



New Zealand Police Workplace Survey 2017

Waikato

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 within Waikato District remain almost the same as 2016, which means the District also continues to lag behind NZ Police overall. Of the 10 engagement drivers identified as important to Waikato District staff, those with the biggest gaps to NZ Police (i.e. key opportunities for the district) include perceived organisational effectiveness, sense of 'common purpose', quality of service, open communication and NZ Police cares for the well-being of its people.

1a. Response Rate

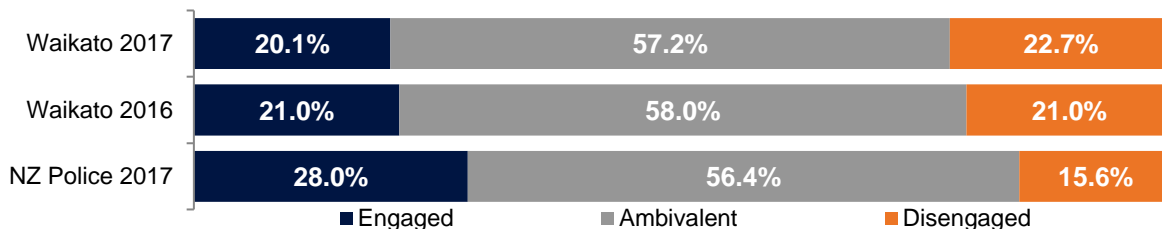
	Number of responses	Response rate
Waikato 2017	433	62.9%
Waikato 2016	491	70.3%
NZ Police 2017	7777	63.9%

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

1b. Key Measures

Engagement Index		Performance Index		Work Engagement Index	
63.2%		56.9%		77.9%	
Last survey	NZ Police	Last survey	NZ Police	Last survey	NZ Police
64.6%	72.1%	56.9%	63.2%	82.0%	82.5%

1c. Engagement Profile



1d. Strengths and opportunities for Waikato

Significant improvements were made in two areas – provision of adequate training and clarity around the organisation's vision.

Based on an analysis of the survey results including key drivers of engagement, we recommend that Waikato District focuses on:

- (1) Building a sense that NZ Police is effective and quality of service is important to the organisation. Involve staff in discussions on how this can be impacted by individuals at a local level, particularly around the delivery of customer promises.
- (2) Helping staff feel valued. Look for ways to demonstrate that leaders, as representatives of the organisation, acknowledge staff successes. Demonstrate a genuine concern for staff well-being.
- (3) The District's communication culture. Staff are engaged by an open and honest communication environment, yet only 35% of staff agree that this characterises the District at present. Even more problematic is how just 29% of staff feel NZ Police is interested in the views and opinions of its people.

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.

Waikato District engagement levels remain essentially unchanged from 2016. This means Waikato also falls below the organisation overall – with less engaged and more disengaged staff compared to the NZ Police average. There has been a reduction in disengaged staff in Waikato West and this area currently shows an Engagement Profile most similar to that of NZ Police overall.

Area	2017 Engagement Profile			2016 Engagement Profile		
Hamilton City (n=99)	19.2%	57.6%	23.2%	21.6%	57.7%	20.7%
Waikato DHQ (n=195)	19.6%	58.8%	21.6%	17.9%	58.5%	23.6%
Waikato East (n=85)	18.8%	53.0%	28.2%	22.0%	63.7%	14.3%
Waikato West (n=53)	26.4%	56.6%	17.0%	28.2%	49.3%	22.5%

■ Engaged ■ Ambivalent ■ Disengaged

3. Key Drivers of Engagement

Key drivers predict engagement; strong key driver performance relates to higher employee engagement. For the Waikato District, all the key drivers underperform relative to NZ Police overall. To help prioritise areas for change, the biggest gaps to NZ Police overall occur for 'NZ Police is an effective organisation', sense of 'common purpose' within NZ Police, and the organisation is generally 'an enjoyable place to work'. Open and honest communication within the District is also a key opportunity area, along with reinforcing to staff that service quality is a key priority.

Key Driver Questions	Waikato 2017	Waikato 2016	NZ Police 2017
6.9: NZ Police is an enjoyable place to work	58.6	59.8	70.8
6.10: I feel I am working for an effective organisation	45.2	45.2	59.8
6.7: I feel a sense of belonging to my District or my Service Centre	53.7	53.5	61.8
4.4: I feel my contribution is valued in NZ Police	37.7	36.6	47.6
6.8: NZ Police cares about the well-being of its staff	40.7	39.3	51.2
6.5: NZ Police is interested in the views and opinions of its staff	29.1	28.8	38.7
6.4: There is a sense of 'common purpose' in NZ Police	45.2	45.6	59.5
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	34.9	31.8	46.6
6.2: Communication in my District or my Service Centre is open and honest	35.7	36.1	46.7
1.8: My job gives me a sense of personal achievement	69.2	73.5	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

Overall staff are as engaged as they were in 2016, but less engaged than NZ Police overall. The Engagement Index for Waikato East has fallen significantly, and this Area warrants attention. In addition, Waikato West shows a very large drop in 'sense of personal achievement.'

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

	Waikato 2017	Waikato 2016	NZ Police 2017
Engagement Index	63.2	64.6	72.1
7.1: Overall, I'm satisfied with my job	65.9	69.2	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	53.9	56.6	66.1
7.3: I take an active interest in what happens in NZ Police	74.5	76.5	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	63.2	65.4	73.0
7.5: I feel a sense of commitment to NZ Police	76.3	74.3	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	45.5	45.8	58.3
Work Engagement Index	77.9	82.0	82.5
1.8: My job gives me a sense of personal achievement	69.2	73.5	75.3
1.9: I am strongly committed to the work I do	85.0	88.0	88.6
1.10: I am motivated to do the best I can in my job everyday	79.4	84.6	83.6

4b. Across the Areas

	Hamilton City (n=99)	Waikato DHQ (n=195)	Waikato East (n=85)	Waikato West (n=53)
Engagement Index	63.5 (-2.8)	63.3 (+2.7)	59.2 (-11.5)	68.2 (+2.0)
7.1: Overall, I'm satisfied with my job	66.7 (-4.9)	67.9 (+0.4)	61.2 (-10.2)	64.2 (-3.4)
7.2: Overall, I would recommend NZ Police as a great place to work	58.6 (-6.1)	53.1 (+3.1)	49.4 (-16.5)	54.7 (+4.0)
7.3: I take an active interest in what happens in NZ Police	72.7 (-1.2)	73.2 (-0.4)	75.3 (-10.4)	81.1 (+3.6)
7.4: I feel inspired to go the extra mile to help NZ Police succeed	61.6 (-0.5)	63.4 (-0.3)	58.8 (-12.6)	71.7 (+3.1)
7.5: I feel a sense of commitment to NZ Police	73.7 (+0.7)	78.6 (+7.9)	69.4 (-10.6)	83.0 (+3.0)
7.6: NZ Police inspires me to do the best I can in my job every day	48.0 (-4.6)	43.3 (+5.1)	41.2 (-8.3)	54.7 (+1.8)
Work Engagement Index	78.4 (-4.4)	77.7 (-2.2)	78.0 (-7.6)	76.7 (-5.8)
1.8: My job gives me a sense of personal achievement	69.8 (-1.1)	69.4 (-2.3)	72.9 (-3.8)	60.4 (-18.5)
1.9: I am strongly committed to the work I do	83.3 (-6.4)	84.4 (-1.0)	85.7 (-5.5)	88.7 (0.0)
1.10: I am motivated to do the best I can in my job everyday	82.1 (-5.7)	79.4 (-3.1)	75.3 (-13.7)	81.1 (+1.1)

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

	Waikato 2017	Waikato 2016	NZ Police 2017
Performance Index	56.9	56.9	63.2
The Work I Do	62.4	63.8	67.6
Learning and Development	45.4	42.9	50.0
My Team	69.5	68.5	72.2
Performance Focus	41.0	39.3	48.5
Respect and Integrity	71.3	73.3	73.4
Vision and Purpose + Communication and Cooperation	48.0	47.9	58.3
Final Thoughts	63.2	64.6	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

	Hamilton City (n=99)	Waikato DHQ (n=195)	Waikato East (n=85)	Waikato West (n=53)
Performance Index	58.4 (-0.8)	56.2 (+2.4)	53.7 (-5.2)	61.5 (+1.6)
The Work I Do	60.7 (-0.4)	63.1 (-1.2)	61.9 (-1.9)	63.3 (-3.7)
Learning and Development	50.4 (+6.3)	43.8 (+2.7)	40.3 (-2.7)	50.5 (+4.4)
My Team	71.3 (-2.0)	68.1 (+4.2)	66.3 (-4.7)	76.5 (+5.5)
Performance Focus	43.3 (+3.2)	40.6 (+4.4)	35.6 (-5.8)	46.7 (+2.0)
Respect and Integrity	76.5 (-3.3)	68.3 (-0.3)	67.8 (-7.3)	78.9 (+4.6)
Vision and Purpose + Communication and Cooperation	49.4 (-3.5)	47.7 (+4.3)	45.1 (-4.9)	51.9 (+0.9)
Final Thoughts	63.5 (-2.8)	63.3 (+2.7)	59.2 (-11.5)	68.2 (+2.0)

5c. Interpretation

Waikato's results are essentially the same relative to 2016. Of the seven sections measured in the survey, four score below the NZ Police average ('The Work I Do', 'Performance Focus', 'Vision and Purpose + Communication and Cooperation', and 'Final Thoughts') and three score the same ('Learning and Development', 'My Team', and 'Respect and Integrity'). There was also little change in section scores for the District's Areas, except for an improvement within Hamilton City for 'Learning and Development' and within West for 'My Team'. In contrast, declines were seen in East in two areas – 'Respect and Integrity' and 'Final Thoughts' (Employee Engagement).

6. Respect and Integrity reporting

'Respect and Integrity' results remain similar to those observed in 2016. All questions related to 'Respect and Integrity' score the same as NZ Police overall, except for the underperforming question around knowing who to contact to report instances of inappropriate workplace conduct (this item had improved between 2015 and 2016, but has fallen back 3.4% points this year).

Question	Waikato 2017	Waikato 2016	NZ Police 2017
5.1: Staff in my team respect employee diversity	86.7	84.4	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	79.8	83.2	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	66.0	69.7	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)	64.3	68.9	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	59.5	60.0	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	83.1	80.4
	Yes	2.8	4.9
	No	14.1	14.7
			13.0

7. Biggest differences

Two areas improved significantly from 2016 – the adequacy of training provided and clarity around the NZ Police vision. The training question now scores at the same level as NZ Police overall. The clear vision, however, continues to score below the organisation overall. Only one item has significantly decreased – personal motivation to do the best in one's job every day. This item does, however, score the same as NZ Police overall. Many of Waikato District's scores remain below NZ Police overall.

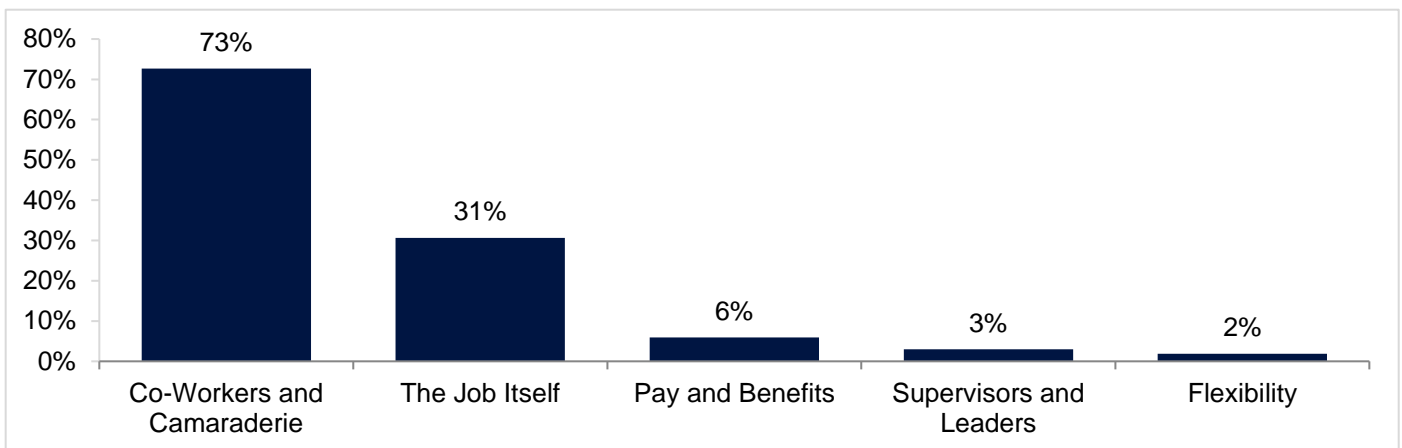
Top five positive changes since 2016	Waikato 2017	Waikato 2016	NZ Police 2017
2.1: NZ Police provides adequate training for the work I do	40.0	33.2	43.4
6.1: NZ Police has a clear vision of where it's going and how it's going to get there	50.7	45.5	60.3
4.3: We celebrate success in NZ Police	40.6	35.8	48.1
4.1: NZ Police has appropriate ways of recognising outstanding achievement	39.6	35.5	40.7
1.5: I am sufficiently involved in decisions that affect the way I do my job	40.3	36.5	48.3

Top five negative changes since 2016	Waikato 2017	Waikato 2016	NZ Police 2017
1.10: I am motivated to do the best I can in my job everyday	79.4	84.6	83.6
1.6: The level of work-related stress I experience in my job is acceptable	34.2	39.1	43.6
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)	64.3	68.9	66.9
1.3: I understand how my performance is measured	48.4	52.7	53.5
1.8: My job gives me a sense of personal achievement	69.2	73.5	75.3

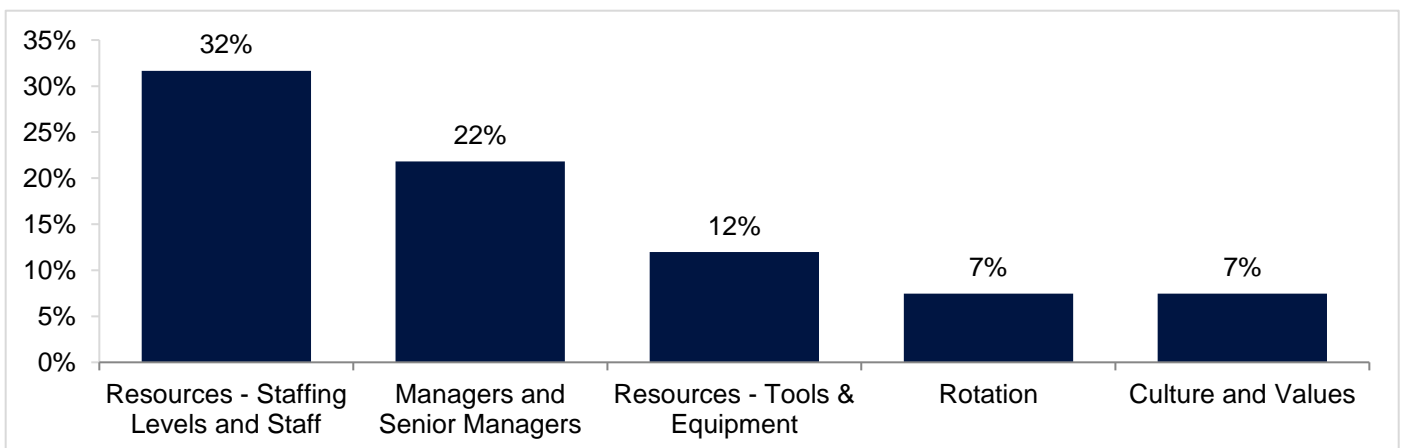
8. Comments Analysis

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	Waikato 2017	Waikato 2016	NZ Police 2017
The Work I Do	62.4	63.8	67.6
1.1: The responsibilities of my job are clearly defined	75.3	72.2	76.9
1.2: I know how my work contributes to the effectiveness of NZ Police	78.1	74.5	82.5
1.3: I understand how my performance is measured	48.4	52.7	53.5
1.4: My performance is fairly assessed	43.6	42.7	51.1
1.5: I am sufficiently involved in decisions that affect the way I do my job	40.3	36.5	48.3
1.6: The level of work-related stress I experience in my job is acceptable	34.2	39.1	43.6
1.7: The work I do makes good use of my knowledge and skills	70.6	74.7	72.8
1.8: My job gives me a sense of personal achievement	69.2	73.5	75.3
1.9: I am strongly committed to the work I do	85.0	88.0	88.6
1.10: I am motivated to do the best I can in my job everyday	79.4	84.6	83.6
Learning and Development	45.4	42.9	50.0
2.1: NZ Police provides adequate training for the work I do	40.0	33.2	43.4
2.2: I am encouraged to try new ways of doing things	43.1	42.1	50.0
2.3: There are learning and development opportunities for me in NZ Police	48.4	48.4	53.9
2.4: There are career development opportunities for me in NZ Police	50.0	48.0	52.7
My Team	69.5	68.5	72.2
3.1: People in my team conduct themselves in accordance with the values expected by NZ Police	87.0	83.4	85.2
3.2: I feel part of an effective team	74.1	75.6	77.9
3.3: People are held accountable for their performance in my team	59.3	59.3	64.1
3.4: Poor performance is dealt with effectively in my team	47.3	47.6	53.4
3.5: My supervisor behaves in a way that is consistent with the values of NZ Police	85.2	84.6	84.1
3.6: My supervisor communicates the goals and objectives of our team effectively	75.3	72.7	76.1
3.7: I get regular feedback on my performance from my supervisor (formal/informal)	58.1	56.1	64.5
Performance Focus	41.0	39.3	48.5
4.1: NZ Police has appropriate ways of recognising outstanding achievement	39.6	35.5	40.7
4.2: People here are appointed to positions based on merit	26.3	26.8	30.3
4.3: We celebrate success in NZ Police	40.6	35.8	48.1
4.4: I feel my contribution is valued in NZ Police	37.7	36.6	47.6
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	34.9	31.8	46.6
4.6: NZ Police expects high standards of performance from its people	82.3	83.2	84.5
4.7: NZ Police delivers on the promises it makes to its customers	25.4	25.7	42.0

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Question	Waikato 2017	Waikato 2016	NZ Police 2017
Respect and Integrity	71.3	73.3	73.4
5.1: Staff in my team respect employee diversity	86.7	84.4	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	79.8	83.2	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	66.0	69.7	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)	64.3	68.9	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	59.5	60.0	60.9
Vision and Purpose + Communication and Cooperation	48.0	47.9	58.3
6.1: NZ Police has a clear vision of where it's going and how it's going to get there	50.7	45.5	60.3
6.2: Communication in my District or my Service Centre is open and honest	35.7	36.1	46.7
6.3: I feel informed about NZ Police and its activities	41.3	42.0	55.2
6.4: There is a sense of 'common purpose' in NZ Police	45.2	45.6	59.5
6.5: NZ Police is interested in the views and opinions of its staff	29.1	28.8	38.7
6.6: Teams within NZ Police work well together	49.4	48.8	54.1
6.7: I feel a sense of belonging to my District or my Service Centre	53.7	53.5	61.8
6.8: NZ Police cares about the well-being of its staff	40.7	39.3	51.2
6.9: NZ Police is an enjoyable place to work	58.6	59.8	70.8
6.10: I feel I am working for an effective organisation	45.2	45.2	59.8
6.11: I intend to continue working at NZ Police for at least the next 12 months	78.8	82.9	83.0
Final Thoughts	63.2	64.6	72.1
7.1: Overall, I'm satisfied with my job	65.9	69.2	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	53.9	56.6	66.1
7.3: I take an active interest in what happens in NZ Police	74.5	76.5	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	63.2	65.4	73.0
7.5: I feel a sense of commitment to NZ Police	76.3	74.3	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	45.5	45.8	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%