



New Zealand Police Workplace Survey 2017

Waitemata

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.

Employee Engagement has remained stable for Waitemata District overall. There is some variation however at the Area level, with Waitakere improving, while Auckland Motorways trending downwards.

There have been positive movements in perceptions of care of staff well-being, provision of training and clarity of vision. Whilst people's understanding of how their performance is measured is comparable to NZ Police overall, it is trending downwards for Waitemata District from 2016.

1a. Response Rate

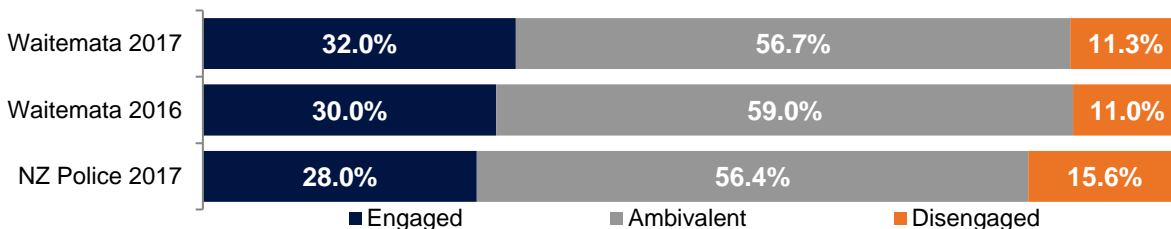
	Number of responses	Response rate
Waitemata 2017	488	58.3%
Waitemata 2016	491	58.9%
NZ Police 2017	7777	63.9%

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

1b. Key Measures

Engagement Index		Performance Index		Work Engagement Index	
77.4%		67.5%		85.5%	
Last survey	NZ Police	Last survey	NZ Police	Last survey	NZ Police
74.5%	72.1%	66.3%	63.2%	83.6%	82.5%

1c. Engagement Profile



1d. Strengths and opportunities for Waitemata

At the item level, the District compares most favourably to NZ Police overall for provision of adequate training (which is also the item that has improved the most since 2016), learning and career development opportunities, and people feeling like they are working for an effective organisation, one which has a clear vision, and delivers on customer promises. There are no areas significantly below NZ Police overall, although understanding how performance is evaluated has notably decreased from 2016 in Waitemata District. Therefore, post-survey efforts can focus on this as well as maintaining current efforts around the key engagement drivers.

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.

People in Waitemata District are more engaged than NZ Police overall and engagement levels have not significantly changed since 2016. At the Area level, variations exist, with Rodney showing the most polarised engagement profile, and Auckland Motorways showing the lowest proportion of engaged staff.

Area	2017 Engagement Profile			2016 Engagement Profile		
Auckland Motorways (n=34)	14.7%	64.7%	20.6%	23.5%	58.9%	17.6%
North Shore (n=111)	32.4%	60.4%	7.2%	32.3%	61.4%	6.3%
Rodney (n=74)	39.2%	35.1%	25.7%	33.8%	46.5%	19.7%
Waitakere (n=140)	34.3%	57.8%	7.9%	31.1%	59.8%	9.1%
Waitemata DHQ (n=129)	29.5%	62.7%	7.8%	27.9%	62.8%	9.3%

■ Engaged ■ Ambivalent ■ Disengaged

3. Key Drivers of Engagement

Key drivers predict engagement; strong key driver performance relates to higher employee engagement. Waitemata District scores are significantly higher than NZ overall on four of the ten key drivers. The biggest strengths relative to NZ Police overall are around feeling NZ Police is an enjoyable place to work and that staff feel they are working for an effective organisation, one with a sense of 'common purpose' and a strong focus on service quality. The driver around caring for staff well-being has significantly improved for Waitemata District from 2016, whilst all other drivers have remained consistent.

Key Driver Questions	Waitemata 2017	Waitemata 2016	NZ Police 2017
6.9: NZ Police is an enjoyable place to work	77.8	77.1	70.8
6.10: I feel I am working for an effective organisation	68.1	67.1	59.8
6.7: I feel a sense of belonging to my District or my Service Centre	65.5	64.8	61.8
4.4: I feel my contribution is valued in NZ Police	49.3	47.4	47.6
6.8: NZ Police cares about the well-being of its staff	55.3	49.2	51.2
6.5: NZ Police is interested in the views and opinions of its staff	41.4	38.3	38.7
6.4: There is a sense of 'common purpose' in NZ Police	66.0	63.0	59.5
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	52.9	51.4	46.6
6.2: Communication in my District or my Service Centre is open and honest	48.7	45.8	46.7
1.8: My job gives me a sense of personal achievement	79.3	75.5	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

Waitemata District has maintained its scores on employee engagement since 2016 and engagement is significantly higher than NZ Police overall. Work engagement has remained consistent since 2016 and is also on par with NZ Police overall. The Waitakere area has shown a significant improvement in both engagement with work and the organisation.

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

	Waitemata 2017	Waitemata 2016	NZ Police 2017
Engagement Index	77.4	74.5	72.1
7.1: Overall, I'm satisfied with my job	79.7	76.2	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	74.1	70.8	66.1
7.3: I take an active interest in what happens in NZ Police	82.5	80.3	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	76.3	74.3	73.0
7.5: I feel a sense of commitment to NZ Police	86.0	84.6	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	65.6	61.1	58.3
Work Engagement Index	85.5	83.6	82.5
1.8: My job gives me a sense of personal achievement	79.3	75.5	75.3
1.9: I am strongly committed to the work I do	89.7	88.8	88.6
1.10: I am motivated to do the best I can in my job everyday	87.3	86.3	83.6

4b. Across the Areas

	Auckland Motorways (n=34)	North Shore (n=111)	Rodney (n=74)	Waitakere (n=140)	Waitemata DHQ (n=129)
Engagement Index	65.7 (-3.6)	81.0 (-1.7)	68.8 (+1.3)	81.3 (+6.5)	78.0 (+3.9)
7.1: Overall, I'm satisfied with my job	70.6 (-5.9)	88.3 (+4.8)	64.9 (+0.1)	84.3 (+8.5)	78.1 (+1.0)
7.2: Overall, I would recommend NZ Police as a great place to work	55.9 (-2.9)	75.5 (-5.8)	68.5 (+4.2)	79.3 (+9.6)	75.2 (+3.1)
7.3: I take an active interest in what happens in NZ Police	76.5 (+2.0)	85.5 (-2.1)	74.3 (+1.1)	80.7 (+0.7)	88.3 (+7.0)
7.4: I feel inspired to go the extra mile to help NZ Police succeed	73.5 (+6.8)	79.1 (-4.2)	71.6 (+1.2)	80.6 (+6.4)	72.9 (0.0)
7.5: I feel a sense of commitment to NZ Police	70.6 (-3.9)	90.0 (-2.6)	77.0 (-0.5)	89.9 (-0.2)	87.4 (+6.0)
7.6: NZ Police inspires me to do the best I can in my job every day	47.1 (-17.6)	67.6 (-0.1)	56.8 (+1.9)	72.9 (+13.7)	65.9 (+5.9)
Work Engagement Index	71.6 (-10.0)	88.0 (0.0)	80.9 (+0.3)	88.7 (+5.0)	86.0 (+3.4)
1.8: My job gives me a sense of personal achievement	67.6 (-4.9)	80.2 (-2.3)	76.7 (-0.8)	83.3 (+8.5)	78.7 (+7.3)
1.9: I am strongly committed to the work I do	76.5 (-7.8)	91.9 (-0.9)	85.1 (+2.5)	92.1 (+3.0)	91.3 (+0.7)
1.10: I am motivated to do the best I can in my job everyday	70.6 (-17.4)	91.8 (+3.1)	80.8 (-0.9)	90.7 (+3.7)	88.0 (+2.3)

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

	Waitemata 2017	Waitemata 2016	NZ Police 2017
Performance Index	67.5	66.3	63.2
The Work I Do	69.6	70.1	67.6
Learning and Development	57.0	52.2	50.0
My Team	77.7	78.3	72.2
Performance Focus	52.2	50.9	48.5
Respect and Integrity	76.5	76.2	73.4
Vision and Purpose + Communication and Cooperation	63.4	61.1	58.3
Final Thoughts	77.4	74.5	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

	Auckland Motorways (n=34)	North Shore (n=111)	Rodney (n=74)	Waitakere (n=140)	Waitemata DHQ (n=129)
Performance Index	58.5 (-6.8)	68.7 (-1.7)	63.8 (-0.2)	69.6 (+5.3)	68.8 (+1.9)
The Work I Do	60.9 (-7.0)	69.9 (-3.9)	67.9 (-0.5)	69.5 (+3.4)	72.6 (-0.3)
Learning and Development	47.8 (+5.2)	57.5 (+2.3)	52.4 (-3.9)	61.6 (+11.2)	56.6 (+3.4)
My Team	75.2 (-3.5)	74.3 (-4.0)	81.2 (-0.8)	80.1 (+1.5)	76.7 (+0.6)
Performance Focus	42.9 (-11.6)	54.8 (-1.6)	45.8 (-3.1)	54.6 (+8.0)	53.5 (+2.4)
Respect and Integrity	72.1 (-6.7)	77.8 (+0.3)	75.7 (+0.6)	77.4 (+0.1)	75.9 (+2.2)
Vision and Purpose + Communication and Cooperation	49.5 (-11.6)	66.2 (-0.6)	56.3 (+2.4)	65.7 (+7.4)	66.3 (+2.9)
Final Thoughts	65.7 (-3.6)	81.0 (-1.7)	68.8 (+1.3)	81.3 (+6.5)	78.0 (+3.9)

5c. Interpretation

The District's Performance Index and section scores are consistent with 2016. Waitemata are outperforming NZ Police overall in several areas specifically, 'My Team', 'Learning and Development', 'Vision and Purpose + Communication and Cooperation' and 'Final Thoughts' (Employee Engagement). At the Area level, Auckland Motorways' Performance Index has trended downwards since 2016, notably driven by a decline in 'Performance Focus' and 'Vision and Purpose + Communication and Cooperation'. Waitakere is the only Area to significantly improve since 2016, notably in perceptions of 'Learning and Development', 'Performance Focus', and 'Vision and Purpose + Communication and Cooperation'. Overall for the other Areas, there is consistency in scores with 2016.

6. Respect and Integrity reporting

Perceptions related to respect and integrity reporting in the Waitemata District are comparable to 2016 and NZ Police overall.

Question	Waitemata 2017	Waitemata 2016	NZ Police 2017
5.1: Staff in my team respect employee diversity	90.1	88.5	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	88.5	86.9	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	70.1	72.1	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)	68.8	69.5	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	64.8	63.7	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	82.8	85.7
	Yes	5.3	3.7
	No	11.9	10.6

7. Biggest differences

Improvements since 2016 are significant on the top three positive changes listed below, while one of the declines, understanding how performance is measured, is also significant. Waitemata District is also outperforming NZ Police overall on the three of the biggest positive changes since 2016.

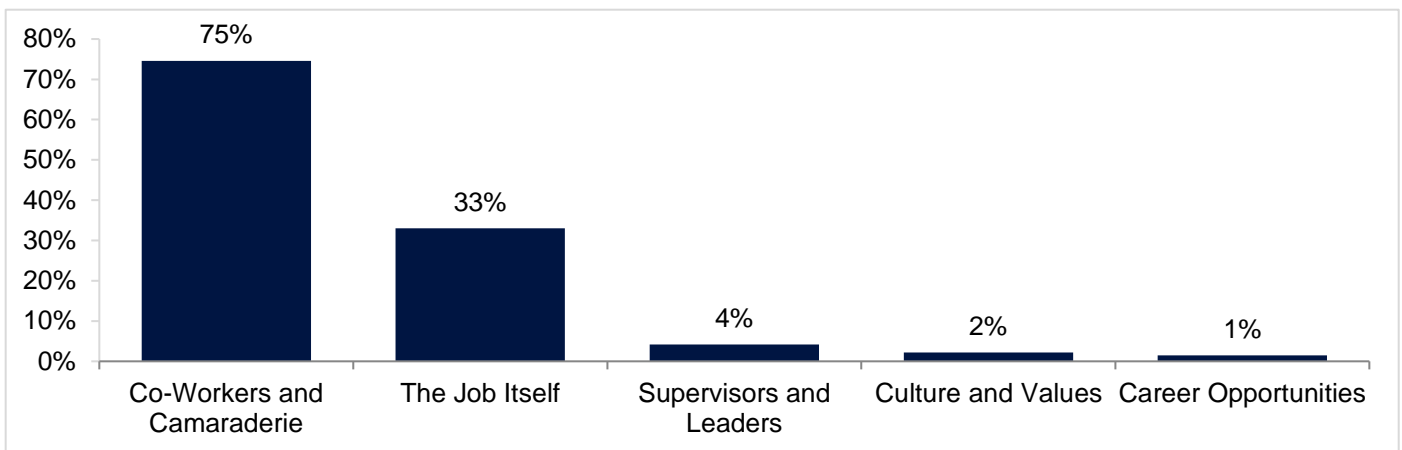
Top five positive changes since 2016	Waitemata 2017	Waitemata 2016	NZ Police 2017
2.1: NZ Police provides adequate training for the work I do	51.9	40.1	43.4
6.8: NZ Police cares about the well-being of its staff	55.3	49.2	51.2
6.1: NZ Police has a clear vision of where it's going and how it's going to get there	68.4	62.6	60.3
7.6: NZ Police inspires me to do the best I can in my job every day	65.6	61.1	58.3
6.3: I feel informed about NZ Police and its activities	58.6	54.3	55.2

Top five negative changes since 2016	Waitemata 2017	Waitemata 2016	NZ Police 2017
1.3: I understand how my performance is measured	52.7	59.3	53.5
6.6: Teams within NZ Police work well together	59.1	62.2	54.1
1.4: My performance is fairly assessed	54.1	56.8	51.1
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	70.1	72.1	68.1
1.6: The level of work-related stress I experience in my job is acceptable	43.4	45.2	43.6

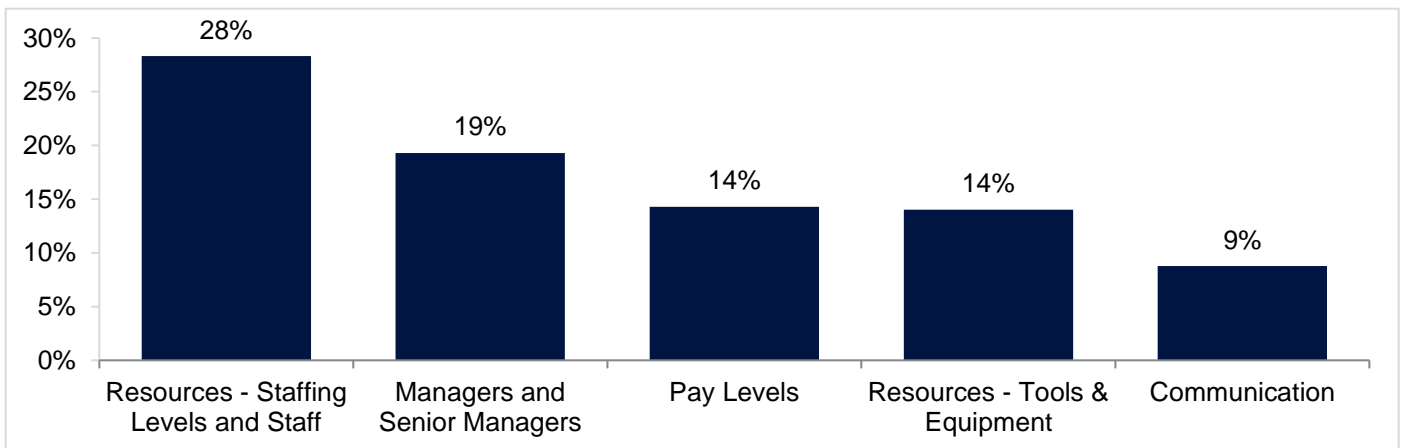
8. Comments Analysis

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	Waitemata 2017	Waitemata 2016	NZ Police 2017
The Work I Do	69.6	70.1	67.6
1.1: The responsibilities of my job are clearly defined	78.6	79.6	76.9
1.2: I know how my work contributes to the effectiveness of NZ Police	85.4	82.2	82.5
1.3: I understand how my performance is measured	52.7	59.3	53.5
1.4: My performance is fairly assessed	54.1	56.8	51.1
1.5: I am sufficiently involved in decisions that affect the way I do my job	51.5	52.2	48.3
1.6: The level of work-related stress I experience in my job is acceptable	43.4	45.2	43.6
1.7: The work I do makes good use of my knowledge and skills	73.6	74.9	72.8
1.8: My job gives me a sense of personal achievement	79.3	75.5	75.3
1.9: I am strongly committed to the work I do	89.7	88.8	88.6
1.10: I am motivated to do the best I can in my job everyday	87.3	86.3	83.6
Learning and Development	57.0	52.2	50.0
2.1: NZ Police provides adequate training for the work I do	51.9	40.1	43.4
2.2: I am encouraged to try new ways of doing things	51.9	50.4	50.0
2.3: There are learning and development opportunities for me in NZ Police	61.9	58.3	53.9
2.4: There are career development opportunities for me in NZ Police	62.2	60.0	52.7
My Team	77.7	78.3	72.2
3.1: People in my team conduct themselves in accordance with the values expected by NZ Police	88.5	89.4	85.2
3.2: I feel part of an effective team	85.2	83.8	77.9
3.3: People are held accountable for their performance in my team	71.2	71.1	64.1
3.4: Poor performance is dealt with effectively in my team	59.4	60.9	53.4
3.5: My supervisor behaves in a way that is consistent with the values of NZ Police	89.7	91.0	84.1
3.6: My supervisor communicates the goals and objectives of our team effectively	82.0	83.6	76.1
3.7: I get regular feedback on my performance from my supervisor (formal/informal)	67.8	68.6	64.5
Performance Focus	52.2	50.9	48.5
4.1: NZ Police has appropriate ways of recognising outstanding achievement	43.9	44.7	40.7
4.2: People here are appointed to positions based on merit	30.2	28.5	30.3
4.3: We celebrate success in NZ Police	50.4	48.4	48.1
4.4: I feel my contribution is valued in NZ Police	49.3	47.4	47.6
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	52.9	51.4	46.6
4.6: NZ Police expects high standards of performance from its people	88.7	88.8	84.5
4.7: NZ Police delivers on the promises it makes to its customers	50.0	47.4	42.0

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Waitemata

Question	Waitemata 2017	Waitemata 2016	NZ Police 2017
Respect and Integrity	76.5	76.2	73.4
5.1: Staff in my team respect employee diversity	90.1	88.5	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	88.5	86.9	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	70.1	72.1	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)	68.8	69.5	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	64.8	63.7	60.9
Vision and Purpose + Communication and Cooperation	63.4	61.1	58.3
6.1: NZ Police has a clear vision of where it's going and how it's going to get there	68.4	62.6	60.3
6.2: Communication in my District or my Service Centre is open and honest	48.7	45.8	46.7
6.3: I feel informed about NZ Police and its activities	58.6	54.3	55.2
6.4: There is a sense of 'common purpose' in NZ Police	66.0	63.0	59.5
6.5: NZ Police is interested in the views and opinions of its staff	41.4	38.3	38.7
6.6: Teams within NZ Police work well together	59.1	62.2	54.1
6.7: I feel a sense of belonging to my District or my Service Centre	65.5	64.8	61.8
6.8: NZ Police cares about the well-being of its staff	55.3	49.2	51.2
6.9: NZ Police is an enjoyable place to work	77.8	77.1	70.8
6.10: I feel I am working for an effective organisation	68.1	67.1	59.8
6.11: I intend to continue working at NZ Police for at least the next 12 months	88.9	87.8	83.0
Final Thoughts	77.4	74.5	72.1
7.1: Overall, I'm satisfied with my job	79.7	76.2	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	74.1	70.8	66.1
7.3: I take an active interest in what happens in NZ Police	82.5	80.3	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	76.3	74.3	73.0
7.5: I feel a sense of commitment to NZ Police	86.0	84.6	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	65.6	61.1	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%