



New Zealand Police Workplace Survey 2017

Southern

Summary of Findings

Monday, April 24 2017

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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.

Engagement levels for the Southern District remain similar to last year, although the number of disengaged staff has fallen. When compared to NZ Police overall, there are fewer engaged staff in the Southern District. Southland and Southern DHQ show higher engagement levels (and similar to NZ Police overall), while Otago Rural and Otago Coastal show lower engagement levels (decreasing significantly over the past 12 months).

1a. Response Rate

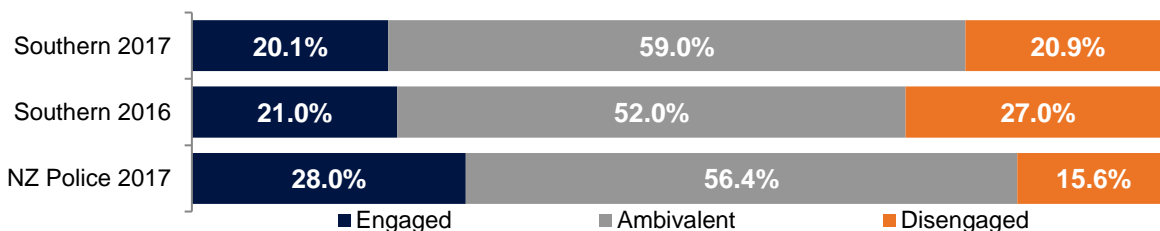
	Number of responses	Response rate
Southern 2017	373	57.9%
Southern 2016	417	64.9%
NZ Police 2017	7777	63.9%

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

1b. Key Measures

Engagement Index		Performance Index		Work Engagement Index	
65.5%		56.8%		78.2%	
Last survey	NZ Police	Last survey	NZ Police	Last survey	NZ Police
61.3%	72.1%	54.6%	63.2%	76.6%	82.5%

1c. Engagement Profile



1d. Strengths and opportunities for Southern

Based on analysis of the survey results including key drivers of engagement, we recommend Southland primarily focus on:

- (1) Continue improving confidence in organisational effectiveness and quality focus, which have improved this year but remain below NZ Police overall. Involve people in discussions to better understand why confidence remains less than ideal.
- (2) Examine current approaches to communication. Only a quarter of staff feel NZ Police is interested in the views of its people, and a little over a third feel communication in the District is open and honest (both significantly below overall NZ Police). More effective communication is also needed to drive a common sense of purpose within the District (an area which improved, but still falls behind the organisational average).
- (3) Help staff feel valued. At present, only 40% of staff feel their contributions are valued (note there has been a significant improvement, however), or that NZ Police cares about the well-being of its people. Low scores around recognition (recognising outstanding achievements, merit based appointment and celebration success) also suggest the need to review current recognition practices.
- (4) Focus on reducing the variability of employee experience across the different Areas.

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.

Southern District has lower levels of engagement than NZ Police overall, and the proportion of engaged staff in the District remains unchanged from 2016. That said, there are less 'disengaged' staff this year, but those moving out of the 'disengaged' category have moved into 'ambivalent' rather than 'engaged'. Otago Rural and Otago Coastal have lower engagement levels than last year.

Area	2017 Engagement Profile			2016 Engagement Profile		
Otago Coastal (n=104)	15.4%	57.7%	26.9%	24.2%	55.8%	20.0%
Otago Rural (n=56)	16.1%	55.3%	28.6%	21.3%	41.0%	37.7%
Southern DHQ (n=124)	22.6%	62.1%	15.3%	19.6%	53.6%	26.8%
Southland (n=89)	24.7%	58.4%	16.9%	18.9%	52.7%	28.4%

■ Engaged ■ Ambivalent ■ Disengaged

3. Key Drivers of Engagement

Key drivers predict engagement; poor key driver performance represents opportunity areas.

All key drivers score significantly below NZ Police overall. There has, however, been no declines in scores from 2016. Moreover, there have been improvements in three of the 10 key drivers – feeling valued, quality service as a top priority, and sense of 'common purpose'. The biggest gaps to NZ Police – and hence the biggest opportunities – include perceived effectiveness (of the organisation), communication (both open and honest communication and feeling one's views and opinions matter to NZ Police), and simply the enjoyability of NZ Police as a place to work.

Key Driver Questions	Southern 2017	Southern 2016	NZ Police 2017
6.9: NZ Police is an enjoyable place to work	58.2	57.8	70.8
6.10: I feel I am working for an effective organisation	46.6	43.2	59.8
6.7: I feel a sense of belonging to my District or my Service Centre	50.8	49.5	61.8
4.4: I feel my contribution is valued in NZ Police	40.5	35.1	47.6
6.8: NZ Police cares about the well-being of its staff	40.5	37.1	51.2
6.5: NZ Police is interested in the views and opinions of its staff	26.1	24.2	38.7
6.4: There is a sense of 'common purpose' in NZ Police	47.7	38.6	59.5
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	39.9	30.8	46.6
6.2: Communication in my District or my Service Centre is open and honest	34.5	31.5	46.7
1.8: My job gives me a sense of personal achievement	68.1	67.0	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 District displays a slight improvement in Employee Engagement, driven by significant positive shifts in satisfaction, willingness to advocate, and inspired to go the extra mile. There still remains a need to continue these improvements to score on par with NZ Police overall.

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

	Southern 2017	Southern 2016	NZ Police 2017
Engagement Index	65.5	61.3	72.1
7.1: Overall, I'm satisfied with my job	67.6	61.8	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	59.2	53.7	66.1
7.3: I take an active interest in what happens in NZ Police	79.6	76.1	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	64.2	58.9	73.0
7.5: I feel a sense of commitment to NZ Police	73.4	70.8	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	48.8	46.6	58.3
Work Engagement Index	78.2	76.6	82.5
1.8: My job gives me a sense of personal achievement	68.1	67.0	75.3
1.9: I am strongly committed to the work I do	86.5	84.5	88.6
1.10: I am motivated to do the best I can in my job everyday	80.1	78.3	83.6

4b. Across the Areas

	Otago Coastal (n=104)	Otago Rural (n=56)	Southern DHQ (n=124)	Southland (n=89)
Engagement Index	62.7 (-7.0)	55.9 (+1.8)	69.5 (+10.2)	69.0 (+10.0)
7.1: Overall, I'm satisfied with my job	64.4 (-5.6)	46.4 (-6.1)	73.4 (+11.1)	76.4 (+19.0)
7.2: Overall, I would recommend NZ Police as a great place to work	54.8 (-6.0)	50.0 (+0.8)	61.3 (+8.4)	67.4 (+17.9)
7.3: I take an active interest in what happens in NZ Police	82.7 (-4.0)	71.4 (-2.4)	81.3 (+9.0)	78.7 (+8.2)
7.4: I feel inspired to go the extra mile to help NZ Police succeed	61.5 (-5.2)	62.5 (+10.0)	68.0 (+11.8)	62.9 (+5.0)
7.5: I feel a sense of commitment to NZ Police	68.3 (-10.9)	67.3 (+8.3)	79.8 (+11.0)	74.2 (+2.6)
7.6: NZ Police inspires me to do the best I can in my job every day	44.7 (-9.9)	37.5 (-0.2)	53.2 (+9.7)	54.5 (+7.1)
Work Engagement Index	77.2 (-4.0)	68.8 (+1.0)	81.4 (+6.6)	80.9 (+1.3)
1.8: My job gives me a sense of personal achievement	66.3 (-9.5)	58.9 (-3.4)	71.8 (+9.5)	70.8 (+4.5)
1.9: I am strongly committed to the work I do	84.5 (-0.5)	82.1 (+6.7)	87.8 (+1.6)	89.9 (+1.6)
1.10: I am motivated to do the best I can in my job everyday	80.8 (-1.8)	65.5 (-0.1)	84.6 (+8.7)	82.0 (-2.2)

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

	Southern 2017	Southern 2016	NZ Police 2017
Performance Index	56.8	54.6	63.2
The Work I Do	62.6	61.4	67.6
Learning and Development	42.7	40.3	50.0
My Team	70.8	71.4	72.2
Performance Focus	41.9	37.7	48.5
Respect and Integrity	68.6	67.7	73.4
Vision and Purpose + Communication and Cooperation	47.1	44.3	58.3
Final Thoughts	65.5	61.3	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

	Otago Coastal (n=104)	Otago Rural (n=56)	Southern DHQ (n=124)	Southland (n=89)
Performance Index	53.2 (-6.8)	51.7 (+1.7)	59.7 (+6.6)	60.1 (+6.9)
The Work I Do	59.8 (-7.0)	55.5 (+0.4)	65.5 (+5.2)	66.4 (+6.4)
Learning and Development	39.2 (-7.7)	39.3 (+6.4)	46.6 (+8.9)	43.7 (+3.4)
My Team	72.1 (-6.5)	64.5 (-3.9)	72.8 (+5.1)	70.5 (+0.9)
Performance Focus	32.9 (-8.9)	39.4 (+5.2)	45.6 (+8.9)	48.7 (+12.1)
Respect and Integrity	71.6 (+0.1)	63.0 (-3.1)	67.9 (+1.0)	69.6 (+4.6)
Vision and Purpose + Communication and Cooperation	39.8 (-8.2)	45.2 (+4.7)	50.5 (+6.8)	52.0 (+8.8)
Final Thoughts	62.7 (-7.0)	55.9 (+1.8)	69.5 (+10.2)	69.0 (+10.0)

5c. Interpretation

Southern District's 2017 overall results are similar to those observed in 2016 – and gaps continue to exist between the District and NZ Police on all but two sections ('My Team' and 'Respect and Integrity'). In general, staff from Southern DHQ and Southland are more positive than their counterparts from Otago Coastal and Otago Rural. Otago Coastal has declined across all survey sections bar 'Respect and Integrity'. Southern DHQ and Southland have both improved significantly over most of the survey sections.

6. Respect and Integrity reporting

Overall 'Respect and Integrity' scores remain similar to 2016. The District's scores in this area are the same as NZ Police on three of the five questions, but remain below the organisation overall on confidence in being able to raise concerns without fear of reprisal, and believing that any such concerns would be acted on appropriately.

Question		Southern 2017	Southern 2016	NZ Police 2017
5.1: Staff in my team respect employee diversity		83.1	84.7	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination		84.7	82.4	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		63.6	62.0	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)		59.6	56.4	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		52.1	52.8	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	82.3	80.3	82.5
	Yes	3.5	2.6	4.6
	No	14.2	17.1	13.0

7. Biggest differences

There were a number of improvements in scores from 2016. These include both employee engagement questions, as well as questions identified as key engagement drivers (i.e. sense of common purpose and quality of service as a key priority). That said, there is still opportunity to close the gap to NZ Police overall on most of these items. There was one area that declined over the last 12 months (understanding how one's performance is measured). Although not significant, a number of small declines are seen in other performance related questions.

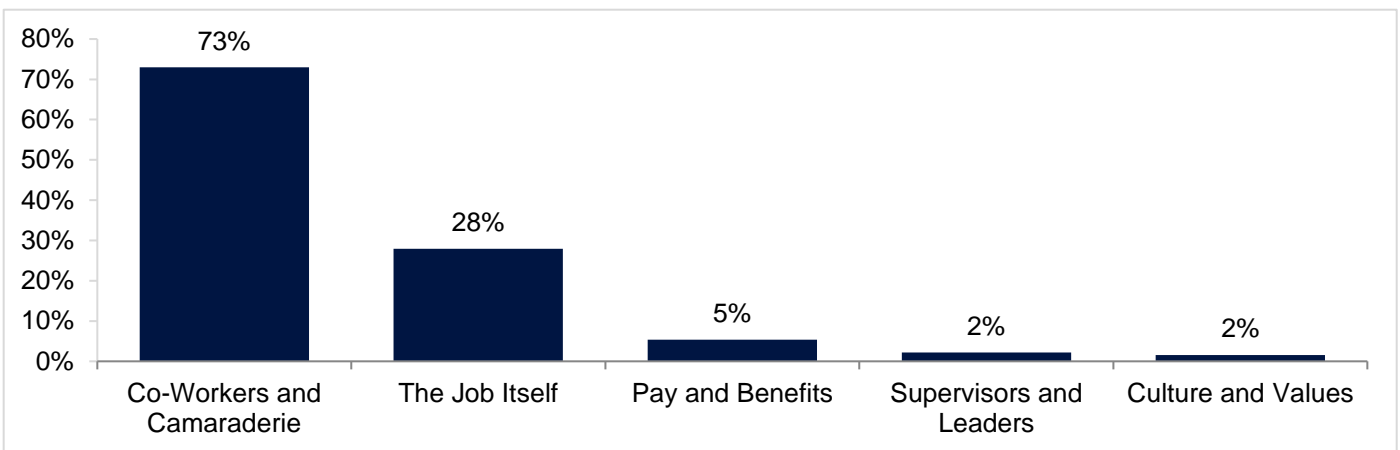
Top five positive changes since 2016	Southern 2017	Southern 2016	NZ Police 2017
6.4: There is a sense of 'common purpose' in NZ Police	47.7	38.6	59.5
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	39.9	30.8	46.6
1.1: The responsibilities of my job are clearly defined	74.8	68.3	76.9
7.1: Overall, I'm satisfied with my job	67.6	61.8	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	59.2	53.7	66.1

Top five negative changes since 2016	Southern 2017	Southern 2016	NZ Police 2017
1.3: I understand how my performance is measured	48.7	54.3	53.5
3.4: Poor performance is dealt with effectively in my team	48.5	52.3	53.4
1.6: The level of work-related stress I experience in my job is acceptable	34.3	36.5	43.6
3.7: I get regular feedback on my performance from my supervisor (formal/informal)	63.9	65.9	64.5
5.1: Staff in my team respect employee diversity	83.1	84.7	86.6

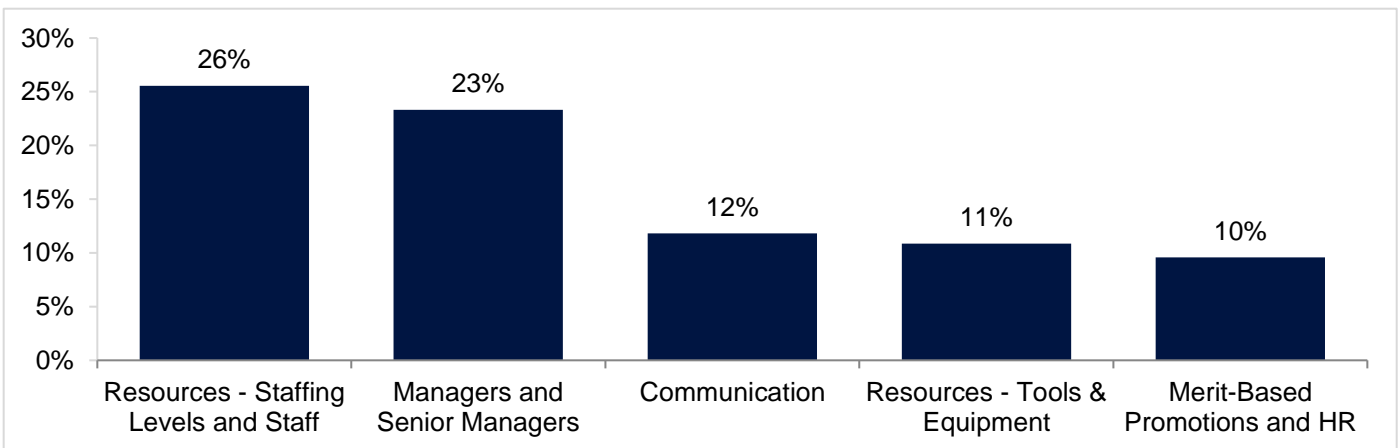
8. Comments Analysis

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	Southern 2017	Southern 2016	NZ Police 2017
The Work I Do	62.6	61.4	67.6
1.1: The responsibilities of my job are clearly defined	74.8	68.3	76.9
1.2: I know how my work contributes to the effectiveness of NZ Police	77.4	74.0	82.5
1.3: I understand how my performance is measured	48.7	54.3	53.5
1.4: My performance is fairly assessed	48.4	46.8	51.1
1.5: I am sufficiently involved in decisions that affect the way I do my job	43.0	37.8	48.3
1.6: The level of work-related stress I experience in my job is acceptable	34.3	36.5	43.6
1.7: The work I do makes good use of my knowledge and skills	65.2	66.3	72.8
1.8: My job gives me a sense of personal achievement	68.1	67.0	75.3
1.9: I am strongly committed to the work I do	86.5	84.5	88.6
1.10: I am motivated to do the best I can in my job everyday	80.1	78.3	83.6
Learning and Development	42.7	40.3	50.0
2.1: NZ Police provides adequate training for the work I do	37.0	32.9	43.4
2.2: I am encouraged to try new ways of doing things	42.5	38.4	50.0
2.3: There are learning and development opportunities for me in NZ Police	47.2	45.2	53.9
2.4: There are career development opportunities for me in NZ Police	44.2	44.6	52.7
My Team	70.8	71.4	72.2
3.1: People in my team conduct themselves in accordance with the values expected by NZ Police	87.1	87.2	85.2
3.2: I feel part of an effective team	75.8	75.2	77.9
3.3: People are held accountable for their performance in my team	63.2	63.8	64.1
3.4: Poor performance is dealt with effectively in my team	48.5	52.3	53.4
3.5: My supervisor behaves in a way that is consistent with the values of NZ Police	84.2	82.4	84.1
3.6: My supervisor communicates the goals and objectives of our team effectively	73.0	72.9	76.1
3.7: I get regular feedback on my performance from my supervisor (formal/informal)	63.9	65.9	64.5
Performance Focus	41.9	37.7	48.5
4.1: NZ Police has appropriate ways of recognising outstanding achievement	34.1	32.8	40.7
4.2: People here are appointed to positions based on merit	22.3	22.9	30.3
4.3: We celebrate success in NZ Police	39.8	35.3	48.1
4.4: I feel my contribution is valued in NZ Police	40.5	35.1	47.6
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	39.9	30.8	46.6
4.6: NZ Police expects high standards of performance from its people	82.8	78.1	84.5
4.7: NZ Police delivers on the promises it makes to its customers	33.5	28.7	42.0

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Question	Southern 2017	Southern 2016	NZ Police 2017
Respect and Integrity	68.6	67.7	73.4
5.1: Staff in my team respect employee diversity	83.1	84.7	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	84.7	82.4	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	63.6	62.0	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)	59.6	56.4	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	52.1	52.8	60.9
Vision and Purpose + Communication and Cooperation	47.1	44.3	58.3
6.1: NZ Police has a clear vision of where it's going and how it's going to get there	50.3	45.7	60.3
6.2: Communication in my District or my Service Centre is open and honest	34.5	31.5	46.7
6.3: I feel informed about NZ Police and its activities	41.5	36.6	55.2
6.4: There is a sense of 'common purpose' in NZ Police	47.7	38.6	59.5
6.5: NZ Police is interested in the views and opinions of its staff	26.1	24.2	38.7
6.6: Teams within NZ Police work well together	41.5	42.6	54.1
6.7: I feel a sense of belonging to my District or my Service Centre	50.8	49.5	61.8
6.8: NZ Police cares about the well-being of its staff	40.5	37.1	51.2
6.9: NZ Police is an enjoyable place to work	58.2	57.8	70.8
6.10: I feel I am working for an effective organisation	46.6	43.2	59.8
6.11: I intend to continue working at NZ Police for at least the next 12 months	80.4	80.2	83.0
Final Thoughts	65.5	61.3	72.1
7.1: Overall, I'm satisfied with my job	67.6	61.8	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	59.2	53.7	66.1
7.3: I take an active interest in what happens in NZ Police	79.6	76.1	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	64.2	58.9	73.0
7.5: I feel a sense of commitment to NZ Police	73.4	70.8	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	48.8	46.6	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%