



New Zealand Police Workplace Survey 2017

RNZPC

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 RNZPC	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 National Managers Office

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. RNZPC has comparable results to 2016 and continues to perform well compared to NZ Police overall, scoring significantly higher on key metrics. Results are generally positive, with only one item (relating to appropriate recognition of outstanding achievement) declining significantly in 2017, and no items scoring significantly lower than NZ Police overall at the overall District level.

1a. Response Rate

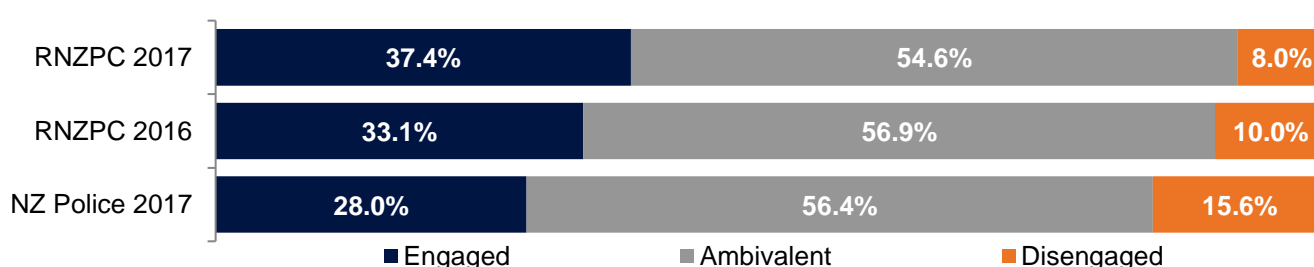
	Number of responses	Response rate
RNZPC 2017	174	74.4%
RNZPC 2016	161	71.2%
NZ Police 2017	7777	63.9%

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

1b. Key Measures

Engagement Index		Performance Index		Work Engagement Index	
81.9%		70.4%		89.5%	
Last survey	NZ Police	Last survey	NZ Police	Last survey	NZ Police
79.0%	72.1%	68.1%	63.2%	89.0%	82.5%

1c. Engagement Profile



1d. Strengths and opportunities for RNZPC

RNZPC's greatest strengths when compared to NZ Police overall relate to open communication and ensuring staff feel that they belong and are valued. RNZPC's staff are also more likely to feel they work for an effective organisation and that the level of work-related stress they experience is acceptable.

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

- (1) Maintain the strengths around open two-way communication, building a sense of belonging and demonstrating that staff are valued. Continue to encourage values-aligned behaviours and respect for diversity within teams, two areas that have shown a slight decline (though not significant).
- (2) Highlighting positive recognition practices: the only item to significantly decline this year relates to recognition of outstanding achievements. Demonstrate that leaders acknowledge staff successes, and frame recognition or rewards as from or on behalf of NZ Police.
- (3) Improving perceptions of development opportunities: while RNZPC has experienced significant improvements in relation to development opportunities, these are items that score merely on par with NZ Police overall and are some of the lower rated survey items. Momentum for improvement should be maintained.

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.

RNZPC's Engagement Profile is comparable to 2016 and is more favourable than the profile of NZ Police overall. More than a third of RNZPC's employees are engaged. Across the Areas, Field Learning and Development has shown a decline in the proportion of engaged employees, while School of Prevention has a significantly larger proportion of engaged employees than in 2016.

Area	2017 Engagement Profile			2016 Engagement Profile		
Corporate Services Group (n=16)	31.3%	62.4%	6.3%	38.9%	61.1%	0.0%
Field Learning and Development (n=12)	41.7%	50.0%	8.3%	66.7%	33.3%	0.0%
School of Initial Training (n=10)	50.0%	40.0%	10.0%	50.0%	50.0%	0.0%
School of Investigations (n=16)	37.5%	56.2%	6.3%	43.8%	49.9%	6.3%
School of Prevention (n=22)	40.9%	50.0%	9.1%	18.2%	77.3%	4.5%
School of Response (n=66)	31.8%	57.6%	10.6%	26.2%	55.8%	18.0%
Teaching and Learning (n=24)	41.7%	54.1%	4.2%	37.5%	50.0%	12.5%

■ Engaged ■ Ambivalent ■ Disengaged

3. Key Drivers of Engagement

Key drivers predict engagement; strong key driver performance relates to higher employee engagement. RNZPC has seen improvements in five of the ten key driver items this year, and compares favourably to NZ Police overall on all but two of the items - prioritisation of service quality in day-to-day decisions and a sense of 'common purpose', which score similarly to NZ Police overall. RNZPC's greatest strengths lie in employees feeling a sense of belonging and that communication is open and honest.

Key Driver Questions	RNZPC 2017	RNZPC 2016	NZ Police 2017
6.9: NZ Police is an enjoyable place to work	87.3	78.6	70.8
6.10: I feel I am working for an effective organisation	76.3	70.0	59.8
6.7: I feel a sense of belonging to my District or my Service Centre	79.9	71.1	61.8
4.4: I feel my contribution is valued in NZ Police	64.0	63.8	47.6
6.8: NZ Police cares about the well-being of its staff	64.2	58.1	51.2
6.5: NZ Police is interested in the views and opinions of its staff	52.0	47.2	38.7
6.4: There is a sense of 'common purpose' in NZ Police	62.6	64.3	59.5
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	47.7	47.5	46.6
6.2: Communication in my District or my Service Centre is open and honest	66.5	59.9	46.7
1.8: My job gives me a sense of personal achievement	82.8	82.5	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

Engagement with the organisation and the work remains similar to 2016 for RNZPC staff, and scores significantly higher than NZ Police overall. Across the Areas, both organisation and work engagement is highest in Field and Learning Development, School of Initial Training, and School of Investigation.

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

	RNZPC 2017	RNZPC 2016	NZ Police 2017
Engagement Index	81.9	79.0	72.1
7.1: Overall, I'm satisfied with my job	83.3	82.5	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	74.1	70.6	66.1
7.3: I take an active interest in what happens in NZ Police	90.1	86.3	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	83.9	80.6	73.0
7.5: I feel a sense of commitment to NZ Police	89.7	88.8	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	70.1	65.0	58.3
Work Engagement Index	89.5	89.0	82.5
1.8: My job gives me a sense of personal achievement	82.8	82.5	75.3
1.9: I am strongly committed to the work I do	94.8	93.1	88.6
1.10: I am motivated to do the best I can in my job everyday	90.8	91.3	83.6

4b. Across the Areas

	Corporate Services Group (n=16)	Field Learning and Development (n=12)	School of Initial Training (n=10)	School of Investigations (n=16)	School of Prevention (n=22)	School of Response (n=66)	Teaching and Learning (n=24)
Engagement Index	79.2 (-8.8)	91.7 (-8.3)	88.1 (-1.5)	90.6 (+11.4)	78.8 (+6.1)	77.0 (+3.8)	83.3 (+4.1)
7.1: Overall, I'm satisfied with my job	75.0 (-8.3)	91.7 (-8.3)	90.0 (+2.5)	93.8 (+6.3)	81.8 (-9.1)	80.3 (+1.6)	79.2 (+4.2)
7.2: Overall, I would recommend NZ Police as a great place to work	75.0 (-8.3)	83.3 (-16.7)	100.0 (+12.5)	87.5 (+6.2)	68.2 (+9.1)	63.6 (+2.9)	79.2 (+10.4)
7.3: I take an active interest in what happens in NZ Police	87.5 (-1.4)	100.0 (0.0)	88.9 (-11.1)	93.8 (+12.5)	81.8 (+9.1)	89.2 (+2.3)	91.7 (+4.2)
7.4: I feel inspired to go the extra mile to help NZ Police succeed	87.5 (-6.9)	91.7 (-8.3)	90.0 (+2.5)	87.5 (+12.5)	81.8 (0.0)	77.3 (+5.2)	87.5 (+6.2)
7.5: I feel a sense of commitment to NZ Police	93.8 (-6.2)	91.7 (-8.3)	90.0 (-10.0)	100.0 (+12.5)	90.9 (+9.1)	83.3 (-0.3)	91.7 (-2.1)
7.6: NZ Police inspires me to do the best I can in my job every day	56.3 (-21.5)	91.7 (-8.3)	70.0 (-5.0)	81.3 (+18.8)	68.2 (+18.2)	68.2 (+10.8)	70.8 (+2.0)
Work Engagement Index	85.4 (+2.1)	94.4 (-1.9)	100.0 (0.0)	97.9 (+12.5)	86.4 (-4.5)	88.9 (+0.9)	80.6 (-6.9)
1.8: My job gives me a sense of personal achievement	75.0 (-2.8)	91.7 (+2.8)	100.0 (0.0)	100.0 (+25.0)	77.3 (-9.1)	80.3 (-1.7)	70.8 (-4.2)
1.9: I am strongly committed to the work I do	93.8 (+10.5)	91.7 (-8.3)	100.0 (0.0)	100.0 (+6.2)	90.9 (0.0)	95.5 (+2.1)	91.7 (-8.3)
1.10: I am motivated to do the best I can in my job everyday	87.5 (-1.4)	100.0 (0.0)	100.0 (0.0)	93.8 (+6.3)	90.9 (-4.6)	90.9 (+2.4)	79.2 (-8.3)

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

	RNZPC 2017	RNZPC 2016	NZ Police 2017
Performance Index	70.4	68.1	63.2
The Work I Do	75.5	74.9	67.6
Learning and Development	54.2	47.6	50.0
My Team	72.7	71.1	72.2
Performance Focus	55.5	54.6	48.5
Respect and Integrity	76.8	77.4	73.4
Vision and Purpose + Communication and Cooperation	70.7	66.1	58.3
Final Thoughts	81.9	79.0	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

	Corporate Services Group (n=16)	Field Learning and Development (n=12)	School of Initial Training (n=10)	School of Investigations (n=16)	School of Prevention (n=22)	School of Response (n=66)	Teaching and Learning (n=24)
Performance Index	67.4 (-1.9)	87.1 (-6.4)	78.0 (+8.1)	76.5 (+6.1)	70.0 (+4.8)	64.3 (+0.1)	72.1 (+4.8)
The Work I Do	68.3 (-5.6)	92.5 (-0.7)	82.0 (+3.8)	83.8 (+11.9)	71.7 (-4.2)	71.8 (+1.2)	73.1 (-5.0)
Learning and Development	34.4 (+6.6)	85.4 (-3.5)	72.5 (+13.1)	69.8 (+12.0)	50.0 (+3.4)	47.7 (+3.1)	52.1 (+11.5)
My Team	67.0 (+0.3)	89.3 (-1.2)	82.9 (+18.6)	76.4 (+6.8)	77.9 (-1.0)	64.6 (-5.7)	78.4 (+11.4)
Performance Focus	64.3 (-1.6)	76.2 (-15.9)	54.3 (+6.1)	54.2 (-6.5)	58.4 (+10.3)	47.1 (-1.5)	59.3 (+9.3)
Respect and Integrity	73.8 (-6.8)	86.7 (-8.9)	92.0 (+22.0)	83.8 (+8.8)	78.2 (+5.5)	71.0 (-6.2)	78.3 (+5.8)
Vision and Purpose + Communication and Cooperation	71.3 (+2.6)	86.2 (-7.7)	76.4 (+3.7)	75.6 (+2.4)	69.4 (+12.4)	64.4 (+3.5)	73.5 (+4.2)
Final Thoughts	79.2 (-8.8)	91.7 (-8.3)	88.1 (-1.5)	90.6 (+11.4)	78.8 (+6.1)	77.0 (+3.8)	83.3 (+4.1)

5c. Interpretation

Perceptions around 'Learning and Development' have significantly improved, while all other sections score similarly to 2016. RNZPC has significantly higher scores than NZ Police overall for four sections, most notably 'Vision and Purpose + Communication and Cooperation'. As in 2016, Field Learning and Development results are generally more positive than other areas. Relative to 2016, the School of Initial Training has had the most notable improvements, particularly in 'My Team' and 'Respect and Integrity'.

6. Respect and Integrity reporting

RNZPC scores similarly to 2016 on 'Respect and Integrity' items. Compared to the organisational average, a significantly larger proportion of people in RNZPC report having confidence that concerns raised will be dealt with appropriately and knowing who to report instances of harassment, bullying or discrimination to. Though not quite meeting the threshold for significance, team-level respect for employee diversity has trended downward in 2017.

Question		RNZPC 2017	RNZPC 2016	NZ Police 2017
5.1: Staff in my team respect employee diversity		85.0	89.9	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination		90.8	86.8	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		71.8	74.2	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)		70.1	73.0	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		66.5	62.9	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	83.9	78.9	82.5
	Yes	3.4	4.3	4.6
	No	12.6	16.8	13.0

7. Biggest differences

All of the positive changes listed below are significant compared to 2016, with improvements seen in aspects related to career and learning development opportunities, feeling a sense of belonging and that NZ Police is an enjoyable place to work, as well as the delivery of customer promises. Only one item has significantly declined since 2016, relating to the recognition of outstanding achievement.

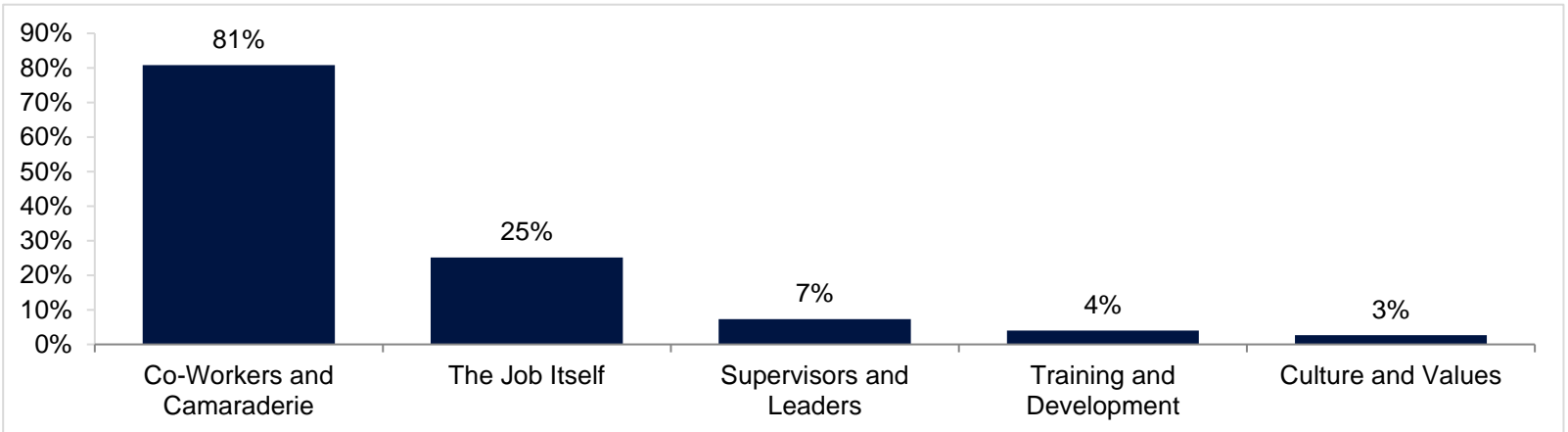
Top five positive changes since 2016	RNZPC 2017	RNZPC 2016	NZ Police 2017
2.4: There are career development opportunities for me in NZ Police	50.6	38.4	52.7
4.7: NZ Police delivers on the promises it makes to its customers	53.8	41.8	42.0
6.7: I feel a sense of belonging to my District or my Service Centre	79.9	71.1	61.8
6.9: NZ Police is an enjoyable place to work	87.3	78.6	70.8
2.3: There are learning and development opportunities for me in NZ Police	57.2	49.7	53.9

Top five negative changes since 2016	RNZPC 2017	RNZPC 2016	NZ Police 2017
4.1: NZ Police has appropriate ways of recognising outstanding achievement	43.9	49.4	40.7
5.1: Staff in my team respect employee diversity	85.0	89.9	86.6
1.3: I understand how my performance is measured	63.8	67.9	53.5
3.1: People in my team conduct themselves in accordance with the values expected by NZ Police	82.7	86.3	85.2
1.2: I know how my work contributes to the effectiveness of NZ Police	87.3	90.6	82.5

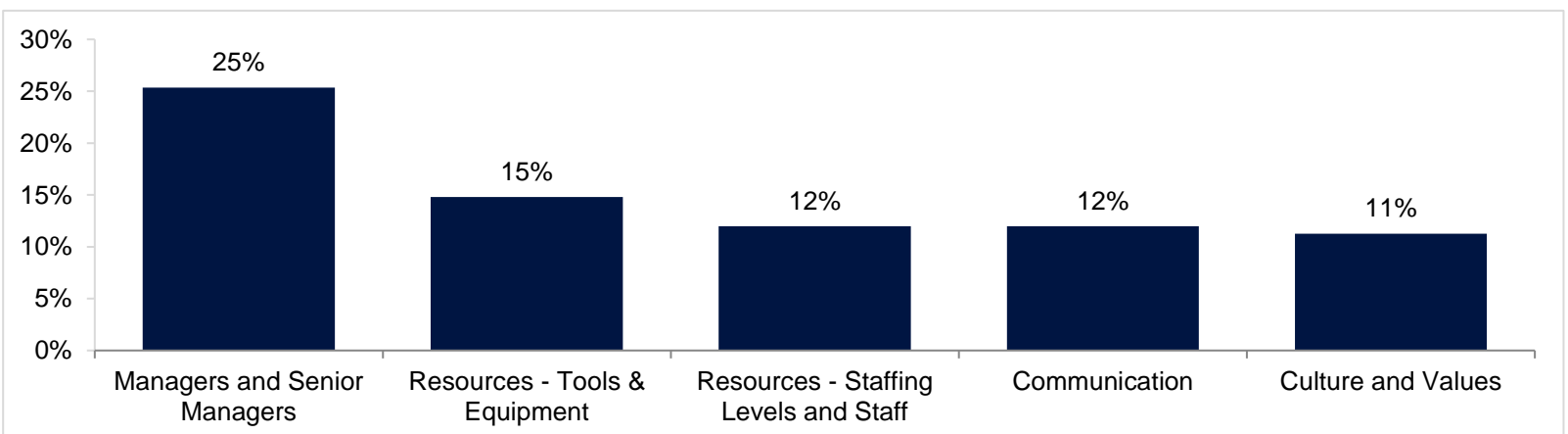
8. Comments Analysis

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	RNZPC 2017	RNZPC 2016	NZ Police 2017
The Work I Do	75.5	74.9	67.6
1.1: The responsibilities of my job are clearly defined	81.0	83.1	76.9
1.2: I know how my work contributes to the effectiveness of NZ Police	87.3	90.6	82.5
1.3: I understand how my performance is measured	63.8	67.9	53.5
1.4: My performance is fairly assessed	60.5	56.0	51.1
1.5: I am sufficiently involved in decisions that affect the way I do my job	57.2	51.9	48.3
1.6: The level of work-related stress I experience in my job is acceptable	60.3	56.3	43.6
1.7: The work I do makes good use of my knowledge and skills	76.3	76.7	72.8
1.8: My job gives me a sense of personal achievement	82.8	82.5	75.3
1.9: I am strongly committed to the work I do	94.8	93.1	88.6
1.10: I am motivated to do the best I can in my job everyday	90.8	91.3	83.6
Learning and Development	54.2	47.6	50.0
2.1: NZ Police provides adequate training for the work I do	51.1	45.0	43.4
2.2: I am encouraged to try new ways of doing things	58.0	57.5	50.0
2.3: There are learning and development opportunities for me in NZ Police	57.2	49.7	53.9
2.4: There are career development opportunities for me in NZ Police	50.6	38.4	52.7
My Team	72.7	71.1	72.2
3.1: People in my team conduct themselves in accordance with the values expected by NZ Police	82.7	86.3	85.2
3.2: I feel part of an effective team	81.5	79.4	77.9
3.3: People are held accountable for their performance in my team	65.9	66.9	64.1
3.4: Poor performance is dealt with effectively in my team	55.0	50.3	53.4
3.5: My supervisor behaves in a way that is consistent with the values of NZ Police	81.0	77.5	84.1
3.6: My supervisor communicates the goals and objectives of our team effectively	75.7	71.3	76.1
3.7: I get regular feedback on my performance from my supervisor (formal/informal)	67.1	66.3	64.5
Performance Focus	55.5	54.6	48.5
4.1: NZ Police has appropriate ways of recognising outstanding achievement	43.9	49.4	40.7
4.2: People here are appointed to positions based on merit	38.2	35.8	30.3
4.3: We celebrate success in NZ Police	55.9	57.2	48.1
4.4: I feel my contribution is valued in NZ Police	64.0	63.8	47.6
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	47.7	47.5	46.6
4.6: NZ Police expects high standards of performance from its people	85.1	86.7	84.5
4.7: NZ Police delivers on the promises it makes to its customers	53.8	41.8	42.0

Workplace Survey 2017
RNZPC



Question	RNZPC 2017	RNZPC 2016	NZ Police 2017
Respect and Integrity	76.8	77.4	73.4
5.1: Staff in my team respect employee diversity	85.0	89.9	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	90.8	86.8	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	71.8	74.2	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)	70.1	73.0	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	66.5	62.9	60.9
Vision and Purpose + Communication and Cooperation	70.7	66.1	58.3
6.1: NZ Police has a clear vision of where it's going and how it's going to get there	67.1	65.2	60.3
6.2: Communication in my District or my Service Centre is open and honest	66.5	59.9	46.7
6.3: I feel informed about NZ Police and its activities	72.4	70.9	55.2
6.4: There is a sense of 'common purpose' in NZ Police	62.6	64.3	59.5
6.5: NZ Police is interested in the views and opinions of its staff	52.0	47.2	38.7
6.6: Teams within NZ Police work well together	62.1	55.7	54.1
6.7: I feel a sense of belonging to my District or my Service Centre	79.9	71.1	61.8
6.8: NZ Police cares about the well-being of its staff	64.2	58.1	51.2
6.9: NZ Police is an enjoyable place to work	87.3	78.6	70.8
6.10: I feel I am working for an effective organisation	76.3	70.0	59.8
6.11: I intend to continue working at NZ Police for at least the next 12 months	87.4	85.6	83.0
Final Thoughts	81.9	79.0	72.1
7.1: Overall, I'm satisfied with my job	83.3	82.5	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	74.1	70.6	66.1
7.3: I take an active interest in what happens in NZ Police	90.1	86.3	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	83.9	80.6	73.0
7.5: I feel a sense of commitment to NZ Police	89.7	88.8	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	70.1	65.0	58.3

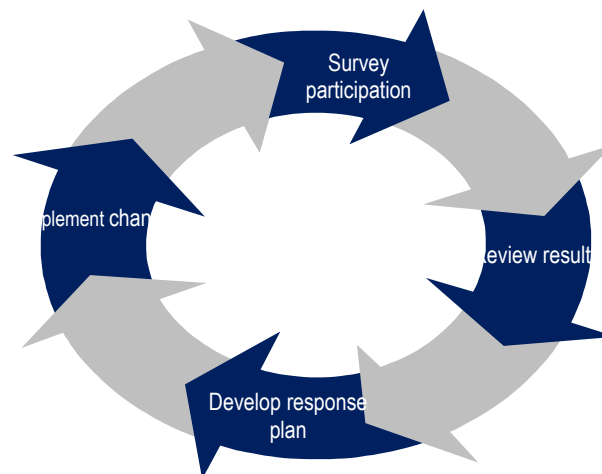
Insight to Action: Next steps

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%