



New Zealand Police Workplace Survey 2017

Tasman

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.

The Tasman District has seen improvements in a wide range of areas, including across the three key indices of Engagement, Performance, and Work Engagement. These three key indices now score at the same levels as NZ Police overall. Similarly, scores on most survey sections also increased, except on 'My Team' and 'Performance Focus' (both of which already scored similarly to NZ Police overall).

1a. Response Rate

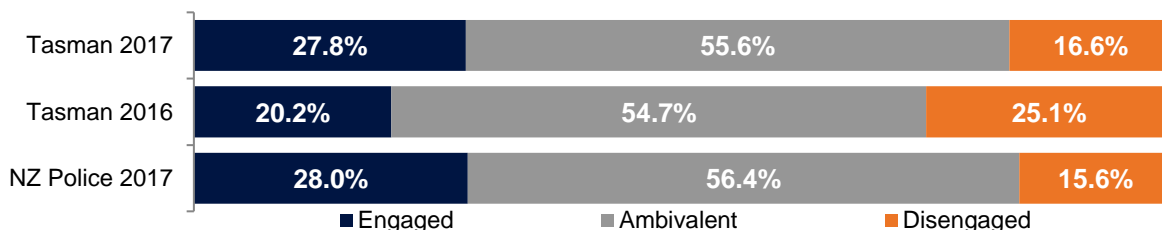
	Number of responses	Response rate
Tasman 2017	243	63.1%
Tasman 2016	223	60.3%
NZ Police 2017	7777	63.9%

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

1b. Key Measures

Engagement Index		Performance Index		Work Engagement Index	
68.7%		62.1%		83.4%	
Last survey	NZ Police	Last survey	NZ Police	Last survey	NZ Police
60.2%	72.1%	55.8%	63.2%	77.1%	82.5%

1c. Engagement Profile



1d. Strengths and opportunities for Tasman

Compared to NZ Police overall, Tasman District scored higher in relation to values-aligned behaviours, performance accountability and management within teams.

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

- (1) Continuing improving confidence in organisational effectiveness and quality focus, which have improved this year but remain below NZ Police levels. Clarity of vision (although improved since 2016), and the prioritisation of service quality remain areas showing the largest gaps to NZ Police overall.
- (2) Helping staff feel valued. At present, only 40% feel that NZ Police recognises outstanding achievements, celebrates success and feel their contributions are valued. These have not changed from the previous survey.
- (3) Continuing the good work that has led to improvements across most of the key engagement drivers, particularly around two way communication and care of well-being. Actions have garnered results, and half of all drivers are now on par with NZ Police overall.
- (4) Reducing the variability of employee experience across the different Areas. The biggest gap occurs between Marlborough (highest) and Nelson Bays (lowest). That said, it should be noted that Nelson Bays Area has significantly more positive employee sentiment than last year.

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.

The proportion of engaged staff has increased over the past year, while the number of disengaged has fallen – a good outcome for the District. The proportions of engaged, ambivalent and disengaged employees are now on par with NZ Police overall. Marlborough continues to be the most engaged, while all other Areas have shown significant improvement.

Area	2017 Engagement Profile			2016 Engagement Profile		
Marlborough (n=55)	38.9%	50.0%	11.1%	34.4%	52.5%	13.1%
Nelson Bays (n=87)	19.8%	56.9%	23.3%	9.6%	54.8%	35.6%
Tasman DHQ (n=57)	26.3%	57.9%	15.8%	17.5%	59.7%	22.8%
West Coast (n=44)	31.8%	56.8%	11.4%	21.9%	50.0%	28.1%

■ Engaged ■ Ambivalent ■ Disengaged

3. Key Drivers of Engagement

Key drivers predict engagement; strong key driver performance relates to higher employee engagement. There have been significant improvements on most the key driver questions since 2016, laying the foundation for the increases observed in engagement levels. Those improvements mean that five of the ten drivers now perform on par with NZ Police overall. Key opportunity areas remain around employees' sense that quality of service is a priority and the organisation is an effective one. Similarly, employees are searching for a sense that their contributions are valued, and their well-being is a concern for NZ Police. Lastly, engagement levels can be impacted by creating a generally more enjoyable place to work.

Key Driver Questions	Tasman 2017	Tasman 2016	NZ Police 2017
6.9: NZ Police is an enjoyable place to work	64.7	57.8	70.8
6.10: I feel I am working for an effective organisation	53.5	43.9	59.8
6.7: I feel a sense of belonging to my District or my Service Centre	62.5	50.9	61.8
4.4: I feel my contribution is valued in NZ Police	40.1	39.9	47.6
6.8: NZ Police cares about the well-being of its staff	43.8	32.3	51.2
6.5: NZ Police is interested in the views and opinions of its staff	35.7	27.4	38.7
6.4: There is a sense of 'common purpose' in NZ Police	58.1	41.0	59.5
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	34.9	34.7	46.6
6.2: Communication in my District or my Service Centre is open and honest	46.9	27.9	46.7
1.8: My job gives me a sense of personal achievement	72.6	67.7	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

Employee Engagement has increased significantly over the past 12 months, placing the District on par with NZ Police overall. This increase can be attributed to significant gains in Nelson Bays, Tasman DHQ, and West Coast. While Marlborough remained steady, it is already 10 points higher than the other Areas.

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

	Tasman 2017	Tasman 2016	NZ Police 2017
Engagement Index	68.7	60.2	72.1
7.1: Overall, I'm satisfied with my job	66.4	60.1	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	60.2	49.8	66.1
7.3: I take an active interest in what happens in NZ Police	82.6	74.0	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	69.2	62.8	73.0
7.5: I feel a sense of commitment to NZ Police	80.8	70.9	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	53.1	43.9	58.3
Work Engagement Index	83.4	77.1	82.5
1.8: My job gives me a sense of personal achievement	72.6	67.7	75.3
1.9: I am strongly committed to the work I do	90.5	85.6	88.6
1.10: I am motivated to do the best I can in my job everyday	87.1	77.9	83.6

4b. Across the Areas

	Marlborough (n=55)	Nelson Bays (n=87)	Tasman DHQ (n=57)	West Coast (n=44)
Engagement Index	79.6 (+1.2)	61.4 (+14.6)	68.7 (+9.9)	69.7 (+10.8)
7.1: Overall, I'm satisfied with my job	77.8 (-4.2)	59.3 (+14.1)	63.2 (+5.3)	70.5 (+14.2)
7.2: Overall, I would recommend NZ Police as a great place to work	77.8 (+0.8)	44.2 (+15.4)	66.7 (+21.1)	61.4 (+8.3)
7.3: I take an active interest in what happens in NZ Police	90.7 (+10.4)	79.1 (+12.0)	80.7 (+3.5)	81.8 (+9.9)
7.4: I feel inspired to go the extra mile to help NZ Police succeed	79.2 (-2.8)	65.1 (+17.2)	71.9 (+10.5)	61.4 (-1.1)
7.5: I feel a sense of commitment to NZ Police	83.3 (-3.6)	75.3 (+13.7)	82.5 (+14.1)	86.4 (+20.8)
7.6: NZ Police inspires me to do the best I can in my job every day	68.5 (+6.2)	45.3 (+15.2)	47.4 (+5.3)	56.8 (+13.0)
Work Engagement Index	90.7 (+1.1)	80.6 (+14.4)	78.9 (+4.1)	85.6 (+3.3)
1.8: My job gives me a sense of personal achievement	87.0 (+1.8)	65.1 (+10.3)	68.4 (+8.8)	75.0 (-3.1)
1.9: I am strongly committed to the work I do	96.3 (+1.2)	91.9 (+13.8)	82.5 (-1.4)	90.9 (+3.4)
1.10: I am motivated to do the best I can in my job everyday	88.9 (+0.6)	84.9 (+19.1)	85.7 (+5.0)	90.9 (+9.6)

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

	Tasman 2017	Tasman 2016	NZ Police 2017
Performance Index	62.1	55.8	63.2
The Work I Do	65.6	60.1	67.6
Learning and Development	48.0	41.8	50.0
My Team	76.7	72.1	72.2
Performance Focus	44.2	42.8	48.5
Respect and Integrity	78.3	71.8	73.4
Vision and Purpose + Communication and Cooperation	55.2	45.0	58.3
Final Thoughts	68.7	60.2	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

	Marlborough (n=55)	Nelson Bays (n=87)	Tasman DHQ (n=57)	West Coast (n=44)
Performance Index	70.4 (+2.5)	55.7 (+10.7)	63.5 (+7.9)	62.5 (+4.9)
The Work I Do	72.2 (-0.1)	56.3 (+8.5)	71.2 (+12.1)	68.2 (+1.6)
Learning and Development	59.1 (+7.0)	41.9 (+2.2)	46.5 (+9.6)	48.3 (+12.4)
My Team	84.4 (+0.5)	74.0 (+13.9)	76.2 (+6.1)	73.2 (-7.9)
Performance Focus	55.3 (-0.8)	38.2 (+5.5)	40.9 (-1.3)	46.3 (+4.3)
Respect and Integrity	79.1 (+6.4)	77.2 (+9.2)	78.6 (+4.8)	79.1 (+3.7)
Vision and Purpose + Communication and Cooperation	64.5 (+5.6)	46.9 (+15.9)	59.2 (+10.5)	54.6 (+11.1)
Final Thoughts	79.6 (+1.2)	61.4 (+14.6)	68.7 (+9.9)	69.7 (+10.8)

5c. Interpretation

Tasman District's results are significantly more favourable than 2016 and all survey sections now score on par with NZ Police overall. All survey sections bar two improved, and these two areas ('My Team' and 'Performance Focus') already scored at the same level as NZ Police overall. Nelson Bays exhibited the largest improvements, although it remains the lowest scoring Area within the District. There was only one significant decline in employee sentiment, and that was within the West Coast Area for 'My Team'.

6. Respect and Integrity reporting

The Tasman District improved on all five of the Respect and Integrity questions, and now outperforms NZ Police overall on two areas – knowing who to contact to report concerns around inappropriate workplace behaviour, and confidence that concerns would be dealt with appropriately.

Question	Tasman 2017	Tasman 2016	NZ Police 2017
5.1: Staff in my team respect employee diversity	90.5	83.4	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	91.3	85.7	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	71.8	66.1	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)	71.8	65.0	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	66.3	58.9	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	84.8	87.0
	Yes	3.7	1.8
	No	11.5	11.2

7. Biggest differences

There were no declines in how people in the District rated survey questions from 2016, but several significant improvements. Some of these improvements were substantial, particularly around communication (Communication in the District is open and honest; keeping people informed). The improvement in communication has likely led to significant improvements in sense of 'common purpose', as well as the sense of belonging with the District. The perception that performance assessments are fair also improved significantly.

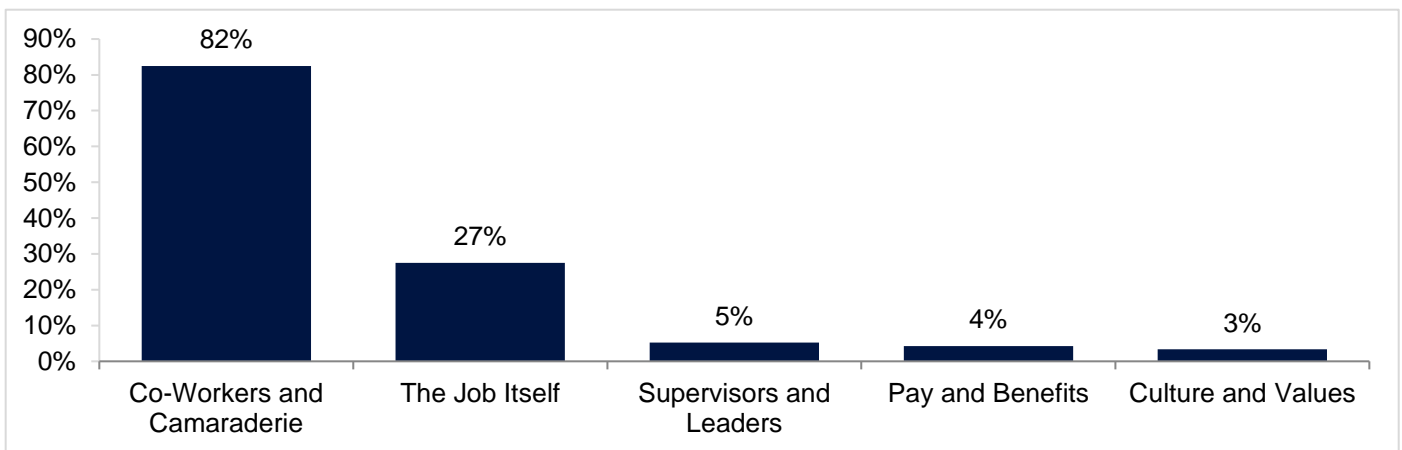
Top five positive changes since 2016	Tasman 2017	Tasman 2016	NZ Police 2017
6.2: Communication in my District or my Service Centre is open and honest	46.9	27.9	46.7
6.4: There is a sense of 'common purpose' in NZ Police	58.1	41.0	59.5
6.3: I feel informed about NZ Police and its activities	51.5	39.4	55.2
1.4: My performance is fairly assessed	51.3	39.5	51.1
6.7: I feel a sense of belonging to my District or my Service Centre	62.5	50.9	61.8

Top five negative changes since 2016	Tasman 2017	Tasman 2016	NZ Police 2017
4.3: We celebrate success in NZ Police	40.3	42.5	48.1
1.6: The level of work-related stress I experience in my job is acceptable	33.3	33.6	43.6
4.4: I feel my contribution is valued in NZ Police	40.1	39.9	47.6
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	34.9	34.7	46.6
1.5: I am sufficiently involved in decisions that affect the way I do my job	44.2	43.2	48.3

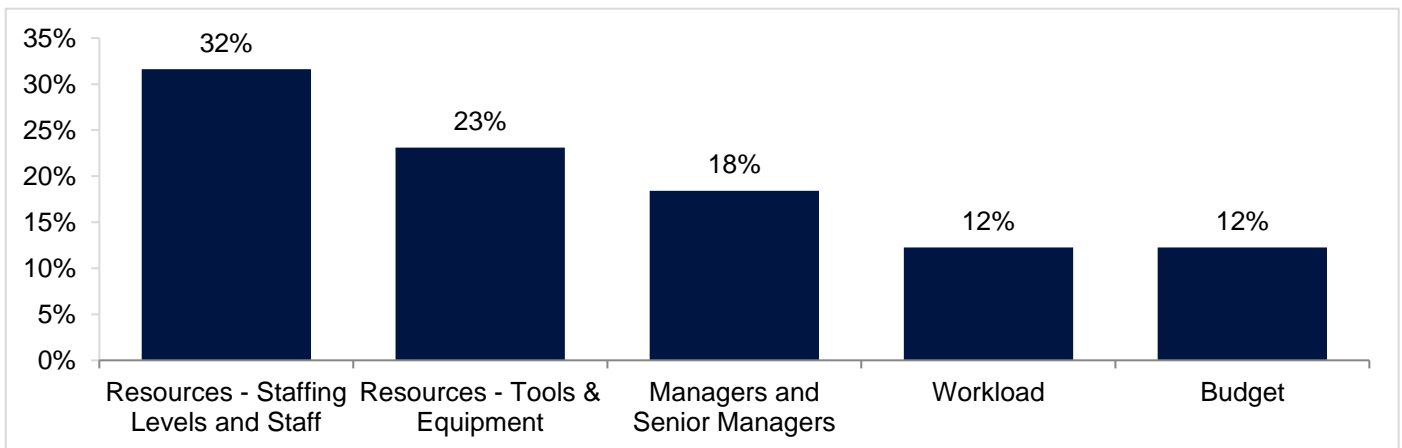
8. Comments Analysis

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	Tasman 2017	Tasman 2016	NZ Police 2017
The Work I Do	65.6	60.1	67.6
1.1: The responsibilities of my job are clearly defined	71.8	66.8	76.9
1.2: I know how my work contributes to the effectiveness of NZ Police	78.8	73.5	82.5
1.3: I understand how my performance is measured	54.6	46.2	53.5
1.4: My performance is fairly assessed	51.3	39.5	51.1
1.5: I am sufficiently involved in decisions that affect the way I do my job	44.2	43.2	48.3
1.6: The level of work-related stress I experience in my job is acceptable	33.3	33.6	43.6
1.7: The work I do makes good use of my knowledge and skills	71.8	66.7	72.8
1.8: My job gives me a sense of personal achievement	72.6	67.7	75.3
1.9: I am strongly committed to the work I do	90.5	85.6	88.6
1.10: I am motivated to do the best I can in my job everyday	87.1	77.9	83.6
Learning and Development	48.0	41.8	50.0
2.1: NZ Police provides adequate training for the work I do	35.5	29.3	43.4
2.2: I am encouraged to try new ways of doing things	48.8	44.3	50.0
2.3: There are learning and development opportunities for me in NZ Police	55.0	50.0	53.9
2.4: There are career development opportunities for me in NZ Police	52.9	43.7	52.7
My Team	76.7	72.1	72.2
3.1: People in my team conduct themselves in accordance with the values expected by NZ Police	92.9	87.9	85.2
3.2: I feel part of an effective team	79.6	73.1	77.9
3.3: People are held accountable for their performance in my team	71.8	66.7	64.1
3.4: Poor performance is dealt with effectively in my team	58.8	55.4	53.4
3.5: My supervisor behaves in a way that is consistent with the values of NZ Police	88.3	85.1	84.1
3.6: My supervisor communicates the goals and objectives of our team effectively	79.1	74.7	76.1
3.7: I get regular feedback on my performance from my supervisor (formal/informal)	66.4	62.0	64.5
Performance Focus	44.2	42.8	48.5
4.1: NZ Police has appropriate ways of recognising outstanding achievement	39.3	36.8	40.7
4.2: People here are appointed to positions based on merit	33.6	30.6	30.3
4.3: We celebrate success in NZ Police	40.3	42.5	48.1
4.4: I feel my contribution is valued in NZ Police	40.1	39.9	47.6
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	34.9	34.7	46.6
4.6: NZ Police expects high standards of performance from its people	88.8	86.5	84.5
4.7: NZ Police delivers on the promises it makes to its customers	32.6	28.8	42.0

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Question	Tasman 2017	Tasman 2016	NZ Police 2017
Respect and Integrity	78.3	71.8	73.4
5.1: Staff in my team respect employee diversity	90.5	83.4	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	91.3	85.7	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	71.8	66.1	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)	71.8	65.0	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	66.3	58.9	60.9
Vision and Purpose + Communication and Cooperation	55.2	45.0	58.3
6.1: NZ Police has a clear vision of where it's going and how it's going to get there	49.8	42.3	60.3
6.2: Communication in my District or my Service Centre is open and honest	46.9	27.9	46.7
6.3: I feel informed about NZ Police and its activities	51.5	39.4	55.2
6.4: There is a sense of 'common purpose' in NZ Police	58.1	41.0	59.5
6.5: NZ Police is interested in the views and opinions of its staff	35.7	27.4	38.7
6.6: Teams within NZ Police work well together	58.3	54.1	54.1
6.7: I feel a sense of belonging to my District or my Service Centre	62.5	50.9	61.8
6.8: NZ Police cares about the well-being of its staff	43.8	32.3	51.2
6.9: NZ Police is an enjoyable place to work	64.7	57.8	70.8
6.10: I feel I am working for an effective organisation	53.5	43.9	59.8
6.11: I intend to continue working at NZ Police for at least the next 12 months	82.1	77.6	83.0
Final Thoughts	68.7	60.2	72.1
7.1: Overall, I'm satisfied with my job	66.4	60.1	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	60.2	49.8	66.1
7.3: I take an active interest in what happens in NZ Police	82.6	74.0	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	69.2	62.8	73.0
7.5: I feel a sense of commitment to NZ Police	80.8	70.9	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	53.1	43.9	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%