.6: My supervisor communicates the goals and objectives of our team effectively	78.7	67.6	76.1
3.7: I get regular feedback on my performance from my supervisor (formal/informal)	74.7	65.2	64.5
Performance Focus	53.2	52.2	48.5
4.1: NZ Police has appropriate ways of recognising outstanding achievement	37.3	47.8	40.7
4.2: People here are appointed to positions based on merit	33.8	29.0	30.3
4.3: We celebrate success in NZ Police	55.4	52.9	48.1
4.4: I feel my contribution is valued in NZ Police	57.3	52.2	47.6
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	57.3	56.7	46.6
4.6: NZ Police expects high standards of performance from its people	81.3	76.8	84.5
4.7: NZ Police delivers on the promises it makes to its customers	50.0	50.0	42.0

Question	PIB 2017	PIB 2016	NZ Police 2017
Respect and Integrity	73.8	69.0	73.4
5.1: Staff in my team respect employee diversity	85.1	78.3	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	89.2	85.5	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	67.1	63.2	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)	67.1	63.2	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	60.3	54.5	60.9
Vision and Purpose + Communication and Cooperation	60.3	59.0	58.3
6.1: NZ Police has a clear vision of where it's going and how it's going to get there	74.3	67.6	60.3
6.2: Communication in my District or my Service Centre is open and honest	48.0	47.1	46.7
6.3: I feel informed about NZ Police and its activities	56.8	55.1	55.2
6.4: There is a sense of 'common purpose' in NZ Police	61.3	54.4	59.5
6.5: NZ Police is interested in the views and opinions of its staff	56.0	54.4	38.7
6.6: Teams within NZ Police work well together	40.0	45.6	54.1
6.7: I feel a sense of belonging to my District or my Service Centre	53.3	53.7	61.8
6.8: NZ Police cares about the well-being of its staff	66.2	60.3	51.2
6.9: NZ Police is an enjoyable place to work	68.0	65.7	70.8
6.10: I feel I am working for an effective organisation	70.3	67.6	59.8
6.11: I intend to continue working at NZ Police for at least the next 12 months	69.3	77.6	83.0
Final Thoughts	66.9	69.8	72.1
7.1: Overall, I'm satisfied with my job	65.3	69.6	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	68.0	69.6	66.1
7.3: I take an active interest in what happens in NZ Police	65.3	69.6	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	70.7	69.6	73.0
7.5: I feel a sense of commitment to NZ Police	69.3	75.4	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	62.7	65.2	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%