



New Zealand Police Workplace Survey 2017

NM Response and Operations

Summary of Findings

Monday, April 24 2017

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Please note that there were insufficient responses to display the results for Specialist Search Group and Central District DHQ (NM Response and Operations)

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 relatively stable for NM Response and Operations overall and at an area level. Engagement levels are similar to those of NZ Police overall. There have been no significant declines in the results and significant increases in several areas, particularly the performance management process, role clarity, and learning and development.

1a. Response Rate

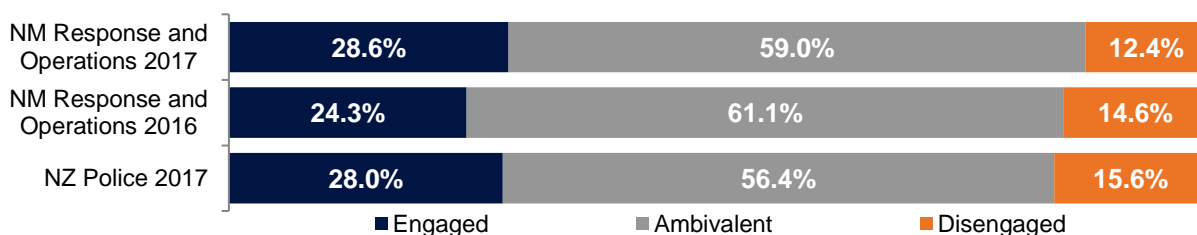
	Number of responses	Response rate
NM Response and Operations 2017	105	72.9%
NM Response and Operations 2016	103	74.1%
NZ Police 2017	7777	63.9%

105 people in NM Response and Operations responded to this survey, so 5 points would be considered a meaningful difference.

1b. Key Measures

Engagement Index		Performance Index		Work Engagement Index	
69.8%		63.9%		85.1%	
Last survey	NZ Police	Last survey	NZ Police	Last survey	NZ Police
68.5%	72.1%	60.9%	63.2%	83.2%	82.5%

1c. Engagement Profile



1d. Strengths and opportunities for NM Response and Operations

Compared with NZ Police overall, staff in NM Response and Operations are more satisfied with a range of workplace practices and outcomes. For example, the level of job stress, learning and development, performance management and involvement in decision making.

Based on a review of the results, it is recommended that NM Response and Operations:

- (1) Continue to improve two-way communication. Staff feel more informed but less than half of staff agree there is open and honest communication, and even less believe NZ Police is interested in the views and opinions of staff.
- (2) Continue to improve recognition. While showing some improvements from 2016, only half of NM Response and Operations staff feel their contribution is valued and just over a third believe that NZ Police recognises outstanding achievements. In addition, a third of staff believe NZ Police celebrates success, an area still scoring significantly below NZ Police overall.
- (3) Build a sense that staff are working for an effective organisation that is delivering on customer outcomes – while staff are more confident that service quality is prioritised this year, only 1 in 3 people agree NZ Police delivers on customer promises.

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.

NM Response and Operations' Engagement Profile is similar to 2016 and NZ Police overall. Engagement Profiles at an area level also remain similar to 2016. Special Tactics Group has the most favourable Engagement Profile with no disengaged staff.

Area	2017 Engagement Profile			2016 Engagement Profile		
Police National Headquarters (NM Response and Operations) (n=23)	17.4%	65.2%	17.4%	21.4%	67.9%	10.7%
Protection Services (n=38)	26.3%	52.6%	21.1%	17.9%	59.0%	23.1%
Special Tactics Group (n=38)	36.8%	63.2%	0.0%	36.4%	54.5%	9.1%

■ Engaged ■ Ambivalent ■ Disengaged

3. Key Drivers of Engagement

Key drivers predict engagement; strong key driver performance relates to higher employee engagement. NM Response and Operations' performance on the key drivers remains somewhat stable in 2017. However, staff are more likely this year to feel their contribution is valued, that their job gives them a sense of personal achievement and that service quality is a high priority. NM Response and Operations' results are similar to those of NZ Police overall. However, staff in NM Response and Operations are less likely to agree that they are working for an effective organisation or that NZ Police cares about the well-being of staff.

Key Driver Questions	NM Response and Operations 2017	NM Response and Operations 2016	NZ Police 2017
6.9: NZ Police is an enjoyable place to work	69.5	65.0	70.8
6.10: I feel I am working for an effective organisation	52.4	52.4	59.8
6.7: I feel a sense of belonging to my District or my Service Centre	57.7	53.9	61.8
4.4: I feel my contribution is valued in NZ Police	48.6	42.7	47.6
6.8: NZ Police cares about the well-being of its staff	45.7	47.6	51.2
6.5: NZ Police is interested in the views and opinions of its staff	40.4	36.9	38.7
6.4: There is a sense of 'common purpose' in NZ Police	55.3	52.0	59.5
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	45.7	38.8	46.6
6.2: Communication in my District or my Service Centre is open and honest	46.6	46.1	46.7
1.8: My job gives me a sense of personal achievement	79.0	71.8	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 and similar to NZ Police overall. Overall, staff report more job satisfaction this year compared to last year. However, compared with NZ Police overall, staff are less likely to report that NZ Police inspires them to do the best they can in their job. At the area level, the highest engagement level is seen in Special Tactics Group.

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

	NM Response and Operations 2017	NM Response and Operations 2016	NZ Police 2017
Engagement Index	69.8	68.5	72.1
7.1: Overall, I'm satisfied with my job	77.1	70.9	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	61.9	64.1	66.1
7.3: I take an active interest in what happens in NZ Police	83.8	85.4	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	69.5	68.0	73.0
7.5: I feel a sense of commitment to NZ Police	77.1	75.7	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	49.0	47.1	58.3
Work Engagement Index	85.1	83.2	82.5
1.8: My job gives me a sense of personal achievement	79.0	71.8	75.3
1.9: I am strongly committed to the work I do	88.6	89.3	88.6
1.10: I am motivated to do the best I can in my job everyday	87.6	88.3	83.6

4b. Across the Areas

	Police National Headquarters (NM Response and Operations) (n=23)	Protection Services (n=38)	Special Tactics Group (n=38)
Engagement Index	66.7 (-0.6)	56.6 (-6.0)	86.7 (+7.9)
7.1: Overall, I'm satisfied with my job	65.2 (+15.2)	63.2 (-0.9)	97.4 (-2.6)
7.2: Overall, I would recommend NZ Police as a great place to work	52.2 (-12.1)	47.4 (-16.7)	81.6 (+14.9)
7.3: I take an active interest in what happens in NZ Police	91.3 (-5.1)	68.4 (-6.0)	97.4 (+6.5)
7.4: I feel inspired to go the extra mile to help NZ Police succeed	65.2 (-2.7)	55.3 (-6.2)	89.5 (+13.7)
7.5: I feel a sense of commitment to NZ Police	78.3 (-0.3)	65.8 (-3.4)	92.1 (+7.3)
7.6: NZ Police inspires me to do the best I can in my job every day	47.8 (+1.4)	39.5 (-2.6)	62.2 (+7.7)
Work Engagement Index	84.1 (+11.5)	73.7 (-4.9)	100.0 (0.0)
1.8: My job gives me a sense of personal achievement	73.9 (+16.8)	65.8 (+4.3)	100.0 (0.0)
1.9: I am strongly committed to the work I do	87.0 (+4.9)	81.6 (-5.6)	100.0 (0.0)
1.10: I am motivated to do the best I can in my job everyday	91.3 (+12.7)	73.7 (-13.5)	100.0 (0.0)

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

	NM Response and Operations 2017	NM Response and Operations 2016	NZ Police 2017
Performance Index	63.9	60.9	63.2
The Work I Do	73.4	68.6	67.6
Learning and Development	59.7	51.9	50.0
My Team	71.8	69.3	72.2
Performance Focus	45.5	43.6	48.5
Respect and Integrity	72.2	70.0	73.4
Vision and Purpose + Communication and Cooperation	56.7	54.3	58.3
Final Thoughts	69.8	68.5	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. Across the Areas

	Police National Headquarters (NM Response and Operations) (n=23)	Protection Services (n=38)	Special Tactics Group (n=38)
Performance Index	60.1 (+3.2)	53.4 (+1.6)	78.8 (+2.4)
The Work I Do	67.0 (+11.2)	62.9 (+2.6)	91.0 (-0.5)
Learning and Development	45.1 (+10.3)	49.3 (+6.4)	82.2 (+3.4)
My Team	66.5 (+7.2)	55.6 (-1.9)	91.3 (0.0)
Performance Focus	42.2 (-6.7)	41.7 (+6.9)	53.4 (+3.0)
Respect and Integrity	72.2 (+4.3)	61.1 (+3.7)	82.1 (-5.2)
Vision and Purpose + Communication and Cooperation	57.4 (-1.6)	46.9 (+1.0)	68.7 (+6.2)
Final Thoughts	66.7 (-0.6)	56.6 (-6.0)	86.7 (+7.9)

5c. Interpretation

NM Response and Operations is performing higher than NZ Police overall on 'Learning and Development' and 'The Work I Do'. Scores for 'Learning and Development' have also increased this year, in particular around feeling encouraged to try new ways of doing things and the availability of learning and career development opportunities. Special Tactics is performing higher than other areas in most survey sections.

6. Respect and Integrity reporting

Compared to last year, more people in 2017 feel confident that they could raise concerns about inappropriate conduct without fear of reprisal. Compared to NZ Police overall, staff in NM Response and Operations also have a higher level of confidence that concerns raised would be dealt with appropriately. However, NM Response and Operations staff appear to be less confident about who to contact to report concerns and feel there is less respect for employee diversity.

Question	NM Response and Operations 2017	NM Response and Operations 2016	NZ Police 2017
5.1: Staff in my team respect employee diversity	80.0	77.5	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	75.2	75.7	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	69.5	68.0	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)	69.5	63.7	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	66.7	65.0	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	81.9	78.6
	Yes	1.0	1.0
	No	17.1	20.4
			82.5
			4.6
			13.0

7. Biggest differences

Compared with 2016, more people feel confidence in the performance management process this year – particularly understanding how performance is measured and that poor performance is dealt with effectively in their team (both scoring above NZ Police overall). Staff also report greater satisfaction with role clarity and learning and development (particularly being encouraged to try new ways of doing things and the availability of opportunities – both scoring above NZ Police overall). There were no significant decreases in results.

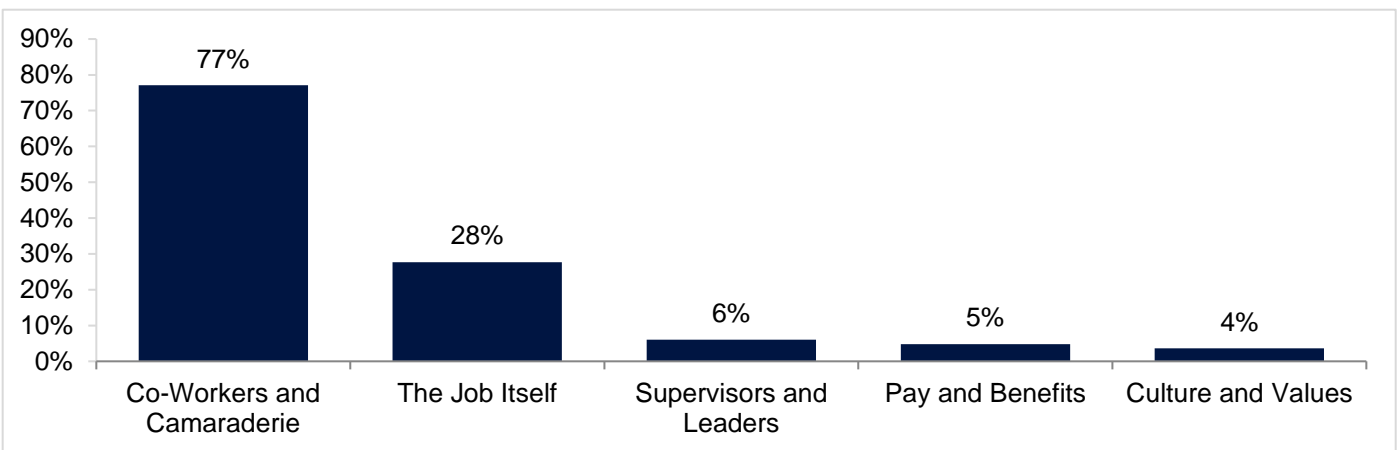
Top five positive changes since 2016	NM Response and Operations 2017	NM Response and Operations 2016	NZ Police 2017
1.3: I understand how my performance is measured	62.9	49.0	53.5
2.2: I am encouraged to try new ways of doing things	63.8	50.5	50.0
1.1: The responsibilities of my job are clearly defined	81.0	68.0	76.9
2.3: There are learning and development opportunities for me in NZ Police	64.4	55.3	53.9
3.4: Poor performance is dealt with effectively in my team	61.0	52.9	53.4

Top five negative changes since 2016	NM Response and Operations 2017	NM Response and Operations 2016	NZ Police 2017
3.2: I feel part of an effective team	74.0	76.7	77.9
4.3: We celebrate success in NZ Police	38.1	40.8	48.1
4.2: People here are appointed to positions based on merit	29.8	32.4	30.3
7.2: Overall, I would recommend NZ Police as a great place to work	61.9	64.1	66.1
6.8: NZ Police cares about the well-being of its staff	45.7	47.6	51.2

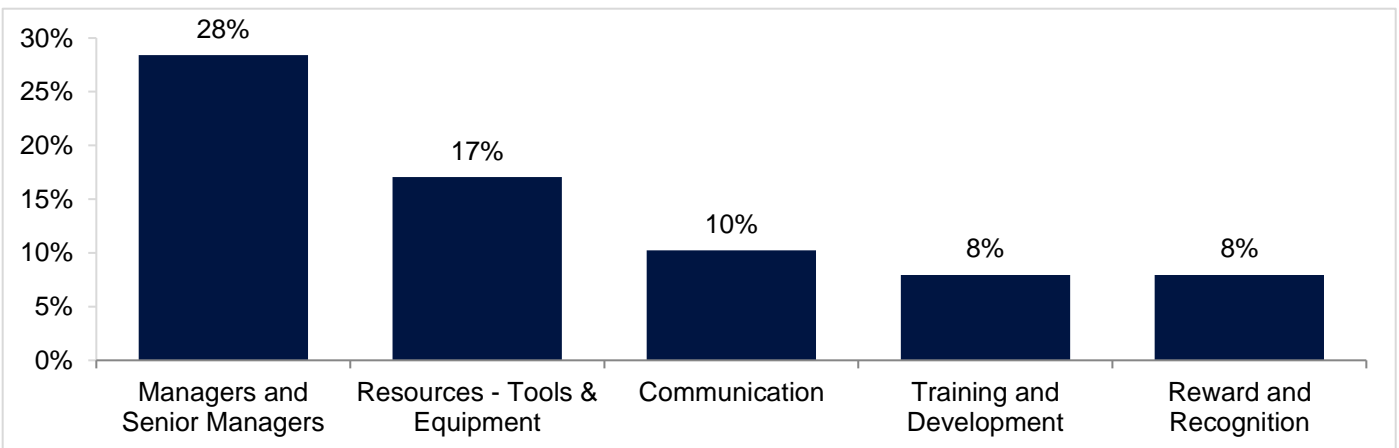
8. Comments Analysis

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	NM Response and Operations 2017	NM Response and Operations 2016	NZ Police 2017
The Work I Do	73.4	68.6	67.6
1.1: The responsibilities of my job are clearly defined	81.0	68.0	76.9
1.2: I know how my work contributes to the effectiveness of NZ Police	82.9	79.6	82.5
1.3: I understand how my performance is measured	62.9	49.0	53.5
1.4: My performance is fairly assessed	62.9	57.4	51.1
1.5: I am sufficiently involved in decisions that affect the way I do my job	57.1	54.4	48.3
1.6: The level of work-related stress I experience in my job is acceptable	61.0	59.2	43.6
1.7: The work I do makes good use of my knowledge and skills	71.2	68.9	72.8
1.8: My job gives me a sense of personal achievement	79.0	71.8	75.3
1.9: I am strongly committed to the work I do	88.6	89.3	88.6
1.10: I am motivated to do the best I can in my job everyday	87.6	88.3	83.6
Learning and Development	59.7	51.9	50.0
2.1: NZ Police provides adequate training for the work I do	49.5	47.6	43.4
2.2: I am encouraged to try new ways of doing things	63.8	50.5	50.0
2.3: There are learning and development opportunities for me in NZ Police	64.4	55.3	53.9
2.4: There are career development opportunities for me in NZ Police	61.0	54.4	52.7
My Team	71.8	69.3	72.2
3.1: People in my team conduct themselves in accordance with the values expected by NZ Police	81.9	78.4	85.2
3.2: I feel part of an effective team	74.0	76.7	77.9
3.3: People are held accountable for their performance in my team	63.8	60.8	64.1
3.4: Poor performance is dealt with effectively in my team	61.0	52.9	53.4
3.5: My supervisor behaves in a way that is consistent with the values of NZ Police	81.0	81.6	84.1
3.6: My supervisor communicates the goals and objectives of our team effectively	75.2	73.8	76.1
3.7: I get regular feedback on my performance from my supervisor (formal/informal)	65.7	60.8	64.5
Performance Focus	45.5	43.6	48.5
4.1: NZ Police has appropriate ways of recognising outstanding achievement	37.1	31.7	40.7
4.2: People here are appointed to positions based on merit	29.8	32.4	30.3
4.3: We celebrate success in NZ Police	38.1	40.8	48.1
4.4: I feel my contribution is valued in NZ Police	48.6	42.7	47.6
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	45.7	38.8	46.6
4.6: NZ Police expects high standards of performance from its people	81.0	79.4	84.5
4.7: NZ Police delivers on the promises it makes to its customers	38.1	39.2	42.0

Workplace Survey 2017
NM Response and Operations



Question	NM Response and Operations 2017	NM Response and Operations 2016	NZ Police 2017
Respect and Integrity	72.2	70.0	73.4
5.1: Staff in my team respect employee diversity	80.0	77.5	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	75.2	75.7	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	69.5	68.0	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)	69.5	63.7	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	66.7	65.0	60.9
Vision and Purpose + Communication and Cooperation	56.7	54.3	58.3
6.1: NZ Police has a clear vision of where it's going and how it's going to get there	56.3	53.4	60.3
6.2: Communication in my District or my Service Centre is open and honest	46.6	46.1	46.7
6.3: I feel informed about NZ Police and its activities	55.3	48.0	55.2
6.4: There is a sense of 'common purpose' in NZ Police	55.3	52.0	59.5
6.5: NZ Police is interested in the views and opinions of its staff	40.4	36.9	38.7
6.6: Teams within NZ Police work well together	62.1	60.8	54.1
6.7: I feel a sense of belonging to my District or my Service Centre	57.7	53.9	61.8
6.8: NZ Police cares about the well-being of its staff	45.7	47.6	51.2
6.9: NZ Police is an enjoyable place to work	69.5	65.0	70.8
6.10: I feel I am working for an effective organisation	52.4	52.4	59.8
6.11: I intend to continue working at NZ Police for at least the next 12 months	81.7	81.6	83.0
Final Thoughts	69.8	68.5	72.1
7.1: Overall, I'm satisfied with my job	77.1	70.9	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	61.9	64.1	66.1
7.3: I take an active interest in what happens in NZ Police	83.8	85.4	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	69.5	68.0	73.0
7.5: I feel a sense of commitment to NZ Police	77.1	75.7	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	49.0	47.1	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%