New Zealand Police Workplace Survey 2017

Strategy Group
Summary of Findings

Monday, April 24 2017

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New Zealand
POLICE
Nga Pirihimana O Aotearoa

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.

Strategy Group performs comparatively to NZ Police overall on all key metrics, including Engagement. However, Strategy Group staff are more likely to feel inspired to go the extra mile and do the best they can in their jobs. With the exception of the 'Vision and Purpose + Communication and Cooperation' section, which scores significantly higher, Strategy Group scores are similar to the organisational average for all other survey sections.
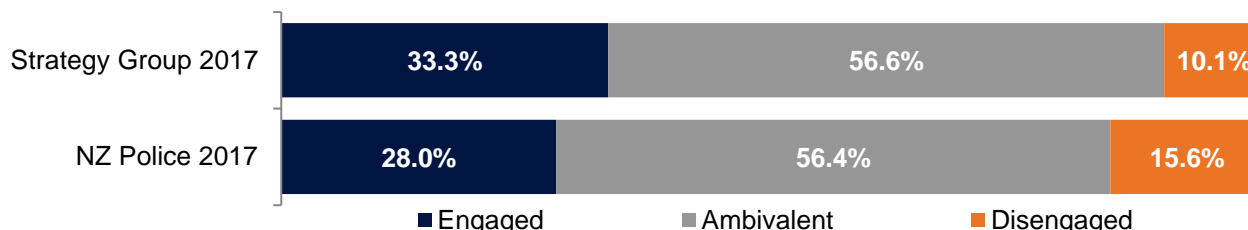
1a. Response Rate

	Number of responses	Response rate
Strategy Group 2017	69	75.0%
NZ Police 2017	7777	63.9%

69 people in Strategy Group responded to this survey, so 10 points would be considered a meaningful difference.

1b. Key Measures

Engagement Index	**Performance Index**	**Work Engagement Index**
78.9%	**66.7%**	**80.1%**
NZ Police	NZ Police	NZ Police
72.1%	63.2%	82.5%

1c. Engagement Profile

	Engaged	Ambivalent	Disengaged
Strategy Group 2017	33.3%	56.6%	10.1%
NZ Police 2017	28.0%	56.4%	15.6%

1d. Strengths and opportunities for Strategy Group

Strategy Group has several strengths compared to NZ Police overall, notably around valuing staff. Staff feel that their well-being matters to NZ Police, their contributions are valued, and that the organisation is interested in their views and opinions. Strategy Group staff are also more likely to believe they are working for an effective organisation, one that has a clear vision and strategy, delivers on customer promises and has a sense of 'common purpose'.

Based on the results it is suggested Strategy Group focus post-survey efforts on:

(1) Improving perceptions of training and development: training and development items are among the lowest rated in the survey and generally score significantly lower than NZ Police overall. Clarify individual training and development needs, build awareness of opportunities and encourage individual proactivity in seeking out development opportunities.

(2) Lifting team effectiveness: support supervisors on the communication of team/individual goals and expectations, and encourage them to demonstrate value-aligned behaviours.

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3. Key Drivers of Engagement

Key drivers predict engagement; strong key driver performance relates to higher employee engagement. Seven of the ten key driver items score significantly above the NZ Police average. Three of these items score more than 20 points higher than the average, relating to feeling that NZ Police cares about, and is interested in, the well-being and views of its staff and feeling a sense of 'common purpose' in the organisation.

Key Driver Questions	Strategy Group 2017	NZ Police 2017
6.9: NZ Police is an enjoyable place to work	82.6	**70.8**
6.10: I feel I am working for an effective organisation	72.5	**59.8**
6.7: I feel a sense of belonging to my District or my Service Centre	66.2	61.8
4.4: I feel my contribution is valued in NZ Police	58.0	**47.6**
6.8: NZ Police cares about the well-being of its staff	76.5	**51.2**
6.5: NZ Police is interested in the views and opinions of its staff	69.6	**38.7**
6.4: There is a sense of 'common purpose' in NZ Police	81.2	**59.5**
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	56.5	46.6
6.2: Communication in my District or my Service Centre is open and honest	62.3	**46.7**
1.8: My job gives me a sense of personal achievement	71.0	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

Strategy Group staff are as engaged with the organisation and their work as NZ Police overall. Strategy Group staff are significantly more positive than NZ Police overall when it comes to feeling inspired to go the extra mile and do their best in their jobs.

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

	Strategy Group 2017	NZ Police 2017
Engagement Index	**78.9**	**72.1**
7.1: Overall, I'm satisfied with my job	73.9	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	72.5	66.1
7.3: I take an active interest in what happens in NZ Police	88.4	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	85.5	**73.0**
7.5: I feel a sense of commitment to NZ Police	83.8	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	69.1	**58.3**
Work Engagement Index	**80.1**	**82.5**
1.8: My job gives me a sense of personal achievement	71.0	75.3
1.9: I am strongly committed to the work I do	86.6	88.6
1.10: I am motivated to do the best I can in my job everyday	82.6	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

	Strategy Group 2017	NZ Police 2017
Performance Index	**66.7**	**63.2**
The Work I Do	66.0	67.6
Learning and Development	43.1	50.0
My Team	66.1	72.2
Performance Focus	56.9	48.5
Respect and Integrity	77.2	73.4
Vision and Purpose + Communication and Cooperation	71.1	**58.3**
Final Thoughts	78.9	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

Looking at the results by survey section, Strategy Group scores similarly to NZ Police overall in all areas except 'Vision and Purpose + Communication and Cooperation', where it scores significantly higher. Eight of the eleven items in this section have significantly higher scores - items relating to feeling NZ Police cares about the well-being of its staff and is interested in their views and opinions score more than 25% above the organisational average.
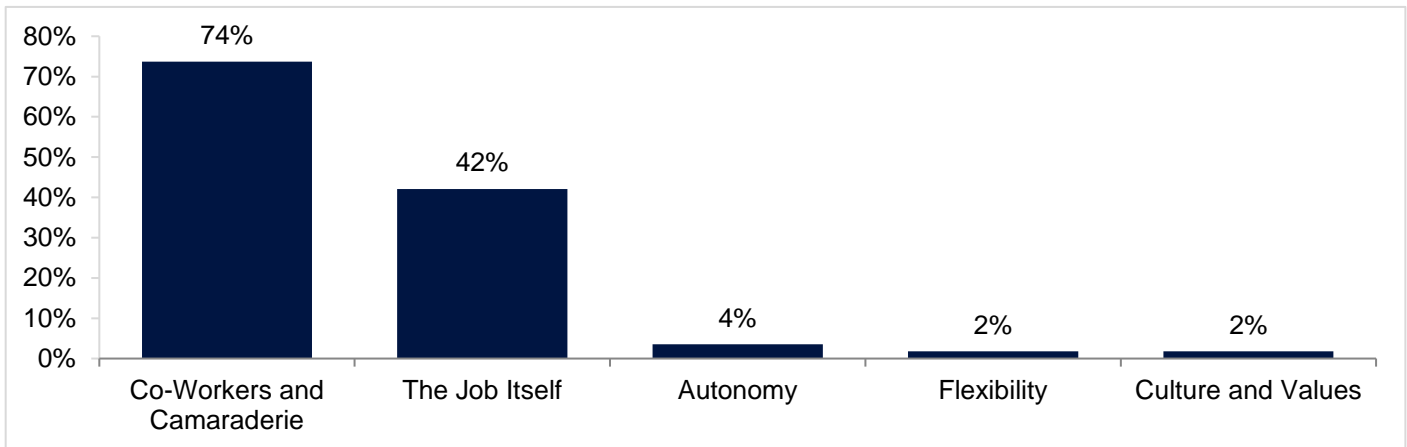
6. Respect and Integrity reporting

Perceptions related to 'Respect and Integrity' in Strategy Group are comparable to NZ Police overall.

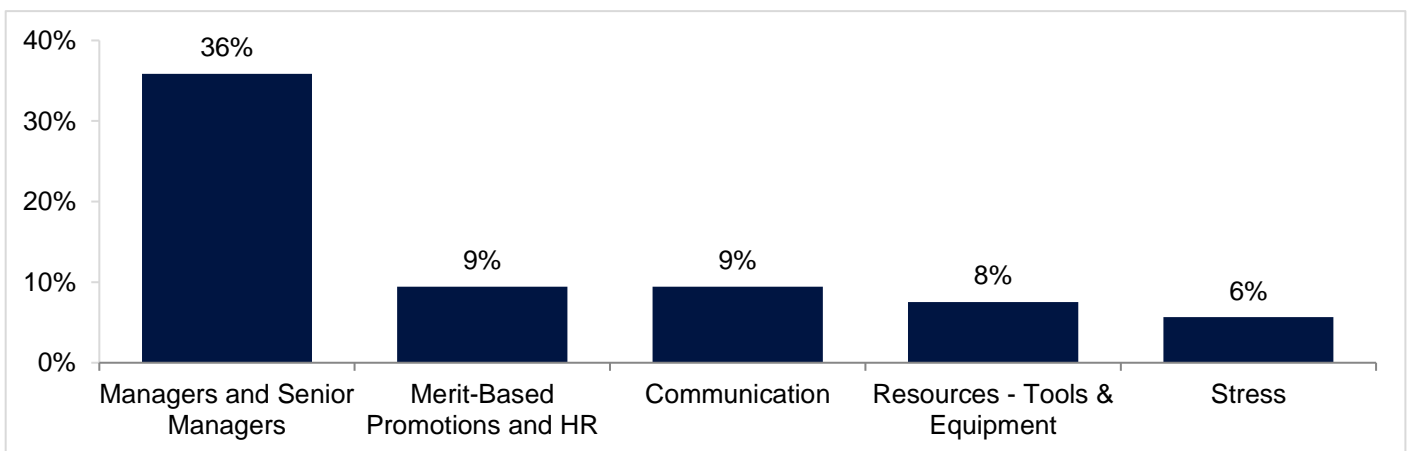| Question		Strategy Group 2017	NZ Police 2017
5.1: Staff in my team respect employee diversity		88.4	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination		88.4	84.8
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal		73.9	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)		69.6	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		65.7	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	81.2	82.5
	Yes	4.3	4.6
	No	14.5	13.0

7. 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.

7a. The one thing, more than anything else, that makes NZ Police a great place to work is:

Co-Workers and Camaraderie	74%
The Job Itself	42%
Autonomy	4%
Flexibility	2%
Culture and Values	2%

7b.The one thing, more than anything else, that needs to change within NZ Police to make it a great place to work is:

Managers and Senior Managers	36%
Merit-Based Promotions and HR	9%
Communication	9%
Resources - Tools & Equipment	8%
Stress	6%

Appendix 1: All Questions

Question	Strategy Group 2017	NZ Police 2017
The Work I Do	**66.0**	**67.6**
1.1: The responsibilities of my job are clearly defined	63.8	**76.9**
1.2: I know how my work contributes to the effectiveness of NZ Police	87.0	82.5
1.3: I understand how my performance is measured	39.1	**53.5**
1.4: My performance is fairly assessed	45.6	51.1
1.5: I am sufficiently involved in decisions that affect the way I do my job	57.4	48.3
1.6: The level of work-related stress I experience in my job is acceptable	59.4	**43.6**
1.7: The work I do makes good use of my knowledge and skills	67.6	72.8
1.8: My job gives me a sense of personal achievement	71.0	75.3
1.9: I am strongly committed to the work I do	86.6	88.6
1.10: I am motivated to do the best I can in my job everyday	82.6	83.6
Learning and Development	**43.1**	**50.0**
2.1: NZ Police provides adequate training for the work I do	31.9	**43.4**
2.2: I am encouraged to try new ways of doing things	58.0	50.0
2.3: There are learning and development opportunities for me in NZ Police	47.8	53.9
2.4: There are career development opportunities for me in NZ Police	34.8	**52.7**
My Team	**66.1**	**72.2**
3.1: People in my team conduct themselves in accordance with the values expected by NZ Police	87.0	85.2
3.2: I feel part of an effective team	71.0	77.9
3.3: People are held accountable for their performance in my team	61.8	64.1
3.4: Poor performance is dealt with effectively in my team	44.1	53.4
3.5: My supervisor behaves in a way that is consistent with the values of NZ Police	73.9	**84.1**
3.6: My supervisor communicates the goals and objectives of our team effectively	60.9	**76.1**
3.7: I get regular feedback on my performance from my supervisor (formal/informal)	63.8	64.5
Performance Focus	**56.9**	**48.5**
4.1: NZ Police has appropriate ways of recognising outstanding achievement	43.5	40.7
4.2: People here are appointed to positions based on merit	33.8	30.3
4.3: We celebrate success in NZ Police	58.0	48.1
4.4: I feel my contribution is valued in NZ Police	58.0	**47.6**
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	56.5	46.6
4.6: NZ Police expects high standards of performance from its people	82.6	84.5
4.7: NZ Police delivers on the promises it makes to its customers	66.2	**42.0**

Question	Strategy Group 2017	NZ Police 2017
Respect and Integrity	**77.2**	**73.4**
5.1: Staff in my team respect employee diversity	88.4	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	88.4	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	73.9	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)	69.6	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	65.7	60.9
Vision and Purpose + Communication and Cooperation	**71.1**	**58.3**
6.1: NZ Police has a clear vision of where it's going and how it's going to get there	73.9	60.3
6.2: Communication in my District or my Service Centre is open and honest	62.3	46.7
6.3: I feel informed about NZ Police and its activities	69.6	55.2
6.4: There is a sense of 'common purpose' in NZ Police	81.2	59.5
6.5: NZ Police is interested in the views and opinions of its staff	69.6	38.7
6.6: Teams within NZ Police work well together	55.1	54.1
6.7: I feel a sense of belonging to my District or my Service Centre	66.2	61.8
6.8: NZ Police cares about the well-being of its staff	76.5	51.2
6.9: NZ Police is an enjoyable place to work	82.6	70.8
6.10: I feel I am working for an effective organisation	72.5	59.8
6.11: I intend to continue working at NZ Police for at least the next 12 months	72.5	83.0
Final Thoughts	**78.9**	**72.1**
7.1: Overall, I'm satisfied with my job	73.9	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	72.5	66.1
7.3: I take an active interest in what happens in NZ Police	88.4	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	85.5	73.0
7.5: I feel a sense of commitment to NZ Police	83.8	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	69.1	58.3

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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:

Survey participation

Review results

Develop response plan

Implement change

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%

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