



New Zealand Police Workplace Survey 2017

Upper North Investigations Support 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 Upper North Investigations Support	3
3. Key Drivers of Engagement	4
4. Engagement	4
4a. Across the District	4
5. Section Summary	5
5a. Across the District	5
5b. Interpretation	5
6. Respect and Integrity reporting	6
7. Biggest differences	6
8. Comments Analysis	7
8a. The one thing, more than anything else, that makes NZ Police a great place to work is:	7
8b. The one thing, more than anything else, that needs to change within NZ Police to make it a great place to work is:	7
Appendix 1: All Questions	8
Insight to Action: Next steps	10

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.

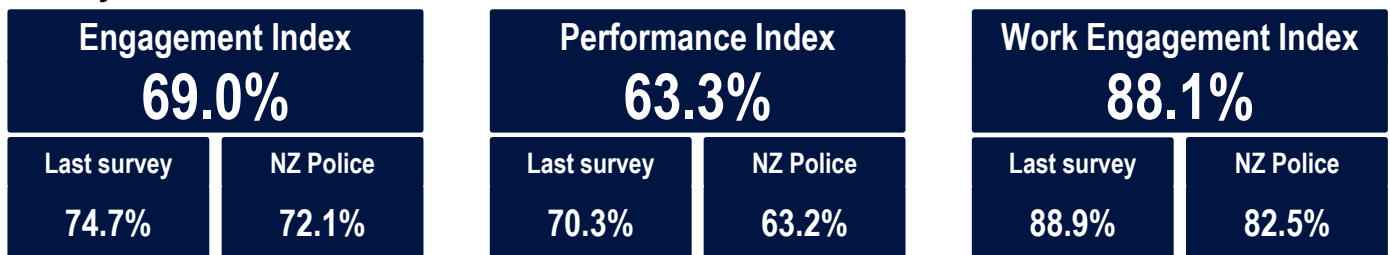
Engagement has remained stable for Upper North Investigations Support. Most survey areas are comparable to 2016 and to NZ Police overall. There are some drops in specific areas including performance management (managing poor performance, staff understanding how their performance is measured and the perceptions of fairness surrounding performance measurement). There has also been a drop in the clarity of vision and that the organisation overall is effective. Work-related stress has emerged as an issue over the last 12 months, and there has been a significant drop in the number of staff who know who to contact in order to report instances of inappropriate workplace behaviour.

1a. Response Rate

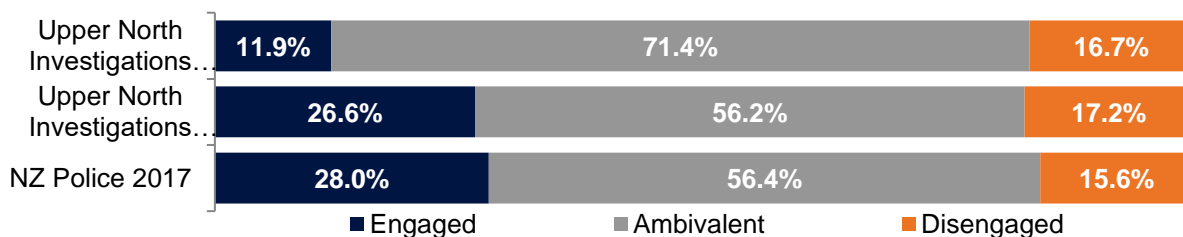
	Number of responses	Response rate
Upper North Investigations Support 2017	42	68.9%
Upper North Investigations Support 2016	64	79.0%
NZ Police 2017	7777	63.9%

42 people in Upper North Investigations Support responded to this survey, so 15 points would be considered a meaningful difference.

1b. Key Measures



1c. Engagement Profile



1d. Strengths and opportunities for Upper North Investigations Support

At the question level, the District scores mostly on par with NZ Police overall, however a couple of items are underperforming - clarity of vision and strategy, as well as clarity on who to report harassment, bullying and discrimination to (both also declined since 2016). There is an opportunity to further understand what is driving these perceptions in this District.

Based on a review of the results, post-survey efforts should focus on:

- (1) Performance management, particularly around clarity of performance measure, perception of fairness around performance measurement, and addressing poor performance. This could impact on people's overall perception that NZ Police is an effective organisation. The emerging issue around work-related stress should also be investigated, with a possible link to wider issues around performance management.
- (2) Ensure clarity of vision and strategy (an area which declined and scoring below NZ Police), as well as strengthen a sense of 'common purpose'.
- (3) Ensure people have a clear understanding how to report instances of harassment, bullying and discrimination.

3. Key Drivers of Engagement

Key drivers predict engagement; strong key driver performance relates to higher employee engagement. At present, all ten drivers are scoring on par with NZ Police overall, although two areas have fallen significantly over the past 12 months. These relate to the sense of belonging, and staff feeling that they are working for an effective organisation. It would be ideal to understand the reasons for these falls, and to reverse the trend accordingly.

Key Driver Questions	Upper North Investigations Support 2017	Upper North Investigations Support 2016	NZ Police 2017
6.9: NZ Police is an enjoyable place to work	70.7	75.0	70.8
6.10: I feel I am working for an effective organisation	51.2	74.6	59.8
6.7: I feel a sense of belonging to my District or my Service Centre	50.0	67.2	61.8
4.4: I feel my contribution is valued in NZ Police	38.1	47.6	47.6
6.8: NZ Police cares about the well-being of its staff	52.4	52.4	51.2
6.5: NZ Police is interested in the views and opinions of its staff	34.1	38.1	38.7
6.4: There is a sense of 'common purpose' in NZ Police	50.0	59.4	59.5
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	45.2	50.8	46.6
6.2: Communication in my District or my Service Centre is open and honest	48.8	54.0	46.7
1.8: My job gives me a sense of personal achievement	81.0	81.0	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

Upper North Investigations Support has maintained its scores on employee engagement since 2016 and engagement is comparable to NZ Police overall. Work engagement has remained consistent since 2016 and is also 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

	Upper North Investigations Support 2017	Upper North Investigations Support 2016	NZ Police 2017
Engagement Index	69.0	74.7	72.1
7.1: Overall, I'm satisfied with my job	71.4	82.8	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	57.1	68.8	66.1
7.3: I take an active interest in what happens in NZ Police	76.2	75.0	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	69.0	75.0	73.0
7.5: I feel a sense of commitment to NZ Police	78.6	82.8	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	61.9	64.1	58.3
Work Engagement Index	88.1	88.9	82.5
1.8: My job gives me a sense of personal achievement	81.0	81.0	75.3
1.9: I am strongly committed to the work I do	95.2	93.5	88.6
1.10: I am motivated to do the best I can in my job everyday	88.1	92.1	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

	Upper North Investigations Support 2017	Upper North Investigations Support 2016	NZ Police 2017
Performance Index	63.3	70.3	63.2
The Work I Do	75.2	80.7	67.6
Learning and Development	48.8	58.2	50.0
My Team	76.2	81.9	72.2
Performance Focus	46.9	52.8	48.5
Respect and Integrity	69.3	75.9	73.4
Vision and Purpose + Communication and Cooperation	54.1	63.9	58.3
Final Thoughts	69.0	74.7	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

Upper North Investigations Support's Performance Index and section scores are consistent with 2016 and with NZ Police overall, although a downward trend is beginning to emerge.

6. Respect and Integrity reporting

Perceptions related to respect and integrity reporting in the Upper North Investigations Support District are comparable to 2016 and NZ Police overall, except for a noticeable drop in people's understanding of who to contact to report instances of harassment, discrimination or bullying. This area now scores below that of NZ Police overall.

Question	Upper North Investigations Support 2017	Upper North Investigations Support 2016	NZ Police 2017
5.1: Staff in my team respect employee diversity	88.1	88.9	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	69.0	87.3	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	63.4	67.2	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)	69.0	71.4	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	57.1	64.5	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	85.7	90.6
	Yes	2.4	0.0
	No	11.9	9.4
			82.5
			4.6
			13.0

7. Biggest differences

There were no significant improvements in survey scores between 2016 and 2017. There are a number of declines evident from the last survey. The largest falls include perceptions of organisational effectiveness, management of poor performance, levels of acceptable work-related stress, clarity of vision, and knowing who to report inappropriate workplace conduct to.

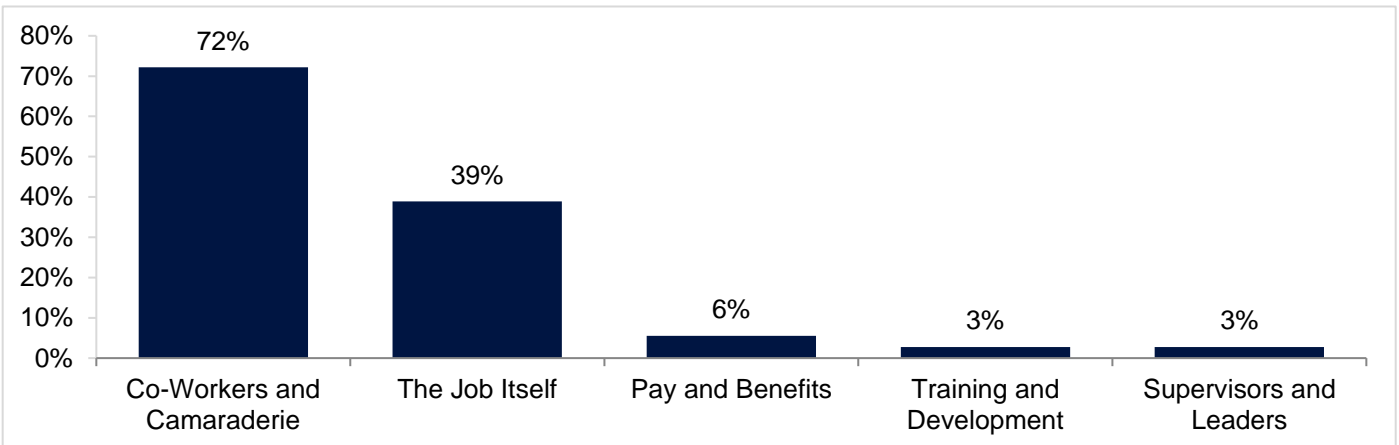
Top five positive changes since 2016	Upper North Investigations Support 2017	Upper North Investigations Support 2016	NZ Police 2017
1.1: The responsibilities of my job are clearly defined	90.5	84.1	76.9
1.7: The work I do makes good use of my knowledge and skills	85.7	79.4	72.8
3.5: My supervisor behaves in a way that is consistent with the values of NZ Police	95.2	89.1	84.1
1.9: I am strongly committed to the work I do	95.2	93.5	88.6
4.7: NZ Police delivers on the promises it makes to its customers	40.5	39.1	42.0

Top five negative changes since 2016	Upper North Investigations Support 2017	Upper North Investigations Support 2016	NZ Police 2017
6.10: I feel I am working for an effective organisation	51.2	74.6	59.8
1.6: The level of work-related stress I experience in my job is acceptable	57.1	76.2	43.6
6.1: NZ Police has a clear vision of where it's going and how it's going to get there	40.5	59.4	60.3
3.4: Poor performance is dealt with effectively in my team	50.0	68.8	53.4
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	69.0	87.3	84.8

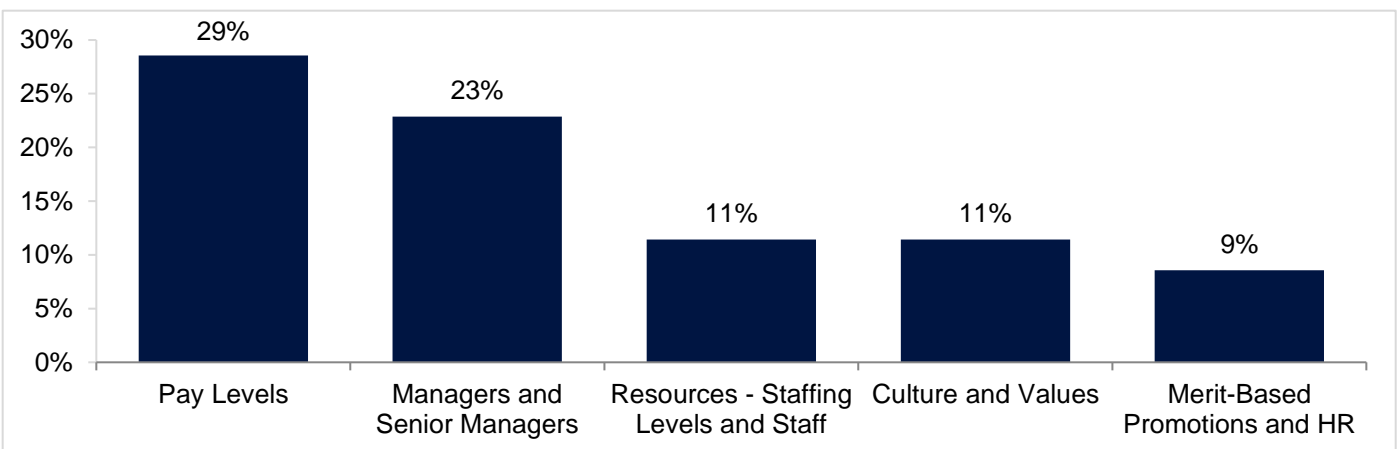
8. Comments Analysis

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	Upper North Investigations Support 2017	Upper North Investigations Support 2016	NZ Police 2017
The Work I Do	75.2	80.7	67.6
1.1: The responsibilities of my job are clearly defined	90.5	84.1	76.9
1.2: I know how my work contributes to the effectiveness of NZ Police	90.5	93.7	82.5
1.3: I understand how my performance is measured	54.8	72.6	53.5
1.4: My performance is fairly assessed	54.8	73.0	51.1
1.5: I am sufficiently involved in decisions that affect the way I do my job	54.8	61.3	48.3
1.6: The level of work-related stress I experience in my job is acceptable	57.1	76.2	43.6
1.7: The work I do makes good use of my knowledge and skills	85.7	79.4	72.8
1.8: My job gives me a sense of personal achievement	81.0	81.0	75.3
1.9: I am strongly committed to the work I do	95.2	93.5	88.6
1.10: I am motivated to do the best I can in my job everyday	88.1	92.1	83.6
Learning and Development	48.8	58.2	50.0
2.1: NZ Police provides adequate training for the work I do	50.0	59.4	43.4
2.2: I am encouraged to try new ways of doing things	47.6	57.8	50.0
2.3: There are learning and development opportunities for me in NZ Police	50.0	57.8	53.9
2.4: There are career development opportunities for me in NZ Police	47.6	57.8	52.7
My Team	76.2	81.9	72.2
3.1: People in my team conduct themselves in accordance with the values expected by NZ Police	95.2	93.8	85.2
3.2: I feel part of an effective team	83.3	85.9	77.9
3.3: People are held accountable for their performance in my team	69.0	75.0	64.1
3.4: Poor performance is dealt with effectively in my team	50.0	68.8	53.4
3.5: My supervisor behaves in a way that is consistent with the values of NZ Police	95.2	89.1	84.1
3.6: My supervisor communicates the goals and objectives of our team effectively	83.3	89.1	76.1
3.7: I get regular feedback on my performance from my supervisor (formal/informal)	57.1	71.9	64.5
Performance Focus	46.9	52.8	48.5
4.1: NZ Police has appropriate ways of recognising outstanding achievement	40.5	50.0	40.7
4.2: People here are appointed to positions based on merit	33.3	39.7	30.3
4.3: We celebrate success in NZ Police	40.5	50.0	48.1
4.4: I feel my contribution is valued in NZ Police	38.1	47.6	47.6
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	45.2	50.8	46.6
4.6: NZ Police expects high standards of performance from its people	90.0	92.2	84.5
4.7: NZ Police delivers on the promises it makes to its customers	40.5	39.1	42.0

Question	Upper North Investigations Support 2017	Upper North Investigations Support 2016	NZ Police 2017
Respect and Integrity	69.3	75.9	73.4
5.1: Staff in my team respect employee diversity	88.1	88.9	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	69.0	87.3	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	63.4	67.2	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)	69.0	71.4	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	57.1	64.5	60.9
Vision and Purpose + Communication and Cooperation	54.1	63.9	58.3
6.1: NZ Police has a clear vision of where it's going and how it's going to get there	40.5	59.4	60.3
6.2: Communication in my District or my Service Centre is open and honest	48.8	54.0	46.7
6.3: I feel informed about NZ Police and its activities	52.4	62.5	55.2
6.4: There is a sense of 'common purpose' in NZ Police	50.0	59.4	59.5
6.5: NZ Police is interested in the views and opinions of its staff	34.1	38.1	38.7
6.6: Teams within NZ Police work well together	59.5	65.6	54.1
6.7: I feel a sense of belonging to my District or my Service Centre	50.0	67.2	61.8
6.8: NZ Police cares about the well-being of its staff	52.4	52.4	51.2
6.9: NZ Police is an enjoyable place to work	70.7	75.0	70.8
6.10: I feel I am working for an effective organisation	51.2	74.6	59.8
6.11: I intend to continue working at NZ Police for at least the next 12 months	85.7	95.2	83.0
Final Thoughts	69.0	74.7	72.1
7.1: Overall, I'm satisfied with my job	71.4	82.8	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	57.1	68.8	66.1
7.3: I take an active interest in what happens in NZ Police	76.2	75.0	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	69.0	75.0	73.0
7.5: I feel a sense of commitment to NZ Police	78.6	82.8	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	61.9	64.1	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%