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# **New Zealand Police Workplace Survey 2017**

## **Wellington**

### **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 remains stable for Wellington District. However, the proportion of engaged staff declined in Kapiti-Mana and Wairarapa. Compared to 2016, staff are less confident that teams within NZ Police work well together, that NZ Police delivers on the promises it makes to its customers and that communication is open and honest.

Based on responses to all survey questions, satisfaction levels are broadly consistent across different areas, although staff in Wellington feel notably more positive than staff in other areas.

### 1a. Response Rate

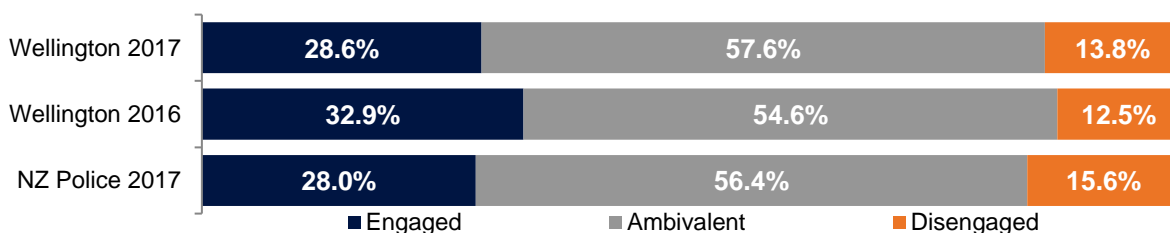
	Number of responses	Response rate
Wellington 2017	567	66.5%
Wellington 2016	672	74.7%
NZ Police 2017	7777	63.9%

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

### 1b. Key Measures

Engagement Index		Performance Index		Work Engagement Index	
<b>73.7%</b>		<b>65.0%</b>		<b>85.3%</b>	
Last survey	NZ Police	Last survey	NZ Police	Last survey	NZ Police
75.7%	72.1%	66.4%	63.2%	86.5%	82.5%

### 1c. Engagement Profile



### 1d. Strengths and opportunities for Wellington

Compared to NZ Police overall, staff in Wellington District report greater satisfaction with learning and development. They are also more confident in performance management and grievance processes. However, the positive perception around performance focus does not seem to translate to their belief that NZ Police is an effective organisation, that delivers on promises to customers (both scoring lower in Wellington District compared to NZ Police overall).

Based on a review of the results, it is recommended that Wellington District:

- (1) Build a sense that NZ Police is effective and delivering on service outcomes. This may be related to the perceived low prioritisation of service quality, or cross-team collaboration. Investment in other areas such as training, and adequate stress management/resourcing may also be beneficial.
- (2) Improve two-way communication. Staff in Wellington District were less likely to report in 2017 that there is open and honest communication. Many employees do not feel informed about what is going on within NZ Police or that NZ Police is interested in their views and opinions.
- (3) Improve recognition - only about half of NZ Police employees in Wellington District feel valued and that NZ Police celebrates success or recognises achievements.

## 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 Engagement Profile of Wellington District overall remains stable, and consistent with NZ Police overall. At an area level, Wellington Area has the strongest profile, while the proportion of engaged staff has declined in Kapiti-Mana (it previously had the largest proportion of engaged staff). The proportion of engaged staff in Wairarapa also declined, and it is now the area with the lowest proportion of engaged staff.

Area	2017 Engagement Profile			2016 Engagement Profile		
Hutt Valley (n=87)	23.0%	60.9%	16.1%	18.4%	56.1%	25.5%
Kapiti-Mana (n=67)	26.9%	59.7%	13.4%	46.6%	46.6%	6.8%
Wairarapa (n=58)	15.5%	70.7%	13.8%	34.8%	45.6%	19.6%
Wellington (Wellington) (n=90)	44.4%	50.0%	5.6%	40.0%	55.8%	4.2%
Wellington DHQ (n=265)	28.4%	55.7%	15.9%	30.6%	57.2%	12.2%

■ Engaged ■ Ambivalent ■ Disengaged

## 3. Key Drivers of Engagement

Key drivers predict engagement; strong key driver performance relates to higher employee engagement. Wellington District has similar scores to NZ Police overall for most of the key drivers. However, staff in Wellington District are less likely to feel that they are working for an effective organisation.

Consistent with relatively stable engagement levels, Wellington District's performance on the key engagement drivers remained relatively similar to 2016. However, staff in Wellington District are less likely to feel that there is open and honest communication compared to 2016.

Key Driver Questions	Wellington 2017	Wellington 2016	NZ Police 2017
6.9: NZ Police is an enjoyable place to work	74.7	73.5	70.8
6.10: I feel I am working for an effective organisation	54.8	59.3	59.8
6.7: I feel a sense of belonging to my District or my Service Centre	60.9	64.4	61.8
4.4: I feel my contribution is valued in NZ Police	49.5	48.7	47.6
6.8: NZ Police cares about the well-being of its staff	52.2	55.3	51.2
6.5: NZ Police is interested in the views and opinions of its staff	36.1	38.6	38.7
6.4: There is a sense of 'common purpose' in NZ Police	56.4	57.8	59.5
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	43.8	46.5	46.6
6.2: Communication in my District or my Service Centre is open and honest	43.4	48.5	46.7
1.8: My job gives me a sense of personal achievement	78.6	79.3	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. The only area with a significant change in Engagement Index scores was Hutt Valley, with an improvement from 2016. Engagement levels are similar across most areas, although consistent with its strong Engagement Profile Wellington Area has the highest Engagement Index in the Wellington District.

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

	Wellington 2017	Wellington 2016	NZ Police 2017
<b>Engagement Index</b>	<b>73.7</b>	<b>75.7</b>	<b>72.1</b>
7.1: Overall, I'm satisfied with my job	74.9	78.4	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	65.3	66.8	66.1
7.3: I take an active interest in what happens in NZ Police	84.1	85.9	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	74.4	76.6	73.0
7.5: I feel a sense of commitment to NZ Police	85.1	84.8	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	58.2	62.0	58.3
<b>Work Engagement Index</b>	<b>85.3</b>	<b>86.5</b>	<b>82.5</b>
1.8: My job gives me a sense of personal achievement	78.6	79.3	75.3
1.9: I am strongly committed to the work I do	90.6	91.7	88.6
1.10: I am motivated to do the best I can in my job everyday	86.7	88.5	83.6

### 4b. Across the Areas

	Hutt Valley (n=87)	Kapiti-Mana (n=67)	Wairarapa (n=58)	Wellington (Wellington) (n=90)	Wellington DHQ (n=265)
<b>Engagement Index</b>	<b>70.6 (+10.2)</b>	<b>73.6 (-8.9)</b>	<b>69.5 (-3.0)</b>	<b>82.4 (+1.0)</b>	<b>72.6 (-4.3)</b>
7.1: Overall, I'm satisfied with my job	74.7 (+17.6)	71.6 (-15.9)	75.9 (-2.4)	86.7 (+5.0)	71.6 (-9.6)
7.2: Overall, I would recommend NZ Police as a great place to work	59.8 (+12.9)	64.2 (-11.9)	50.0 (-8.7)	77.8 (+2.0)	66.5 (-1.6)
7.3: I take an active interest in what happens in NZ Police	85.1 (+4.5)	83.6 (-1.6)	84.5 (-2.5)	87.8 (-2.2)	82.5 (-3.4)
7.4: I feel inspired to go the extra mile to help NZ Police succeed	67.4 (+6.2)	73.1 (-11.0)	74.1 (+0.2)	80.0 (-2.5)	75.2 (-2.3)
7.5: I feel a sense of commitment to NZ Police	85.1 (+12.7)	89.6 (-0.2)	84.5 (+4.1)	92.2 (+1.4)	81.7 (-3.8)
7.6: NZ Police inspires me to do the best I can in my job every day	51.7 (+7.8)	59.7 (-12.7)	48.3 (-8.2)	69.7 (+2.2)	58.2 (-5.2)
<b>Work Engagement Index</b>	<b>86.1 (+6.8)</b>	<b>88.5 (-2.8)</b>	<b>83.2 (+2.0)</b>	<b>92.2 (+5.6)</b>	<b>82.4 (-5.7)</b>
1.8: My job gives me a sense of personal achievement	76.7 (+12.4)	83.3 (-4.2)	79.3 (+5.4)	85.6 (+3.2)	75.5 (-5.8)
1.9: I am strongly committed to the work I do	94.3 (+3.5)	94.0 (-1.5)	87.7 (+2.9)	96.7 (+6.8)	87.2 (-5.3)
1.10: I am motivated to do the best I can in my job everyday	87.4 (+4.7)	88.1 (-2.8)	82.5 (-2.3)	94.4 (+6.9)	84.5 (-6.1)

## 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

	Wellington 2017	Wellington 2016	NZ Police 2017
<b>Performance Index</b>	<b>65.0</b>	<b>66.4</b>	<b>63.2</b>
The Work I Do	68.5	69.5	67.6
Learning and Development	57.3	56.4	50.0
My Team	76.5	78.5	72.2
Performance Focus	48.3	49.7	48.5
Respect and Integrity	78.2	78.0	73.4
Vision and Purpose + Communication and Cooperation	57.2	59.8	58.3
Final Thoughts	73.7	75.7	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. Across the Areas

	Hutt Valley (n=87)	Kapiti-Mana (n=67)	Wairarapa (n=58)	Wellington (Wellington) (n=90)	Wellington DHQ (n=265)
<b>Performance Index</b>	<b>59.9 (+5.6)</b>	<b>68.0 (-5.7)</b>	<b>58.1 (-4.2)</b>	<b>72.5 (+2.3)</b>	<b>64.9 (-2.3)</b>
The Work I Do	60.7 (+3.6)	69.7 (-2.4)	65.7 (-2.1)	73.0 (+4.7)	69.8 (-3.4)
Learning and Development	56.4 (+11.5)	62.3 (+0.9)	46.6 (-5.9)	66.6 (+4.9)	55.5 (-1.6)
My Team	75.4 (+1.8)	81.8 (-4.7)	68.8 (-7.9)	82.6 (-1.0)	75.2 (-1.0)
Performance Focus	41.1 (+5.9)	51.7 (-5.1)	40.0 (-4.5)	57.0 (+3.0)	48.6 (-2.8)
Respect and Integrity	76.6 (+6.1)	82.5 (-4.7)	72.4 (+0.4)	81.1 (+0.7)	77.9 (+0.3)
Vision and Purpose + Communication and Cooperation	49.1 (+4.8)	60.4 (-10.8)	47.5 (-5.8)	68.5 (+2.5)	57.3 (-2.6)
Final Thoughts	70.6 (+10.2)	73.6 (-8.9)	69.5 (-3.0)	82.4 (+1.0)	72.6 (-4.3)

### 5c. Interpretation

Overall, Wellington District outperforms NZ Police in 'Learning and Development'. Although there have been no major shifts in performance at the overall level, Hutt Valley has significantly improved its 'Learning and Development' score. Kapiti-Mana scores lower on 'Vision and Purpose + Communication and Cooperation' this year compared to last. Overall, Wellington District is performing the lowest in 'Performance Focus', particularly around recognition, merit-based appointments, and delivering on the promises made to customers.

## 6. Respect and Integrity reporting

Overall, there have been no significant changes in the 'Respect and Integrity' questions from 2016. However, compared with NZ Police overall, staff in Wellington District appear to be more confident they could raise grievances without fear of reprisal and that their concerns would be dealt with appropriately.

Question	Wellington 2017	Wellington 2016	NZ Police 2017
5.1: Staff in my team respect employee diversity	90.0	90.0	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	87.6	87.9	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	74.2	73.5	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)	72.4	71.7	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	66.6	66.6	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	81.6	83.3
	Yes	4.2	5.4
	No	14.1	11.3

## 7. Biggest differences

There have been no significant improvements from 2016 at the overall Wellington District level. However, compared to 2016, staff are less confident that teams within NZ police work well together, that NZ police delivers on the promises it makes to its customers and that communication is open and honest. Only approximately half or less staff in Wellington District respond favourably to these statements.

Top five positive changes since 2016	Wellington 2017	Wellington 2016	NZ Police 2017
2.1: NZ Police provides adequate training for the work I do	45.6	43.1	43.4
4.6: NZ Police expects high standards of performance from its people	88.8	87.1	84.5
6.11: I intend to continue working at NZ Police for at least the next 12 months	88.2	87.0	83.0
6.9: NZ Police is an enjoyable place to work	74.7	73.5	70.8
2.2: I am encouraged to try new ways of doing things	56.3	55.1	50.0

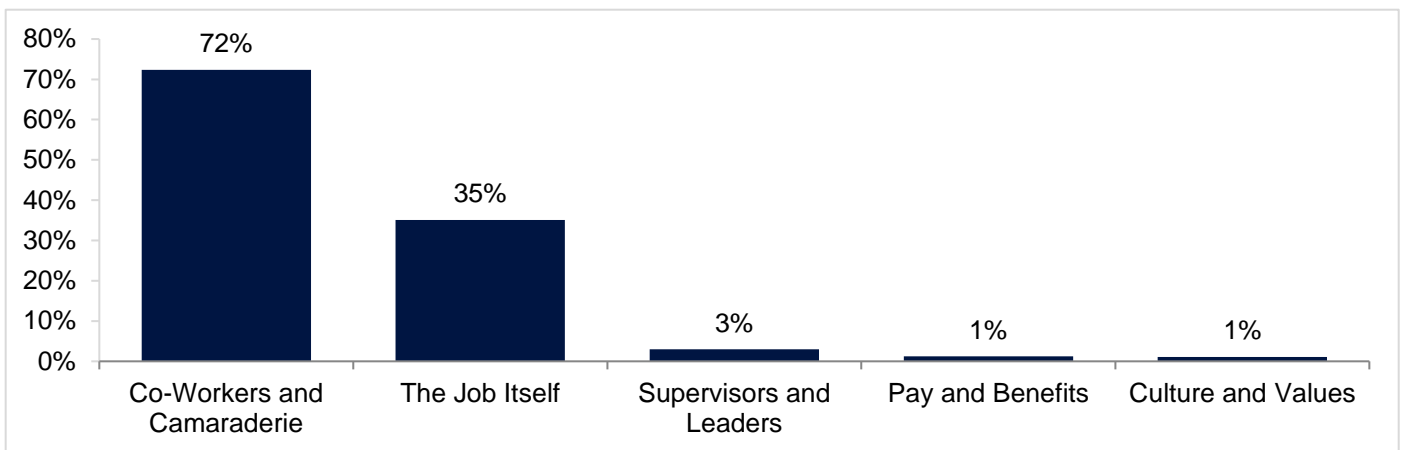
  

Top five negative changes since 2016	Wellington 2017	Wellington 2016	NZ Police 2017
6.6: Teams within NZ Police work well together	53.2	60.1	54.1
4.7: NZ Police delivers on the promises it makes to its customers	33.6	38.7	42.0
6.2: Communication in my District or my Service Centre is open and honest	43.4	48.5	46.7
3.2: I feel part of an effective team	79.3	83.8	77.9
6.10: I feel I am working for an effective organisation	54.8	59.3	59.8

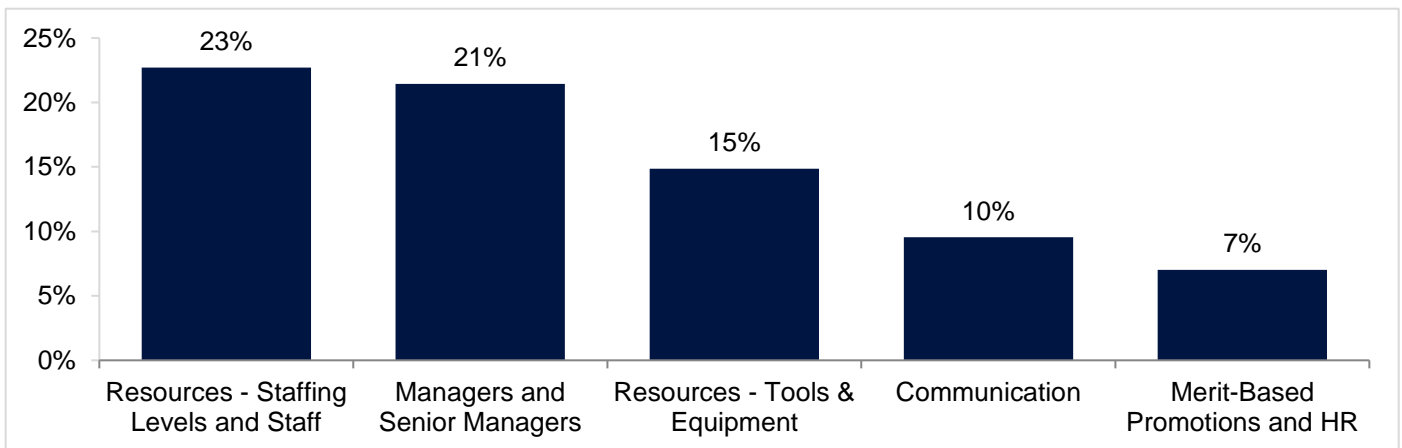
## 8. Comments Analysis

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	Wellington 2017	Wellington 2016	NZ Police 2017
<b>The Work I Do</b>	<b>68.5</b>	<b>69.5</b>	<b>67.6</b>
1.1: The responsibilities of my job are clearly defined	79.2	78.5	76.9
1.2: I know how my work contributes to the effectiveness of NZ Police	83.4	83.6	82.5
1.3: I understand how my performance is measured	52.4	53.5	53.5
1.4: My performance is fairly assessed	47.7	49.2	51.1
1.5: I am sufficiently involved in decisions that affect the way I do my job	47.3	49.4	48.3
1.6: The level of work-related stress I experience in my job is acceptable	42.9	45.2	43.6
1.7: The work I do makes good use of my knowledge and skills	76.0	75.8	72.8
1.8: My job gives me a sense of personal achievement	78.6	79.3	75.3
1.9: I am strongly committed to the work I do	90.6	91.7	88.6
1.10: I am motivated to do the best I can in my job everyday	86.7	88.5	83.6
<b>Learning and Development</b>	<b>57.3</b>	<b>56.4</b>	<b>50.0</b>
2.1: NZ Police provides adequate training for the work I do	45.6	43.1	43.4
2.2: I am encouraged to try new ways of doing things	56.3	55.1	50.0
2.3: There are learning and development opportunities for me in NZ Police	63.9	63.5	53.9
2.4: There are career development opportunities for me in NZ Police	63.5	63.7	52.7
<b>My Team</b>	<b>76.5</b>	<b>78.5</b>	<b>72.2</b>
3.1: People in my team conduct themselves in accordance with the values expected by NZ Police	88.5	88.4	85.2
3.2: I feel part of an effective team	79.3	83.8	77.9
3.3: People are held accountable for their performance in my team	70.6	73.0	64.1
3.4: Poor performance is dealt with effectively in my team	59.3	60.7	53.4
3.5: My supervisor behaves in a way that is consistent with the values of NZ Police	86.7	90.1	84.1
3.6: My supervisor communicates the goals and objectives of our team effectively	81.6	84.4	76.1
3.7: I get regular feedback on my performance from my supervisor (formal/informal)	69.8	69.2	64.5
<b>Performance Focus</b>	<b>48.3</b>	<b>49.7</b>	<b>48.5</b>
4.1: NZ Police has appropriate ways of recognising outstanding achievement	41.9	43.5	40.7
4.2: People here are appointed to positions based on merit	28.9	31.8	30.3
4.3: We celebrate success in NZ Police	51.4	51.6	48.1
4.4: I feel my contribution is valued in NZ Police	49.5	48.7	47.6
4.5: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	43.8	46.5	46.6
4.6: NZ Police expects high standards of performance from its people	88.8	87.1	84.5
4.7: NZ Police delivers on the promises it makes to its customers	33.6	38.7	42.0

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Question	Wellington 2017	Wellington 2016	NZ Police 2017
<b>Respect and Integrity</b>	<b>78.2</b>	<b>78.0</b>	<b>73.4</b>
5.1: Staff in my team respect employee diversity	90.0	90.0	86.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	87.6	87.9	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	74.2	73.5	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)	72.4	71.7	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	66.6	66.6	60.9
<b>Vision and Purpose + Communication and Cooperation</b>	<b>57.2</b>	<b>59.8</b>	<b>58.3</b>
6.1: NZ Police has a clear vision of where it's going and how it's going to get there	56.0	56.4	60.3
6.2: Communication in my District or my Service Centre is open and honest	43.4	48.5	46.7
6.3: I feel informed about NZ Police and its activities	53.3	56.7	55.2
6.4: There is a sense of 'common purpose' in NZ Police	56.4	57.8	59.5
6.5: NZ Police is interested in the views and opinions of its staff	36.1	38.6	38.7
6.6: Teams within NZ Police work well together	53.2	60.1	54.1
6.7: I feel a sense of belonging to my District or my Service Centre	60.9	64.4	61.8
6.8: NZ Police cares about the well-being of its staff	52.2	55.3	51.2
6.9: NZ Police is an enjoyable place to work	74.7	73.5	70.8
6.10: I feel I am working for an effective organisation	54.8	59.3	59.8
6.11: I intend to continue working at NZ Police for at least the next 12 months	88.2	87.0	83.0
<b>Final Thoughts</b>	<b>73.7</b>	<b>75.7</b>	<b>72.1</b>
7.1: Overall, I'm satisfied with my job	74.9	78.4	73.3
7.2: Overall, I would recommend NZ Police as a great place to work	65.3	66.8	66.1
7.3: I take an active interest in what happens in NZ Police	84.1	85.9	81.1
7.4: I feel inspired to go the extra mile to help NZ Police succeed	74.4	76.6	73.0
7.5: I feel a sense of commitment to NZ Police	85.1	84.8	80.8
7.6: NZ Police inspires me to do the best I can in my job every day	58.2	62.0	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%