



Recognised Seasonal Employers Survey 2016
Final Report

November 2016

Final Report

Recognised Seasonal Employers Survey - 2016

PREPARED FOR Tony Jensen
Ministry of Business, Innovation and Employment

PREPARED BY Mark Johnson
James Maguire

CONTACT DETAILS Mark Johnson
Research New Zealand
Phone 04 499 3088
www.researchnz.com

PROJECT NUMBER #4894

Contents

1.	Executive Summary	4
2.	Methodology	10
3.	Context - business demographic and respondent profiles	13
4.	Recruitment of seasonal workers	17
5.	Worker performance	21
6.	Character and health related issues for Pacific RSEs	25
7.	Managing pastoral care	28
8.	Impacts and benefits of participating in the RSE scheme	30
9.	Employers' perceptions of the performance of RSE Relationship Managers	41
	Appendix A: Longitudinal Analysis	45
	Appendix B: Verbatim Report	52
	Appendix C: Pre-notification letter and survey questionnaire	83

1. Executive Summary

This report details the results of the RSE Monitoring Survey for 2016. It is based on online and telephone interviews completed with a sample of n=123 horticulture and viticulture employers who are also Recognised Seasonal Employers.

Introduction

The purpose of the RSE Monitoring Survey is to monitor how well the Recognised Seasonal Employer (RSE) scheme is meeting the needs of New Zealand's horticulture and viticulture growers.

The 2016 survey was the eighth iteration of the monitoring survey, and was designed to provide an overview of the scheme's impact on the industry as it reached its ninth season.

The survey sought employers' feedback in relation to the following areas:

- ◆ How recruitment of seasonal workers was undertaken this year and expectations as to how it will be done next year.
- ◆ Perceptions of the performance of seasonal workers sourced from various schemes in relation to their dependability, enthusiasm while working, and productivity.
- ◆ Whether there had been any character-related issues amongst seasonal workers.
- ◆ Changes made to business practices in relation to a number of key areas, such as workplace planning, staff management and health and safety practices.
- ◆ The short-term impacts and benefits of participating in the RSE scheme.
- ◆ Satisfaction with the service provided by regional RSE relationship managers.

The 2016 survey was completed using a mixed (online and telephone) methodology from late September to late October 2016. In total, n=92 out of 123 official RSEs completed survey, and the survey achieved a 75 percent response rate.

In addition to this report, an online reporting tool containing more detailed results from the survey is also provided to the Ministry.

Summary of key findings

Most of the results of the 2016 survey are highly consistent with those of the previous three surveys in 2012, 2014 and 2015, as detailed below. The survey has undergone a number of revisions in recent years and therefore references to earlier surveys are only made where this is possible.

Recruitment of seasonal workers

The large majority of responding RSEs had made use of Pacific workers in the last 12 months (91 percent), with a median of 35 such workers per employer. The trend of using fewer non-Pacific RSE workers has continued in 2016, with only 15 percent of RSEs reporting they did make use of this resource (with a median of 27 non-Pacific RSE workers per employer).

RSEs also continued to source seasonal workers extensively from sources outside the scheme and, as Figure 1 shows, more RSE employers are now employing workers from each source than was the case in 2008 – with the exception of non-Pacific RSE workers.

The median number of workers obtained from each source in 2016 (Figure 2) are statistically, unchanged from 2015 levels. While the results suggest that the median number of RSE workers (both Pacific and non-Pacific), have changed significantly since last year, particularly for non-Pacific RSE workers, the observed differences are not statistically significant.

Figure 1: Types of seasonal workers employed by official RSEs in the last 12 months

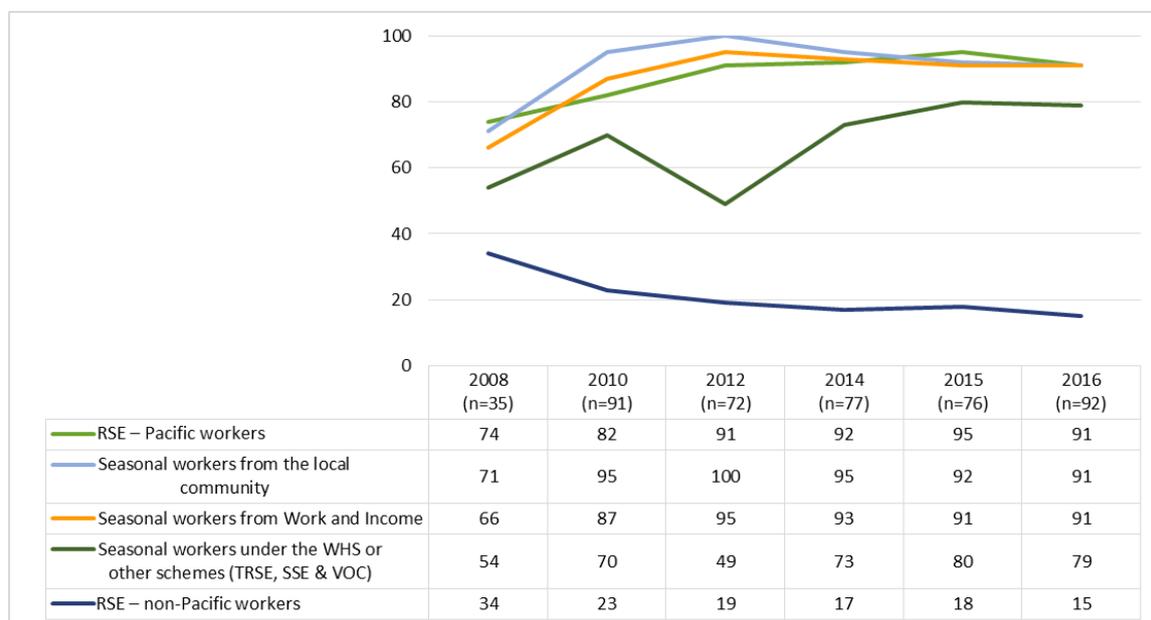
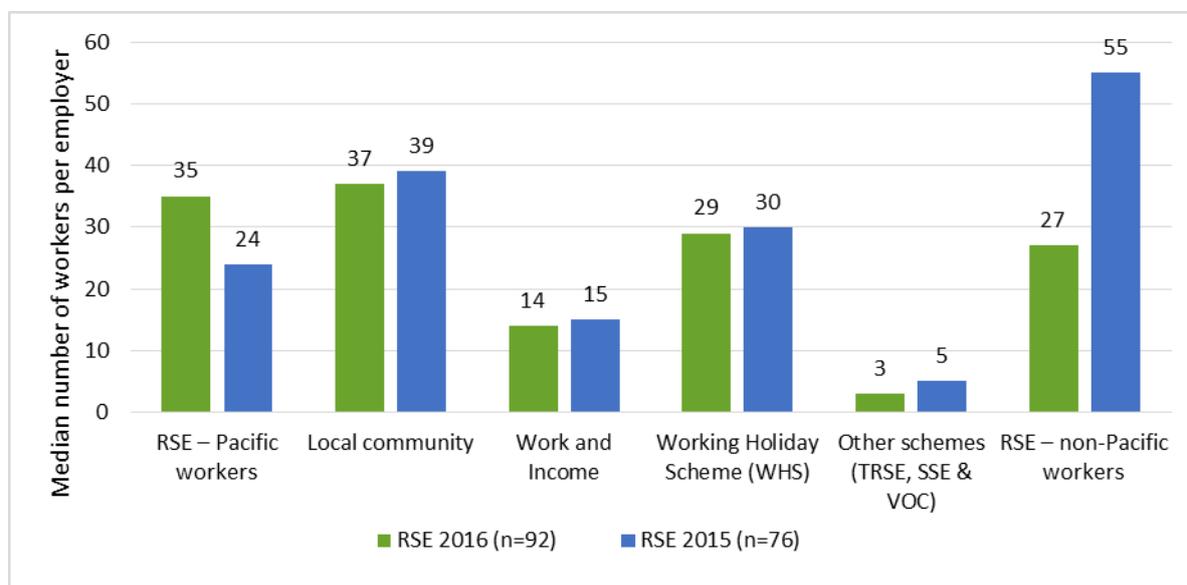


Figure 2: Median numbers of seasonal workers employed in the last 12 months (n=76)



*Sub-samples based on official RSE employers who reported having employed each type of worker in 2016.

Performance of new workers

Employers continued to rate the performance of their Pacific and non-Pacific RSE workers very positively. When asked about their perceptions of the dependability, productivity and enthusiasm of their new workers, employers provided significantly higher ratings for Pacific and non-Pacific RSE workers than they did for workers from the local community, WHS and Work and Income.

Management of Pacific RSE workers

Among RSEs who employed Pacific workers, roughly six in ten reported that 80 percent or more of their Pacific workers this year had worked for the business last year as well. In contrast, the equivalent proportion of RSEs in 2015 reported 70 percent or more of their Pacific workers had worked for them the year prior.

Among those RSEs who had Pacific workers that had worked for the business previously, typically those workers helped with the training of new workers (95 percent), which is similar to 89 percent of RSEs with returning Pacific workers in 2015.

Eighty-five percent of RSEs who used returning Pacific workers agreed that managing the provision of pastoral care of these workers was easier this season than it had been in the previous season, which is similar to 84 percent as reported in 2015. For about one third of those who found it easier this year, the most frequently mentioned themes related to: returning workers being more familiar with the area, community or culture (50 percent), and/or knowing what was expected of them (43 percent).

Three-quarters of RSEs (77 percent) reported that all of their Pacific workers had arrived in good health this season, which is similar to that reported last year. The remaining employers reported that

typically 10 percent or less of their Pacific workers were affected by health issues, with dental problems and boils being the most frequently reported health concerns.

Nineteen percent of RSEs experienced character-related issues with their Pacific workers during work hours this season, which is up from seven percent in 2015. More experienced at least one issue outside of working hours (42 percent, which is up from 26 percent in 2015), with alcohol-related incidents, breaching of curfews or other disciplinary issues being identified most frequently. As might be expected, RSEs who employed greater numbers of Pacific RSE workers were more likely to have experienced character-related issues during work or after work hours. However, respondents' comments suggest that generally the issues they had experienced this year were mostly isolated incidents, typically affecting only a small number of workers.

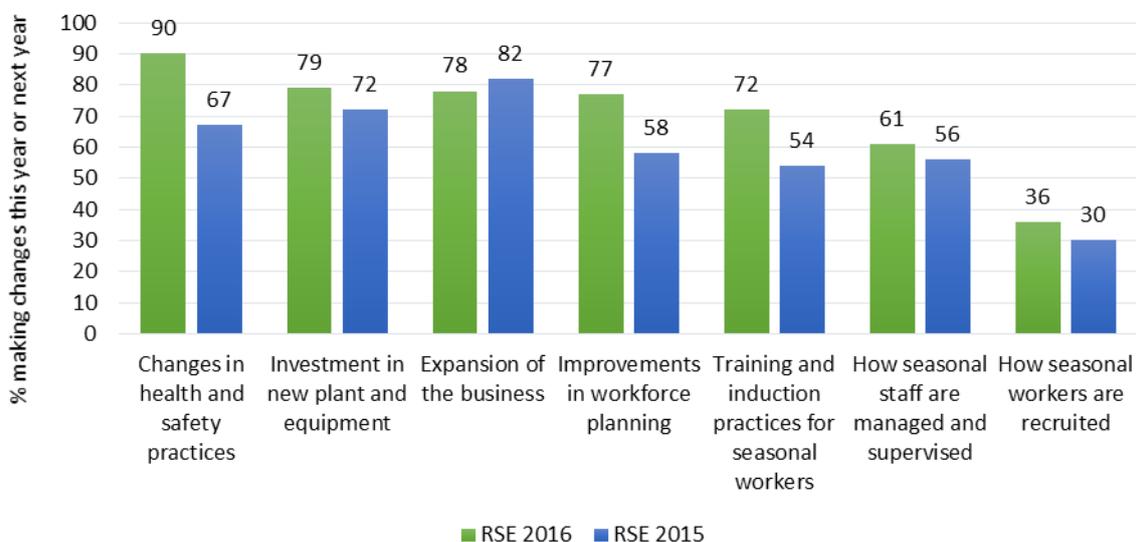
Changes to business practices

Figure 3 demonstrates most RSE employers are continuing to make improvements to their business practices. About eight-in-ten (79 percent) said they had invested in new plant and equipment this year or planned to do so next year, and a similar proportion reported that an expansion of the business had occurred, or was planned (78 per cent).

Two areas where significantly more RSEs reported making or planning changes in 2016 were changes in health and safety practices (90 percent in 2016, compared with 67 percent in 2015) and improvements in workforce planning (77 percent in 2016, compared with 58 percent in 2015).

In relation to planned or implemented changes in health and safety practices, in April 2016 the *Health and Safety at Work Act 2015* came into effect, replacing the *Health and Safety in Employment Act 1992*. As such, the significant increase in RSEs reporting changes in this area is more likely due to changes to employers' responsibilities and obligations under the new legislation, rather than as a result of participation in the RSE. This is also evidenced by some RSEs detailed comments as to what prompted changes to their business practices this year.

Figure 3: Changes to business practices either made this year or planned for next year



Impacts of the scheme

Since 2007, 82 percent of RSEs have been able to expand their area under cultivation, which is unchanged from 85 percent of RSEs reporting as much in 2015. In nine out of ten cases (89 percent), participation in the RSE scheme was regarded as a contributing factor to this expansion.

Since the 2010 survey, almost all RSE employers have agreed, when asked, that participation in the RSE scheme has resulted in:

- ◆ A more stable seasonal workforce than in previous years (97 percent).
- ◆ Better quality and more productive workers (97 percent).

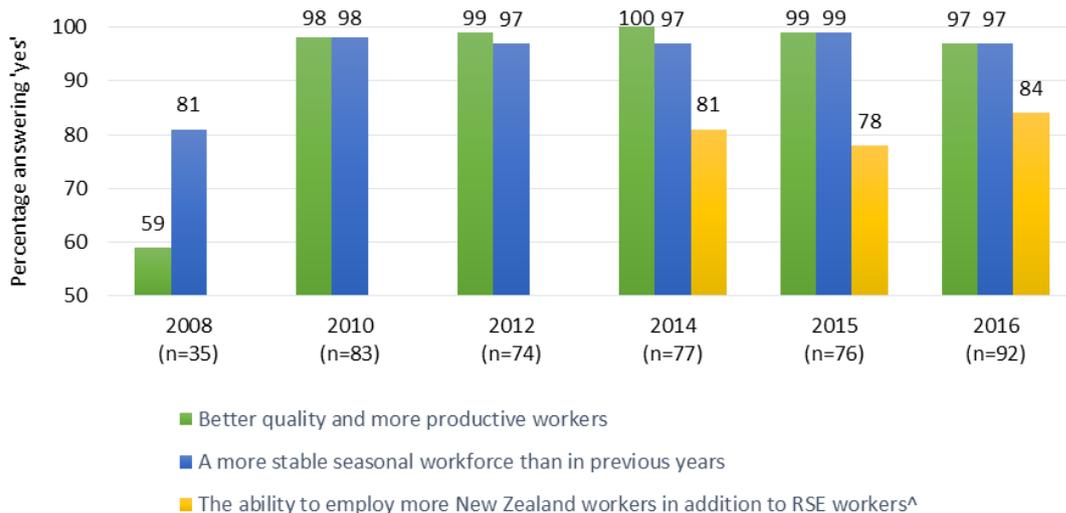
Agreement with these two attributes increased sharply between 2008 and 2010, and has remained stable ever since (Figure 4).

Eight-four percent also agreed that participation in the scheme had enabled them to employ more New Zealand workers in addition to RSE workers.

In relation to this, 79 percent of RSE employers said they were able to employ more permanent New Zealand workers, in addition to RSE workers, and 75 percent were able to employ more seasonal New Zealand workers. These findings are consistent with those of both the 2015 and 2014 surveys. Of those who have been able to employ more New Zealand workers, on average¹ each employer has been able to employ six additional permanent workers and twenty seasonal workers as a result of their participation in the scheme.

Figure 4: Benefits of participating in the RSE scheme

Overall, has participation in the RSE scheme resulted in improvements to your business in the following areas?



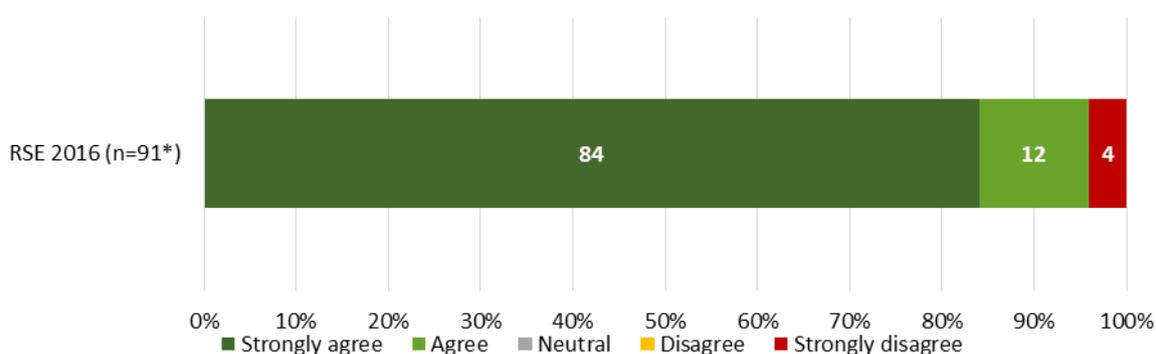
[^]Statement included for the first time in 2014.

¹ Based on the median numbers of workers estimated by employers.

Overall, in 2015, almost all RSEs (96 percent) believed that the benefits of participating in the scheme outweighed the costs, with 84 percent *strongly agreeing* that this was the case (Figure 5).

Figure 5: Overall benefit vs. cost perception

And overall, how much do you agree that the benefits of participating in the RSE scheme outweigh the costs?

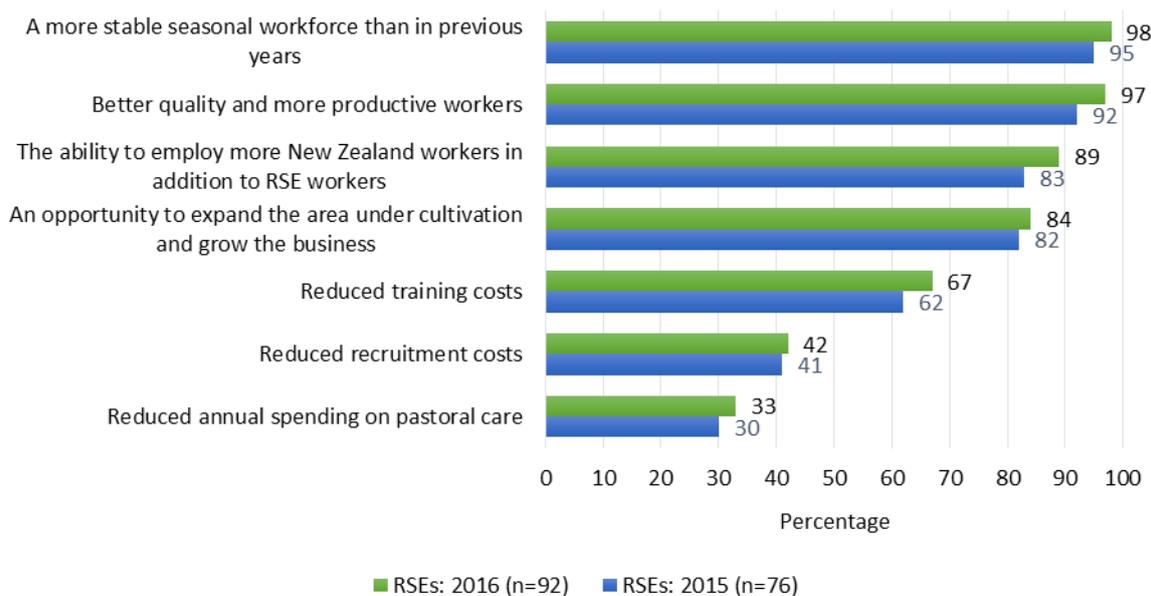


*Sub-sample based on official RSE employers. Excludes 'don't know' and 'not applicable' responses.

Most RSEs also envisaged further improvements in their business operations in future, as a result of participation in the programme – particularly having a more stable and productive workforce, being able to employ more New Zealand workers, and being able to expand the area under cultivation and grow the business (Figure 6).

Figure 6: Future benefits of participating in the RSE scheme

Do you expect to see improvements to your business in the following areas in the future as a result of participation in the RSE scheme or having access to RSE workers?



2. Methodology

The following section describes the approach that was undertaken to develop and conduct the RSE Monitoring Survey for 2016.

Questionnaire development

The questionnaire for the survey was initially developed in 2008 in consultation with a core evaluation group put together by the Department of Labour (now the Ministry of Business, Innovation and Employment, or MBIE), including stakeholders within the Department, from *evaluate research* and Auckland University.

The draft questionnaire was subsequently peer reviewed by a number of stakeholders from the broader evaluation advisory group, including Department of Labour and Ministry of Social Development staff, and representatives from key industry/sector groups such as Horticulture New Zealand and Wine New Zealand. Following minor amendments and changes, the resulting questionnaire was cognitively pre-tested with a sample of employers before the benchmark survey was launched.

The survey questionnaire for the 2009 survey was based on that of the 2008 survey, but with minor amendments to reflect changes in the RSE policy, and to clarify certain areas where the findings of the 2008 survey were unclear.

The survey questionnaires for the 2010, 2011 and 2012 surveys were based on that of the 2009 survey, again with minor amendments to reflect changes in the RSE policy, and to capture information about RSE and non-RSE employers who have employed RSE workers from outside of the Pacific.

Further questions were introduced by MBIE in the 2012 survey to support the Strengthening Pacific Partnerships programme, assessing the performance of RSE administrators from different Pacific countries.

In 2014, in consultation with Richard Bedford from the University of Waikato, a number of minor refinements were made to the survey. Prior to 2014, many of the survey's questions about past and future changes to business practices had previously been asked without specifying a timeframe, and therefore it was not possible to interpret when changes had been made by businesses, or when planned future changes might occur. The 2014 survey encouraged respondents to answer in the context of the "last 12 months" or the "next 12 months", thereby allowing us to observe whether the RSE scheme was still encouraging change by businesses in its seventh season. The 2014 survey also included questions aimed at determining whether the RSE scheme had resulted in greater opportunities for employers to recruit New Zealand workers, in addition to RSE workers.

Over time, the results of the RSE survey have attracted interest from a growing audience of stakeholders. Against this background, a number of new questions were introduced in the 2015 survey in order to generate useful new insights for this audience, while retaining the "core questions" aimed at gauging the impact of the scheme. In order to limit the potential burden on respondents (many of whom have completed these surveys on multiple occasions in the past) and to maintain a

reasonable response rate, certain questions that were no longer providing useful information, or that had shown little change in results over time, were removed from the 2015 survey in order to make space for the new areas of questioning.

Many of these new questions were aimed at generating more qualitative feedback from employers, by allowing them to provide comments in their own words on subjects such as:

- ◆ Reasons why managing the pastoral care of RSE workers has, or has not, become easier over time.
- ◆ The impacts the scheme has had, or is expected to have in future, on their business.
- ◆ Reasons why non-RSE employers would or would not consider becoming a Recognised Seasonal Employer.

In 2016 the survey population changed somewhat (see below), and as a result a small number of questions that were not relevant to official RSEs were omitted. Following these changes, the final questionnaire was then programmed for administration as an online survey.

Sample frames and approach to sampling

For previous years' surveys, the sample for the 2015 survey came from five sources:

- ◆ Ministry of Business, Innovation and Employment records of employers approved under the RSE scheme.
- ◆ Horticulture New Zealand's membership list of growers.
- ◆ A sample of wineries and grape growers from New Zealand Wine's membership list.
- ◆ A list of Seasonal Solutions (SSCO) member organisations.
- ◆ A small list of growers taken from the Master Contractors (NZMCI) website.

For the 2016 Monitoring Survey, MBIE decided to only survey employers who were official be approved under the RSE scheme. Therefore non-RSEs from the other four sources were not approached to complete this survey this year.

The full population of N=123 official RSEs were invited to complete this year's survey.

Surveying

A total of 123 RSEs were sent a pre-notification letter on MBIE letterhead on 28 September. This was followed by an email invitation from Research New Zealand to complete the survey

Three reminder emails were sent on 6, 12 and 19 October to those respondents who had not yet completed the online survey or contacted Research New Zealand to opt out of this year's survey

Response rates

The survey achieved a high response rate, with 75 percent of official RSEs who employed seasonal workers in the last 12 months completing the survey Table 1. This is similar to the 75 percent response rate for the 102 employers approved under the RSE scheme in 2015.

Table 1: Response rates

	RSE Counts
Completed the survey	92
Refused (opted out did not wish to participate in the survey)	3
No response to the survey (eligibility unknown)	26
Started survey, but did not complete it	2
Non-qualifier (opted out because did not employ seasonal workers last 12 months)	0
<u>Total approached to participate (excluding bounce-backs)</u>	<u>123</u>
<u>Response Rate (percentage)</u>	<u>75</u>

Limitations

- ◆ As with any survey, the findings of this survey reflect the experiences, beliefs and behaviours of the respondents, and as such may not necessarily accurately reflect the full gamut of experiences and beliefs of all employers who were eligible to participate in the research.
- ◆ While the final achieved sample of RSEs is a substantial portion of the target population and large enough to provide statistically valid results, any statistics based on sub-samples of less than n=30 respondents should be viewed as indicative only.
- ◆ The results based on an achieved sample of n=92 respondents out of a population of N=123 employers approved under the RSE scheme are subject to a maximum margins of error of ± 5.1 percent at the 95 percent confidence level.

3. Context - business demographic and respondent profiles

In order to provide some context to the survey findings, the following tabulations provide details of the types of businesses and respondents that completed the RSE Monitoring Survey for 2016.

Overall, the demographic profiles of responding RSEs in 2016 are unchanged, when compared against earlier surveys, and there are no significant differences when compared with the achieved sample of the 2015 survey.

- ◆ The large majority (85 percent) of 'official' RSEs who participated in the survey were in the horticulture sector (Table 2).
- ◆ About half of RSEs described themselves as 'orchard or farm owners' (52 percent; Table 3). In addition, many responding RSEs (approximately one-in-four, 23 percent) were contractors. (Table 3).
- ◆ The majority of responding employers were based in the Bay of Plenty, Hawke's Bay, Marlborough and Nelson regions (Table 5).
- ◆ RSEs were well represented in both the North and South Islands. (Table 7).
- ◆ The majority of RSEs to have been operating for more than 20 years (Table 8).
- ◆ About one-third RSEs have an annual turnover of greater than \$5 million before tax, however, one-in-five opted to not disclose their turnover (Table 9).

Business demographic and respondent profiles

Table 2:

Q1. Is your business involved in...? ?

	RSE 2016	RSE 2015
Base =	92 %	76 %
Horticulture (e.g. fruit and vegetable growing, processing or packing)	85	86
Viticulture (e.g. grape growing, wine production)	20	20
Both	4	5
Or something else	0	0

Total may exceed 100% because of multiple responses.

Table 3:

Q2. And are you a ...?

	RSE 2016	RSE 2015
Base =	92 %	76 %
Orchard or farm owner	52	46
Orchard or farm manager	18	16
Vineyard owner	3	1
Vineyard manager	2	3
Packhouse owner	21	18
Packhouse manager	12	11
Contractor working for an orchard or farm owner	16	11
Contractor working for a vineyard owner	16	20
Contractor working for a Packhouse owner	9	7
Administration/HR Manager [^]	8	--
Other	5	5

Total may exceed 100% because of multiple responses.

[^]Code added in 2016.

Table 4:

X2. Role of respondent (prioritised collapsed)

	RSE 2016	RSE 2015
Base =	92 %	76 %
Owner	55	49
Manager	12	20
Contractor	23	25
Other	10	7
Total	100	100

Total may not sum to 100% due to rounding.

Table 5:*Q3. In which of the following regions is your business/are your businesses mainly located?*

	RSE 2016	RSE 2015
Base =	92	76
	%	%
Northland	10	11
Auckland	4	4
Waikato	4	4
Bay of Plenty	14	13
Hawkes Bay	24	18
East Coast	1	3
Central/Horowhenua	4	4
Wairarapa/Wellington	2	3
Marlborough	16	17
Nelson	25	25
Canterbury	4	5
Otago/Southland	3	4
Other	0	0

Total may exceed 100% because of multiple responses.

Table 6:*X3. Region (collapsed)*

	RSE 2016	RSE 2015
Base =	92	76
	%	%
Auckland/Northland	13	12
Waikato	4	1
Bay of Plenty	14	11
Eastern/Central North Island	30	24
Nelson	25	24
Marlborough	16	13
Other South Island	8	8
Business operates in multiple regions	9	8

Total may exceed 100% because of multiple responses.

Table 7:*XX3. North or South Island*

	RSE 2016	RSE 2015
Base =	92	76
	%	%
North Island	58	51
South Island	47	49
Both North and South Island	4	0

Total may not sum to 100% due to rounding.

Table 8:*Q35. How long has this business been operating?*

	RSE 2016	RSE 2015
Base =	92	75
	%	%
Less than 5 years	5	3
Between 5 and 10 years	12	9
Between 10 and 20 years	17	24
More than 20 years	63	61
Don't know	2	1
Refused	0	1
Total	100	100

Total may not sum to 100% due to rounding.

Table 9:*Q39. What was the total annual turnover of this business before tax last year?*

	RSE 2016	RSE 2015
Base =	92	75
	%	%
\$0 to \$249,999	1	0
\$250,000 to \$499,999	1	1
\$500,000 to \$749,999	1	5
\$750,000 to \$999,999	5	3
\$1,000,000 to \$1,499,999	4	7
\$1,500,000 to \$1,999,999	10	7
\$2,000,000 to \$2,499,999	2	15
\$2,500,000 to \$2,999,999	3	4
\$3,000,000 to \$3,499,999	8	3
\$3,500,000 to \$3,999,999	4	3
\$4,000,000 to \$4,499,999	0	3
\$4,500,000 to \$4,999,999	0	3
\$5,000,000 or greater	32	31
Don't know	7	4
Would rather not say	22	13
Total	100	100

Total may not sum to 100% due to rounding.

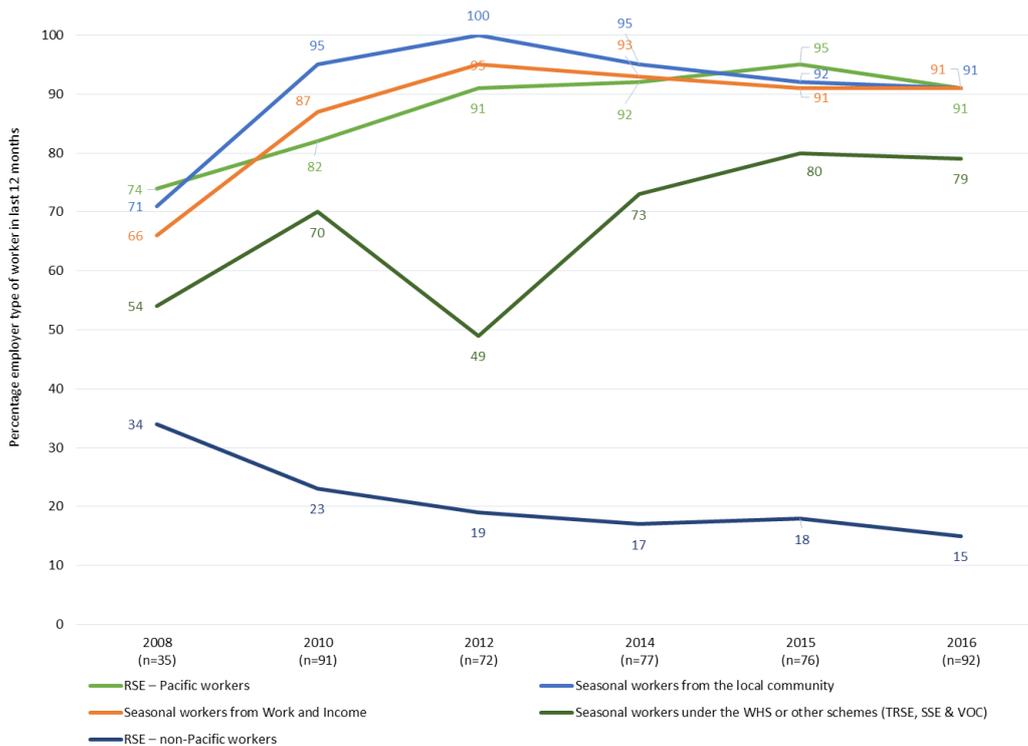
4. Recruitment of seasonal workers

The following section provides an overview of the findings for the RSE Monitoring Survey for 2016, in relation the use of different types of seasonal workers and what sources RSE employers used to source their Pacific workers.

Recruitment of seasonal workers - RSEs

The large majority of responding RSEs had made use of Pacific workers in the last 12 months (91 percent), with a median of 35 such workers per employer. The trend of using fewer non-Pacific RSE workers has continued in 2016, with only 15 percent of RSEs reporting they did make use of this resource (with a median of 27 non-Pacific RSE workers per employer).

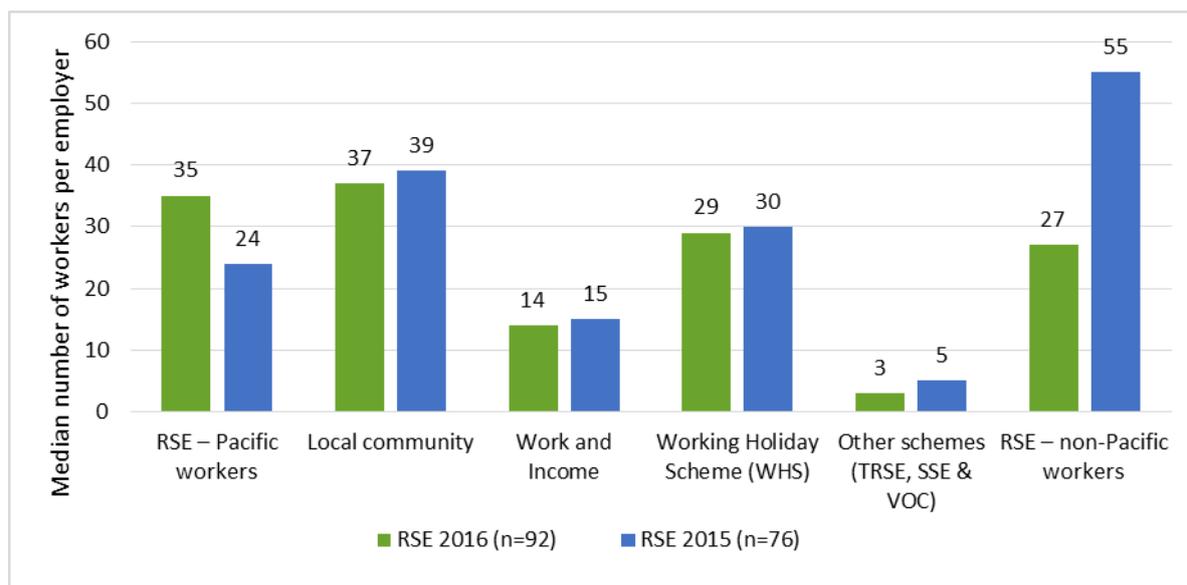
Figure 7: Types of seasonal workers employed by official RSEs in the last 12 months



RSEs also continued to source seasonal workers extensively from sources outside the scheme and, as Figure 7 shows, with the exception of non-Pacific RSE workers, more RSE employers are now employing workers from each source than was the case in 2008. Nine in ten RSEs employed seasonal workers from the local community and/or Work and Income. Seventy-nine percent also reported employing seasonal workers under the Working Holidays Scheme.

Figure 8 details the median number of workers obtained from each source in 2016 and 2015. While the results suggest that the median number of RSE workers (both Pacific and non-Pacific), have changed significantly since last year, particularly for non-Pacific RSE workers, the observed differences are not statistically significant.²

Figure 8: Median numbers of seasonal workers employed in the last 12 months (n=76)



*Sub-samples based on official RSE employers who reported having employed each type of worker in 2016 and 2015.

In 2016, RSE employers that sourced Pacific RSE workers employed roughly 80 such workers on average, with the median being 35 workers. Among those employers who sourced workers through other channels, the average (mean) number of workers employed were as follows:

- ◆ Seasonal workers from Work and Income – 36.8
- ◆ Seasonal workers from the local community (non-Work and Income) – 124.5
- ◆ Recognised Seasonal Employer Scheme (RSE) – non-Pacific workers – 70.9
- ◆ Seasonal workers under the Working Holiday Scheme (WHS) – 72.7
- ◆ Seasonal workers under other schemes (TRSE, SSE & VOC) – 9.8.

Table 10 overleaf details the mean number of workers that RSEs employed from different sources since 2014. Of note the mean number of workers employed from each source in 2016 are statistically similar to both the 2015 and 2014 survey results.

² Based on One-Sample Wilcoxon Signed Rank Tests.

Table 10: Number of workers employed during the last 12 months – RSEs

Q4. How many of the following different types of workers did you employ during the last 12 months?

Official RSEs				
	Percentage of RSEs who have employed workers from specific source last 12 months	Average number of workers 2016	2015 average	2014 average
Base =	92 %	$\bar{x} =$		
Seasonal workers from Work and Income	91	36.8	44.5	35.0
Seasonal workers from the local community (non-Work and Income)	91	124.5	104.2	82.2
Recognised Seasonal Employer Scheme (RSE) – Pacific workers	91	80.4	64.8	77.9
Recognised Seasonal Employer Scheme (RSE) – non-Pacific workers	15	70.9	69.0	63.4
Seasonal workers under the Working Holiday Scheme (WHS)	79	72.7	75.7	87.4
Seasonal workers under other schemes (TRSE, SSE & VOC)	7	9.8	5.3	7.8

Total may exceed 100% because of multiple response.

*Sub-sample based on official RSE employers who have employed RSE workers in the last 12 months.

Recruitment of Pacific RSE workers

Among RSEs, the most common method of recruiting Pacific RSE workers was direct recruitment by the employers themselves (61 percent, which is unchanged from last year). Recruiting via returning workers from previous season was the second most popular approach and was used by 40 percent of those who employed Pacific RSE workers in 2016 (Table 11).

Table 11: Recruitment of Pacific RSE workers

Q14. How did your business recruit its Pacific RSE workers during the last year?

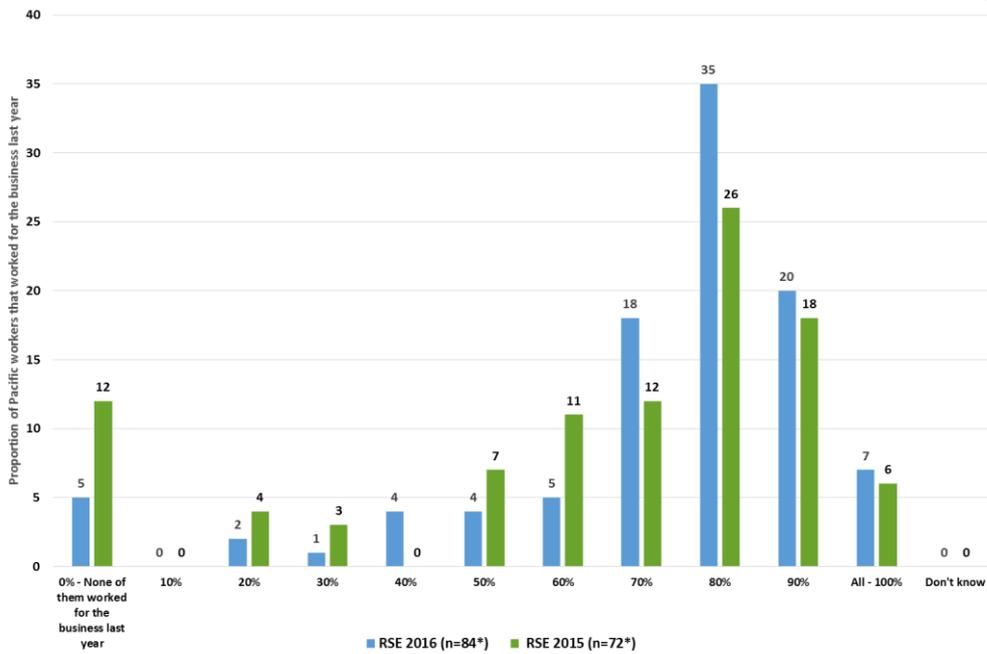
	RSE 2016	RSE 2015
Base =	84* %	72* %
An RSE cooperative such as Seasonal Solutions or Pick Hawke's Bay	8	6
An RSE labour recruiter	14	18
A Pacific Government-sponsored work-ready pool	18	14
Direct recruiting by the business	61	62
Using returning workers to recruit for the business	40	39
Or some other way	8	7
Don't know	0	0
Refused	0	0

Total may exceed 100% because of multiple responses.

*Sub-sample based on those who employed Pacific RSE workers in the last 12 months.

As detailed in Figure 9 below, roughly six-in-ten RSEs reported that 80 percent or more of their Pacific workers this year had worked for the business last year as well. In contrast, the equivalent proportion of RSEs in 2015 reported that 70 percent or more of their Pacific workers had worked for them the year prior.

Figure 9: Proportion of Pacific RSE workers that worked for the business in previous year



Total may not sum to 100% due to rounding.

*Sub-sample based on those who employed Pacific RSE workers in the last 12 months.

5. Worker performance

The following section of the report examines employers' perceptions of the performance of seasonal workers that were new to their business in 2016, in relation to dependability, enthusiasm while working and productivity. Also examined are employers' experiences in managing and training Pacific RSE workers.

Perceptions of new workers' performance

In previous years' surveys, the dependability, enthusiasm while working and productivity of seasonal workers focused on "all workers" from a number of different sources. Starting in the 2015 survey, the questions were recast to focus on workers that were new to the business only.

Despite the change in the focus of questioning, RSEs that sourced seasonal workers under the RSE scheme, have continued to rate the performance of their Pacific and non-Pacific RSE workers very positively, particularly in comparison to new workers they have sourced from the local community, the Working Holiday Scheme (WHS) and Work and Income.

Specifically Pacific RSE workers and non-Pacific RSE workers were viewed as significantly more:

- ◆ **dependable** (mean 9.12 and 8.93 out of 10, respectively) than WHS workers (mean 6.38) or workers from the local community (mean 5.08).
- ◆ **enthusiastic while working** (mean 8.93 and 8.53 out of 10, respectively) than WHS workers (mean 6.54) or workers from the local community (mean 5.35).
- ◆ **productive** (mean 8.68 and 8.53 out of 10, respectively) than WHS workers (mean 6.18) or workers from the local community (mean 5.18).



Table 12: Perceptions of workers' dependability

Q8a-c, Q9a-c, Q10a-c, Q11a-c, Q12a-c. Thinking now about the new workers who worked for your company for the first time this year, after they had been trained for the tasks that they needed to do, on a scale of 0 to 10, where 0 is Extremely poor and 10 is Excellent, overall how would you rate their...?

	Pacific RSE Workers	Non-Pacific Seasonal Workers	WHS Workers	New Zealanders (local community incl. WINZ)
Base=	84*	18* **	73*	89*
	%	%	%	%
Rated 0-3	0	0	10	16
Rated 4-7	10	11	63	72
Rated 8-10	88	72	26	12
Don't know	2	17	1	0
Total	100	100	100	100
Base=^	82*	15* **	72*	89*
Mean (2016)	9.12	8.93	6.38	5.08
Std. Deviation	1.159	1.335	2.198	1.921

Total may not sum to 100% due to rounding.

*Sub-samples based on respondents who employed each of the different worker groups.

**Caution: small sub-sample. Results are indicative only.

^Base numbers for mean scores exclude 'don't know' responses.

Table 13: Perceptions of workers' enthusiasm for the work

Q8a-c, Q9a-c, Q10a-c, Q11a-c, Q12a-c. Thinking now about the new workers who worked for your company for the first time this year, after they had been trained for the tasks that they needed to do, on a scale of 0 to 10, where 0 is Extremely poor and 10 is Excellent, overall how would you rate their...?

	Pacific RSE Workers	Non-Pacific Seasonal Workers	WHS Workers	New Zealanders (local community incl. WINZ)
Base=	84*	18* **	73*	89*
	%	%	%	%
Rated 0-3	0	0	4	12
Rated 4-7	11	17	67	75
Rated 8-10	87	67	27	12
Don't know	2	17	1	0
Total	100	100	100	100
Base=^	82*	15* **	72*	89*
Mean (2016)	8.93	8.53	6.54	5.35
Std. Deviation	1.120	1.457	1.711	1.733

Total may not sum to 100% due to rounding.

*Sub-samples based on respondents who employed each of the different worker groups.

**Caution: small sub-sample. Results are indicative only.

^Base numbers for mean scores exclude 'don't know' responses.



Table 14: Perceptions of workers' productivity

Q8a-c, Q9a-c, Q10a-c, Q11a-c, Q12a-c. Thinking now about the new workers who worked for your company for the first time this year, after they had been trained for the tasks that they needed to do, on a scale of 0 to 10, where 0 is Extremely poor and 10 is Excellent, overall how would you rate their...?

	Pacific RSE Workers	Non-Pacific Seasonal Workers	WHS Workers	New Zealanders (local community incl. WINZ)
Base=	84*	18* **	73*	89*
	%	%	%	%
Rated 0-3	0	0	10	15
Rated 4-7	12	28	68	75
Rated 8-10	80	56	21	10
Don't know	2	17	1	0
Total	100	100	100	100
Base=^	82*	15* **	72*	89*
Mean (2016)	8.68	8.53	6.18	5.18
Std. Deviation	1.206	1.598	2.098	1.806

Total may not sum to 100% due to rounding.

*Sub-samples based on respondents who employed each of the different worker groups.

**Caution: small sub-sample. Results are indicative only.

^Base numbers for mean scores exclude 'don't know' responses.



Training Pacific RSE workers

As noted in an early section, among RSEs who employed Pacific workers, the large majority used returning Pacific workers from previous seasons. Where this was the case, returning workers typically helped with the training of new workers (95 percent), which is similar to 89 percent of RSEs in 2015.

Table 15: Training of new workers by returning RSEs

Q16. And did any of this year's returning RSE workers help with training your new workers?

	RSE 2016	RSE 2015
Base =	80*	63*
	%	%
Yes	95	89
No	0	2
Did not have any new workers this year	2	8
Don't know	1	2
Refused	1	0
Total	100	100

Total may not sum to 100% due to rounding.

*Sub-sample based on those who employed returning Pacific RSE workers in the last 12 months.

A new question was introduced in the 2015 survey to ascertain roughly how long it takes to train a new Pacific RSE worker. In 2016, four-in-ten RSEs reported it takes on average two days or less to train a new Pacific RSE worker, while three-in-ten reported it takes about three days to one week (Table 16). One in five official RSEs reported it takes more than one week.

Notably, in 2016 a significantly greater proportion of RSEs reported it took less than one day on average to train new Pacific RSE workers (30 percent, compared to 12 percent of RSE employers in 2015).

Table 16: Average time taken to train each new Pacific worker

X13. Average time taken to train each new Pacific RSE worker

	RSE 2016	RSE 2015
Base =	84*	69*
	%	%
Less than one day	30	12
One to two days	10	19
Three days to one week	31	33
More than one week	20	20
Not applicable - no new workers	5	9
Don't know	5	7
Refused	0	0
Total	100	100

Total may not sum to 100% due to rounding.

*Sub-sample based on those who employed Pacific RSE workers in the last 12 months.



6. Character and health related issues for Pacific RSEs

This section of the report examines the character and health related issues experienced by RSEs and other employers when employing Pacific RSE workers.

Character related issues

Employers of Pacific RSE workers were asked if their company had experienced any 'character related' issues among their Pacific RSE workers this year, during work hours.³ In all, 19 percent of RSEs reported that such issues had occurred, with most of these issues relating to altercations/disagreements/poor attitude and/or issues with alcohol.

Table 17: Percentage of employers experiencing character related issues with Pacific RSE workers during work hours

Q19. Did your company experience any 'character-related' issues with your Pacific RSE workers this year, during work hours?

	RSE 2016 84* %	RSE 2015 72* %
Base =		
Alcohol issues	6	1
Altercations/disagreements/poor attitudes	8	4
No issues during work hours this year	81	93
Other issues	4	3
Don't know	0	0
Total	100	100

Total may exceed 100% because of multiple responses.

*Sub-sample based on those who employed Pacific RSE workers in the last 12 months.

The employers of Pacific RSE workers were also asked if their company had experienced any 'character related' issues outside of work hours among their Pacific RSE workers this year.

About four-in-ten reported that their business had experienced a character related issue among their Pacific RSE workers after hours (Table 18). Most frequently these issues related to alcohol (experienced by almost one third of RSEs that employed Pacific RSE workers, breaching of curfew or other disciplinary issues (experienced by seven percent) and/or disagreements or poor attitude (experienced by four percent).

While the results to this year's survey indicate that more RSE's experienced character-related issues among their Pacific RSE workers than was reported in 2015, the likelihood of experiencing such issues is in part a function of the number of workers RSEs' employed. Among those RSEs who reported experiencing character-related issues during work hours, the mean number of Pacific RSEs

³ In previous years, 'character related' issues employers were explicitly defined as: altercations between staff, fitting in with other workers and alcohol and substance abuse issues. For the 2015 survey, the question was recast as an open-ended question to provide greater detail as to the frequency and nature of such issues.



was 155 with a median of 55 workers. This compares to a mean of 61 workers (median of 32) for those who reported experiencing no character-related issues during work hours.

Similarly, among those RSEs who reported experiencing character-related issues after work hours, the mean number of Pacific RSEs was 145 with a median of 78 workers. This compares to a mean of 35 workers (median of 24) for those who reported experiencing no character related issues after work hours.

Table 18: Percentage of employers experiencing character related issues with Pacific RSE workers during work hours

Q20. And did your company experience any such issues with your Pacific RSE workers this year, outside of work hours?

	RSE 2016	RSE 2015
Base =	84 %	72 %
Alcohol issues	30	11
Disagreements or poor attitude	4	8
Breaching curfew or other disciplinary issues	7	
Other issues		11
No issues outside of work hours this year	56	67
Don't know	1	3
Would rather not say	1	4

Total may exceed 100% because of multiple responses.

*Sub-sample based on those who employed Pacific RSE workers in the last 12 months.

The comments of those RSEs who experienced character-related issues during work hours and/or after work hours can be found in Appendix B.



Health related issues

Three quarters of RSEs that employed Pacific RSE workers this year (77 percent) reported all of their Pacific workers arrived in good health, while 18 per cent reported that at least one of their workers from the Pacific did not arrive in good health (Table 19).

As was done last year, the specific health issues affecting Pacific RSE workers were measured on a prompted basis, using a list of common issues that had been identified in previous year's surveys on an unprompted, open-ended basis. As found in previous years' surveys, dental problems and boils continue to be the most frequently observed health issues affecting Pacific RSE workers when they arrive to work in New Zealand.

Table 19: Proportion of Pacific RSE workers that did not arrive in good health this year

Q17. What proportion of your Pacific RSE workers did not arrive in good health this year?

Q18. Did any of your Pacific workers have any of the following health-related matters on their arrival this year?

	RSE 2016	RSE 2015
Base =	84*	72*
	%	%
None	77	76
10%	18	21
20%	0	3
30%	1	0
<u>Health related matters experienced</u>		
Dental problems	12	14
Having injuries on arrival	5	12
Boils	12	10
Skin rashes or allergies	7	3
Cancer	0	1
Hepatitis	1	0
Being pregnant on arrival	2	0
Other health matters	5	3
Don't know	4	0
Total	100	100

Total may not sum to 100% due to rounding.

*Sub-sample based on those who employed Pacific RSE workers in the last 12 months.

As was found previously in relation to RSEs experiencing character-related issues among their Pacific RSE workers, RSEs who reported that a proportion of their Pacific workers did not arrive in good health also reported a greater number of Pacific workers on average (mean of 118 workers, with a median of 59 workers). This compares with a mean number of 73 Pacific RSE workers (median of 32) among those RSEs who reported that all of their Pacific workers arrived in good health.



7. Managing pastoral care

RSE employers have a number of obligations and responsibilities when engaging seasonal workers under the scheme, including: transportation to and from New Zealand, suitable accommodation, transportation to and from worksites, necessary language translation, access to medical insurance and personal banking, and opportunities for recreation and religious observance.

Official RSE employers who employ workers sourced from the RSE scheme also have additional pastoral care responsibilities in relation to the provision of onsite facilities (e.g. toilets, running water for hand washing, first aid, and shelter from the elements) and health and safety training.

In previous year's surveys, RSE employers were questioned about their knowledge and awareness of their pastoral care responsibilities and whether they were having any difficulty in meeting those obligations. Most RSE employers have now been involved in the scheme for a number of years, and frequently employ Pacific workers who have worked for the business in previous years. Given this, the survey questions relating to pastoral care were revised in 2015 to ascertain whether providing pastoral care to their returning Pacific workers had become easier.

A large majority of official RSE employers (85 percent) reported that managing pastoral care for their returning Pacific RSE workers was easier this year than last year, which is unchanged from 84 percent as reported in the 2015 survey. (Table 20). Just eight percent of RSEs (six respondents) reported that it has not become easier compared to last year.

Table 20: Ease of providing pastoral care

Q21. Thinking about the Pacific RSE workers who worked for you last year and returned this year, overall, has managing the provision of pastoral care to these workers been easier this year than last year?

	RSE 2016	RSE 2015
Base =	80*	63*
	%	%
Yes	85	84
No	8	11
Don't know	6	5
Refused	1	0
Total	100	100

Total may not sum to 100% due to rounding.

*Sub-sample based on those who employed returning Pacific RSE workers in the last 12 months.

As a follow-up question, employers were asked, on an unprompted basis, why they felt it has or has not been easier to provide pastoral care this year, when compared with last year (Table 21).

Among those employers who found it easier this year, the most frequently mentioned themes related to: returning workers being more familiar with the area (50 percent), community or local culture, and/or knowing what was expected of them (43 percent).



Due to the small sub-sample of employers who reported it had become more difficult, the reasons for this (as noted in Table 21 below, should be treated as indicative only).

Table 21: Reasons employers found it easier/harder

Q22. What are the main reasons why it [has/has not] become easier to manage the provision of pastoral care

	Yes – has become easier	No – it has not become easier
Base =	68* %	6* ** %
Returning workers know what is expected of them in terms of the system/rules	43	
Returning workers are more familiar with the area or community/more accustomed to local culture	50	
We are more experienced/have developed our approach	6	
Returning workers help new workers	13	
Returning workers are more self-sufficient	3	
We have a greater understanding of their culture/needs	10	
Other reasons for becoming easier	1	
Requirements are the same/have not changed	1	17
More workers or new workers this year		33
Other reasons for not becoming easier		33
No particular reason	0	0
Don't know	10	17
Would rather not say	0	0

Total may exceed 100% because of multiple responses.

*Sub-sample based on those who employed returning Pacific RSE workers in the last 12 months and who reported that managing pastoral care for these workers has or has not become easier this year than last year.

**Caution: low base number of respondents - results are indicative only.

Respondents' detailed comments as to why it has or has not become easier to provide pastoral care can be found in Appendix B.



8. Impacts and benefits of participating in the RSE scheme

Previous years' surveys have identified that participation in the RSE scheme can have a significant impact in driving business improvements, provide employers with better access to a more stable and better quality workforce, as well as contribute to employers expanding their business.

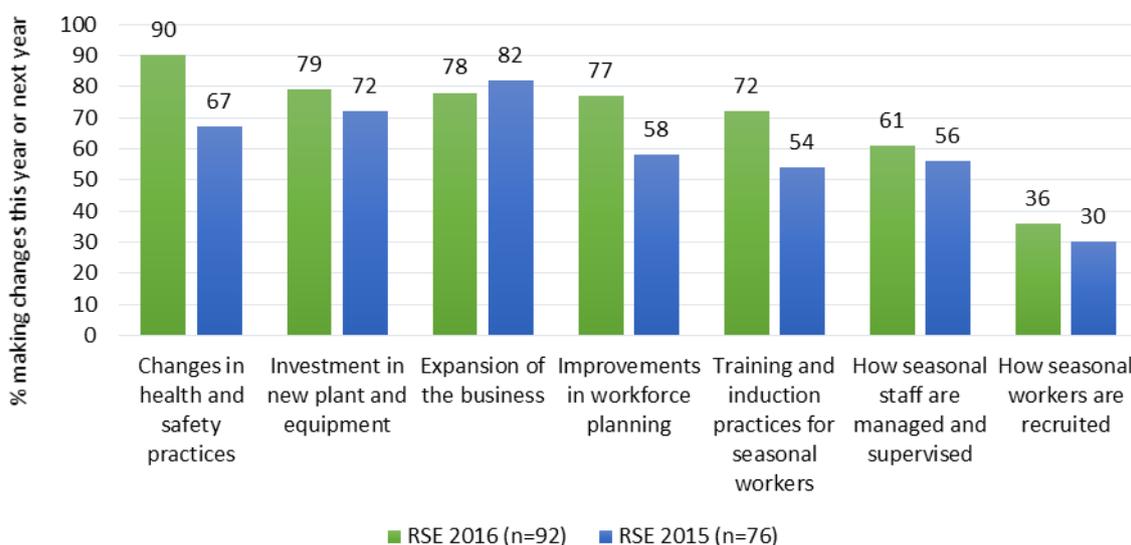
Changes to business practices

All RSEs were asked if their business had made any changes to their business practises in general this year, or whether they planned to do so in the coming 12 months.

As detailed in Figure 10, most RSE employers are continuing to make improvements to their business practices, and for the most part the proportions of RSEs who reported they had made changes or were planning changes to specific business practices are similar to that reported in 2015.

About eight-in-ten (79 percent) said they had invested in new plant and equipment this year or planned to do so next year, and a similar proportion reported that an expansion of the business had occurred, or was planned (78 per cent).

Figure 10: Changes to business practices either made this year or planned for next year



Two areas where significantly more RSEs reported making or planning changes in 2016 were changes in health and safety practices (90 percent in 2016, compared with 67 percent in 2015) and improvements in workforce planning (77 percent in 2016, compared with 58 percent in 2015).



In relation to planned or implemented changes in health and safety practices, in April 2016 the *Health and Safety at Work Act 2015* came into effect, replacing the *Health and Safety in Employment Act 1992*. As such, the significant increase in RSEs reporting changes in this area is more likely due to changes to employers' responsibilities and obligations under the new legislation, rather than as a result of participation in the RSE. This is also evidenced by some RSEs detailed comments as to what prompted changes to their business practices this year.

Breakdowns of the percentages of RSEs that made changes to the above practices this year, or are planning to do so next year can be found in Table 22 through Table 28 below and overleaf. In addition, respondents' detailed comments as to what prompted the changes, and what impact these changes have had on the business can be found in Appendix B.

Table 22: Workforce planning

Q24a. Improvements in workforce planning

	RSE 2016	RSE 2015
Base =	92	76
	%	%
Made changes this year	54	42
Planning to make changes next year	30	33
Not made any changes and not planning to in the next year	21	36
Don't know	2	3
Not applicable to the business	0	3

Total may exceed 100% because of multiple responses.

Table 23: Recruitment of seasonal workers

Q24b. How seasonal workers are recruited

	RSE 2016	RSE 2015
Base =	92	76
	%	%
Made changes this year	23	13
Planning to make changes next year	16	21
Not made any changes and not planning to in the next year	63	67
Don't know	1	0
Not applicable to the business	0	3

Total may exceed 100% because of multiple responses.



Table 24: Management and supervision of seasonal staff

Q24c. How seasonal staff are managed and supervised

	RSE 2016	RSE 2015
Base =	92 %	76 %
Made changes this year	41	39
Planning to make changes next year	26	30
Not made any changes and not planning to in the next year	37	43
Don't know	2	0
Not applicable to the business	0	1

Total may exceed 100% because of multiple responses.

Table 25: Training and induction of seasonal staff

Q24d. Training and induction practices for seasonal workers

	RSE 2016	RSE 2015
Base =	92 %	76 %
Made changes this year	54	38
Planning to make changes next year	26	33
Not made any changes and not planning to in the next year	27	45
Don't know	1	0
Not applicable to the business	0	1

Total may exceed 100% because of multiple responses.

Table 26: Changes to health and safety practices

Q24e. Changes in health and safety practices

	RSE 2016	RSE 2015
Base =	92 %	76 %
Made changes this year	73	47
Planning to make changes next year	34	37
Not made any changes and not planning to in the next year	10	29
Don't know	0	3
Not applicable to the business	0	1

Total may exceed 100% because of multiple responses.



Table 27: Investment in new plant and equipment

Q24f. Investment in new plant and equipment

	RSE 2016	RSE 2015
Base =	92 %	76 %
Made changes this year	60	46
Planning to make changes next year	36	42
Not made any changes and not planning to in the next year	17	22
Don't know	0	1
Not applicable to the business	4	5

Total may exceed 100% because of multiple responses.

Table 28: Expansion of the business

Q24g. Expansion of the business

	RSE 2016	RSE 2015
Base =	92 %	76 %
Made changes this year	59	49
Planning to make changes next year	32	51
Not made any changes and not planning to in the next year	17	13
Don't know	5	0
Not applicable to the business	0	5

Total may exceed 100% because of multiple responses.



Impacts of the RSE scheme

Since 2007, 82 percent of RSEs have been able to expand their area under cultivation, which is unchanged from 85 percent of RSEs reporting as much in the 2015 survey (Table 29).

In nine out of ten cases (89 percent), participation in the RSE scheme was regarded as a contributing factor to this expansion (Table 30).

Table 31 details the extent that the sub-sample of all employers who have been able to extend the area under cultivation since 2007. In addition, respondents' detailed comments as to the extent and impact this has had on their business can be found in Appendix B.

Table 29: Extension of area under cultivation since 2007

Q36. Has the area under cultivation of all the farms, orchards or vineyards that you own or manage been extended since 2007?

	RSE 2016	RSE 2015
Base =	92 %	75 %
Yes	82	85
No	14	9
Not applicable	3	1
Don't know	1	3
Would rather not say	0	1
Total	100	100

Total may not sum to 100% due to rounding.

*Results have been derived from historical data for those repeat respondents who only answered this question based on the last 12 months.

Table 30: Relationship between participation in the RSE scheme and expansion of area under cultivation

Q38. And has participation in the RSE scheme been a factor encouraging this expansion in cultivated area?

	RSE 2016	RSE 2015
Base =	71* %	56* %
Yes	89	89
No	6	9
Don't know	6	2
Refused	0	0
Total	100	100

Total may not sum to 100% due to rounding.

*Sub-sample based on those who employed RSE workers in the last 12 months and who reported their area under cultivation had increased since 2007/in the last 12 months.



Table 31: Growth in hectares under cultivation since 2007

X37. Growth in hectares [since 2007/in the last 12 months]

	RSE 2016	RSE 2015
Base =	61*	44*
	%	%
1 to 5 hectares	24	16
6 to 10 hectares	10	16
11 to 20 hectares	13	18
21 to 50 hectares	17	23
51 to 100 hectares	8	5
More than 100 hectares	24	23
Unspecified hectare amount	5	0
Total	100	100

Total may not sum to 100% due to rounding.

Sub-sample based on those respondents who reported expanding the size of area under cultivation since 2007.

Participation in the scheme has also meant that around four-in-five RSE employers (79 percent), have been able to employ more permanent and seasonal New Zealand workers in addition to RSE workers (Table 32). This is consistent with the findings of both the 2015 (64 percent) and 2014 surveys (81 percent, when this attribute was first measured).

Table 32: Impact of RSE scheme on employers abilities to employ more New Zealander workers

Q28. Are you able to estimate how many additional New Zealand workers you have been able to employ, in total, as a result of having access to RSE workers?

	RSE 2016	RSE 2015
Unweighted base =	92	59*
	%	%
Able to employ more permanent New Zealand workers	79	64
Able to employ more seasonal New Zealand workers	75	69
Don't know	13	20
Refused	3	5

Total may not sum to 100% due to rounding.

*Sub-sample based on those who employed RSE workers in the last 12.

Where this has been the case, it is estimated that on average, official RSEs have been able to employ an additional six permanent New Zealand workers as a result of having access to RSE workers (Table 33).⁴

In addition, among those employers who believe having access to RSE workers has enabled them to employ more New Zealand seasonal workers, the median number of additional seasonal workers employed was 20 workers.

⁴ Based on the median numbers of workers estimated by employers.



Table 33: Estimates of additional permanent New Zealand workers employed as a result of having access to RSE workers

X28A. Estimated number of additional permanent New Zealand workers

	RSE 2016	RSE 2015
Base =	58* %	34* %
1-2 workers	16	35
3-4 workers	9	21
5-10 workers	22	21
11-50 workers	52	18
More than 50 workers	2	6
Total	100	100
Median	6	4

Total may not sum to 100% due to rounding.

*Sub-sample based on those who employed RSE workers in the last 12 months and reported that having access to RSE workers has resulted in the ability to employ more New Zealand workers.

**Caution: low base number of respondents - results are indicative only.

Table 34: Estimates of additional permanent New Zealand workers employed as a result of having access to RSE workers

X28B. Estimated number of additional seasonal New Zealand workers

	RSE 2016	RSE 2015
Base =	55* %	39* %
1-2 workers	4	5
3-4 workers	7	5
5-10 workers	25	23
11-50 workers	32	54
More than 50 workers	32	13
Total	100	100
Median	20	18

Total may not sum to 100% due to rounding.

*Sub-sample based on those who employed RSE workers in the last 12 months and reported that having access to RSE workers has resulted in the ability to employ more New Zealand workers.

**Caution: low base number of respondents - results are indicative only.

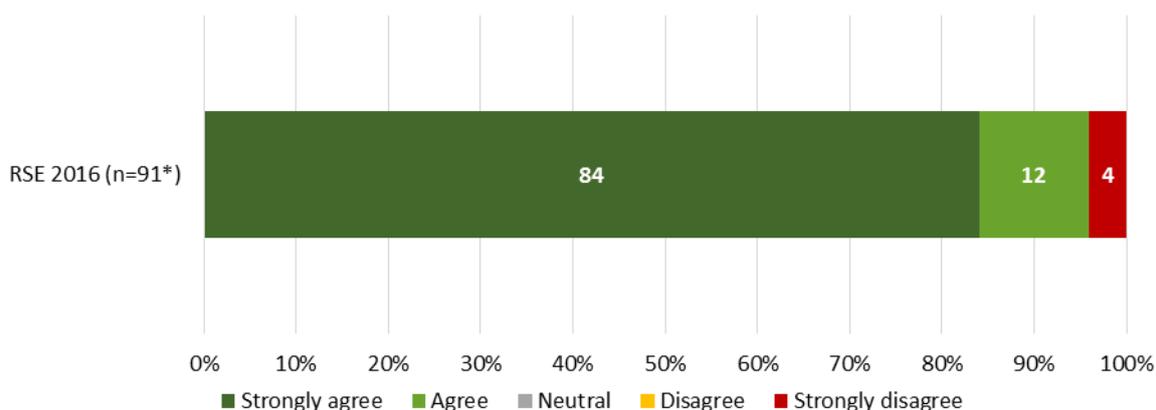


Perceived benefits of participating in RSE scheme

Overall, in 2016, almost all RSEs (96 percent) believed that the benefits of participating in the scheme outweighed the costs, with 84 percent *strongly agreeing* that this was the case (Figure 5). This result is consistent with that reported in 2015.

Figure 11: Overall benefit vs. cost perception

And overall, how much do you agree that the benefits of participating in the RSE scheme outweigh the costs?

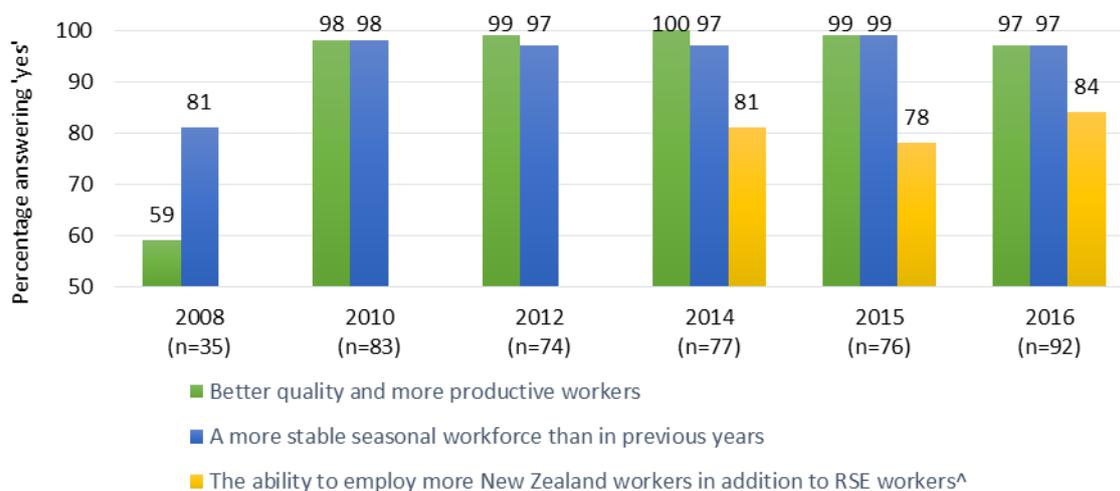


*Sub-sample excludes 'don't know' and 'not applicable' responses.

Since the 2010 survey, almost all RSE employers have agreed, when asked, that participation in the RSE scheme has resulted in a more stable seasonal workforce than in previous years and better quality and more productive workers. Agreement with these two attributes increased sharply between 2008 and 2010, and has remained stable ever since (Figure 12).

Figure 12: Benefits of participating in the RSE scheme

Overall, has participation in the RSE scheme resulted in improvements to your business in the following areas?



[^]Statement included for the first time in 2014.



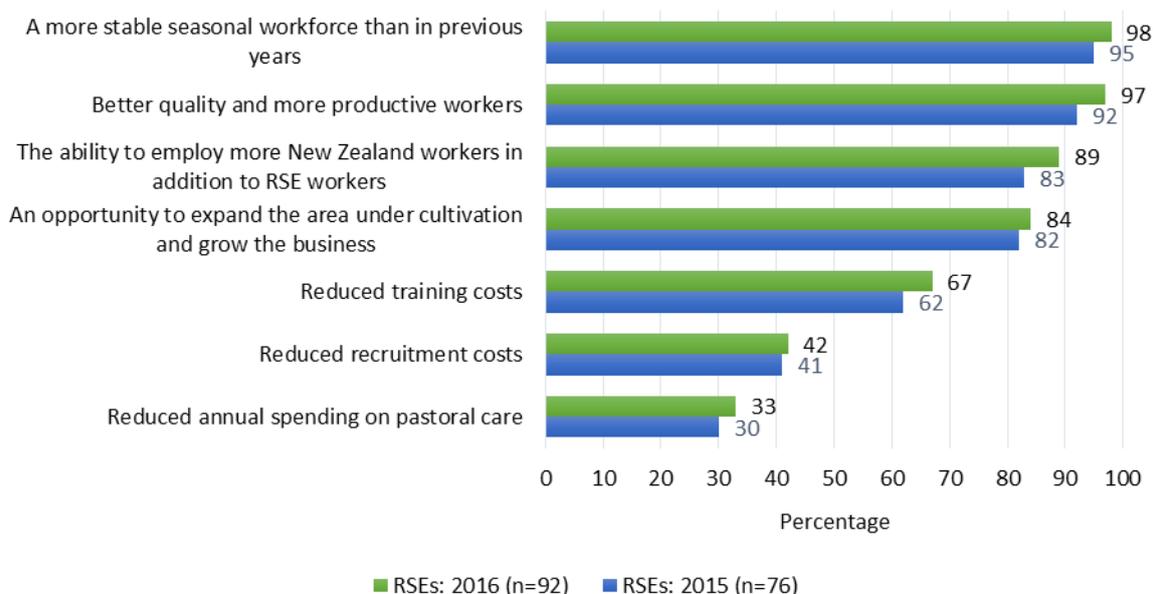
Eighty-four percent of official RSEs also agreed that participation in the scheme had improved their ability to employ more New Zealanders in addition to RSE workers (Figure 12 above).

Most RSEs also envisaged further improvements in their business operations in the future, as a result of participation in the programme – particularly having a more stable and productive workforce, being able to employ more New Zealand workers, and being able to expand the area under cultivation and grow the business (Figure 6).

Of note, there were no statistically significant differences in relation to RSEs reported expectations of business improvements between this year’s survey and that of 2015.

Figure 13: Future benefits of participating in the RSE scheme

Do you expect to see improvements to your business in the following areas in the future as a result of participation in the RSE scheme or having access to RSE workers?



Respondents’ detailed comments as to expected improvements in the above areas can be found in Appendix B.



Preference for future recruitment of RSE workers

When asked about their preference to recruit their RSE workers in the future, as in previous years the majority of employers stated they would prefer to continue to recruit workers from the same countries that they recruited from this year (Table 35).

The percentage of official RSEs wishing to recruit the same group of workers, however, has continued to decrease significantly from 56 percent in 2014 to 35 percent in 2016; while the percentage who expressed a preference to recruit a mix of new and returning workers from the same countries (51 per cent) is unchanged from that reported in 2015 (51 percent) but significantly higher than 36 percent, as reported in 2014.

Some examples of the explanations for these preferences are given below:

◆ The same group of workers:

Consistency and continuity are the overriding factors. A skilled employee is an absolute asset, helps keep costs to a minimum, and knowing who you are employing is such a great weight off one's mind. A good attitude is huge: everyone is happy.

They are trained and ready to go on arrival. We have invested a lot in these people already, so it is good to see them continue to increase their skills and responsibility. To become leaders.

It's good to have a few new people, but it is essential to have a core of experienced people both at work and, for pastoral care, outside of work.

◆ A mix of returning and new workers from the same country:

We already recruit from seven different countries and we feel for the time being that is enough of a culture mix to manage. We have about 10 percent to 15 percent that don't return for various reasons, so we will be getting new ones from the countries we currently recruit from.

A mix of new and returning workers allows the money going back to the Islands to be spread more [evenly]. After a period of years, returning people become street-smart, which can cause issues.

The mix of New Zealand/RSE/WHV [working holiday visa holders] and workers with refugee status brings good dynamics to our business, so we would like to carry on blending the employees from different countries in the future.

Further detailed comments as to how and why respondents plan/would like to recruit next year can be found in Appendix B.



Table 35: Recruitment preferences for next year

Q30. Given your experience this year, would you prefer to recruit for the next season/year...? READ

	RSE 2016	RSE 2015
Base =	92 %	75 %
The same group of workers	35	<u>41 (56)</u>
A mix of returning and new workers from the same countries you are recruiting from at present	51	<u>51 (36)</u>
Workers from a country you are not currently recruiting from	1	0
Workers from several countries you are not recruiting from at present	1	1
Workers from non-Pacific countries	3	0
More New Zealand workers	8	4
None (Do not plan to use RSE seasonal workers next season/year)	0	0
Don't know	1	1
Refused	0	1
Total	100	100

Total may not sum to 100% due to rounding.



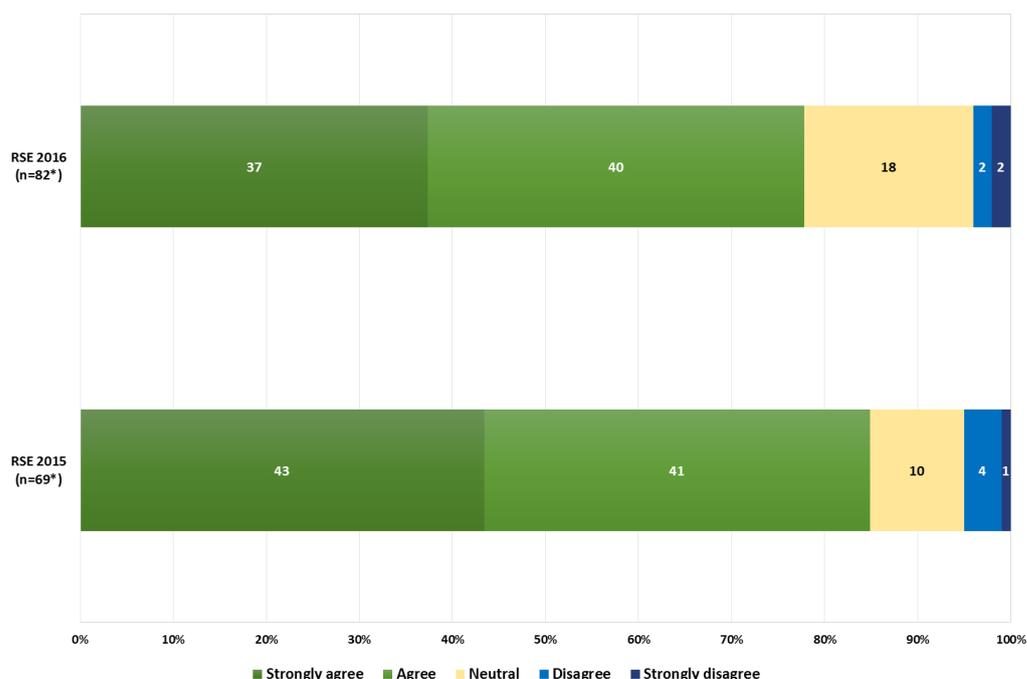
9. Employers' perceptions of the performance of RSE Relationship Managers

The following section of the report examines the perceptions of MBIE's RSE Relationship Managers among those employers who reported that they have employed seasonal workers recruited under the RSE scheme in the last 12 months.

The RSE Relationship Manager's role involves effectively managing and supporting the horticulture and viticulture sectors in the regions, whilst protecting the integrity of the policy and ensuring New Zealanders get first opportunities for jobs. In order to assess employers' perceptions of the effectiveness of their RSE Relationship Manager in supporting their horticulture/viticulture business to meet its seasonal labour force needs, a series of new questions were introduced to the 2015 survey.

Over three-quarters of RSE employers who employed seasonal workers under the RSE scheme in the last 12 months *agree/strongly agree* that their RSE relationship manager has a good understanding of the employer's business (77 percent; Figure 14). While the results suggest that the proportion of RSEs who agree that their RSE relationship manager has a good understanding of their business has decreased since last year, the observed difference is not statistically significant.

Figure 14: RSE Relationship Manager has a good understanding of the business*



Total may not sum to 100% due to rounding.

*Sub-sample excludes 'don't know' and 'not applicable' responses.



Two other areas of Regional RSE Relationship Managers' performance that RSEs were asked about were *responsiveness to queries in an acceptable timeframe* and *provision of consistent information and advice*.

- ◆ Ninety-two percent of RSEs *agree/strongly agree* that their RSE Relationship Manager responds to their enquiries in an acceptable timeframe (Table 36), which is similar to 87 percent as reported in 2015.
- ◆ Seventy-nine percent of RSEs *agree/strongly agree* that their RSE Relationship Manager provides them with consistent information and advice. (Table 36), which is similar to 80 percent as reported in 2015.

Table 36: Responsiveness and consistency of information from RSE Relationship Manager

Q33. How much do you agree with the following statements about your dealings with your RSE Relationship Manager in the last 12 months?

	RSE 2016	RSE 2015
Base =	87*	71*
	%	%
My enquiries were responded to within acceptable timeframes by my Relationship Manager		
Strongly disagree	0	1
Disagree	2	1
Neutral	6	10
Agree	44	35
Strongly agree	48	52
Total	100	100
I received consistent information and advice from my Relationship Manager		
Strongly disagree	1	1
Disagree	2	3
Neutral	17	15
Agree	35	28
Strongly agree	44	52
Total	100	100

Total may not sum to 100% due to rounding.

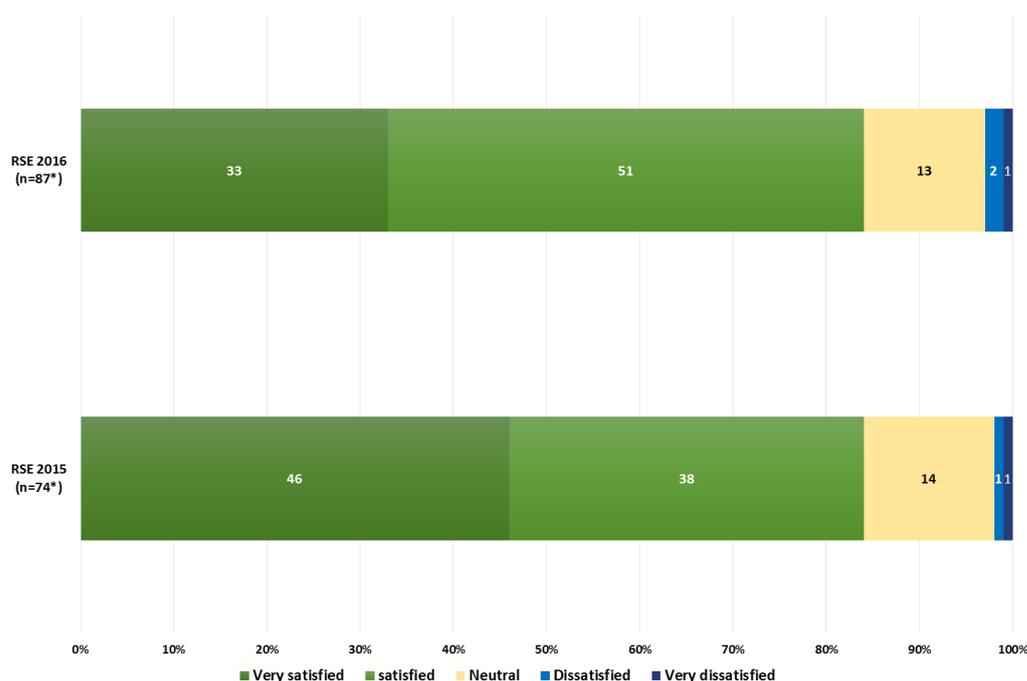
*Sub-sample excludes 'don't know' and 'not applicable' responses.



Since the 2012 survey, all employers of RSE workers have been asked to rate their satisfaction with the quality of service provided by their regional RSE Relationship Manager in the last 12 months.

A large majority of official RSEs reported being *satisfied/very satisfied* with the overall quality of service provided; 84 percent gave a rating of '4' or '5' out of 5, which is unchanged from last year (Figure 15). While the 2016 survey result suggests that a smaller proportion of RSEs are *very satisfied* with the quality of service provided by their RSE Relationship Manager when compared with last year, the observed difference is not statistically significant.

Figure 15: Overall satisfaction with the quality of service provided by RSE Relationship Manager*



Total may not sum to 100% due to rounding.

*Sub-sample excludes 'don't know' and 'not applicable' responses.

A follow-up question asked respondents to explain their overall satisfaction ratings. Table 37 overleaf details the main themes captured in the respondents' comments. While some opted to not provide any comments, where comments were made by those who were satisfied overall, the main themes related to:

- ◆ The Relationship Managers being helpful/giving good advice or support – noted by 26 percent of all satisfied respondents.
- ◆ Prompt responses or information provision – 21 percent.

Respondents detailed comments in relation to their satisfaction overall can be found in Appendix B.



Table 37: Reasons for being satisfied or dissatisfied with overall service from RSE Relationship Manager

Q34a. For what particular reasons did you provide this rating?

Base =	Satisfied 73* %	Neutral 11* ** %	Dissatisfied 3* ** %
Helpful/gives good advice or support	26	9	0
Prompt responses or information provision	21	0	0
Good communication/regular contact, approachable	11	0	0
Getting the answers I need	10	0	0
Other positive comments	10	0	0
Listens/understands our needs	5	0	0
Things are working/no problems	4	0	0
New Relationship Manager – have not had many dealings	1	45	0
No direct contact with RSE relationship managers	1	0	0
Negative comments	0	0	100
Other	7	0	0
No comment	30	18	0
Don't know	0	0	0
Would rather not say	4	18	0

Total may exceed 100% because of multiple responses.

*Sub-sample based on those RSEs who rated their satisfaction with the quality of service provided by their Regional RSE Relationship Manager in the last 12 months.

**Caution: small base number. Results are indicative only.

Appendix A: Longitudinal Analysis

This summary report details findings from a longitudinal analysis of survey results for Recognised Seasonal Employers. A total of n=73 RSEs were identified that completed the 2016 survey and at least one of the annual surveys conducted between 2008 and 2015. This report is based on comparisons between these respondents' answers provided in 2016 and those of their **earliest recorded participation** in the survey. N=8 of these repeat respondents first completed the survey in 2008, n=15 in 2009, n=14 in 2010, n=11 in 2011, n=2 in 2012, n=15 in 2014 and n=8 first completed it in in 2016.

This analysis sought to test changes in employers' feedback over time, in relation to the following areas:

- ◆ The number and types of seasonal workers employed.
- ◆ Changes implemented to business practices.
- ◆ The perceived short-term impacts and benefits of participating in the RSE scheme to date.
- ◆ Anticipated future benefits of the scheme.

The answers of n=73 RSEs from the 2016 survey and their earliest survey participation were analysed using **pair-wise** or **repeated measures** analysis techniques. Scale or interval data (e.g. numbers of employees) were analysed using paired samples t-tests. Dichotomous categorical data (i.e. yes/no answers) were analysed using the McNemar Test. For an explanation of how to interpret McNemar Test tables, please see the last page of this Appendix.

Key findings – recruitment of seasonal workers

The paired comparison results for the number and types of seasonal workers employed annually were analysed using a paired sample t-test. Only one significant difference was found in this year's longitudinal analysis.

Compared with their earliest survey participation, in 2016 the n=73 RSEs in question employed significantly more Pacific seasonal workers under the RSE scheme. On average, RSEs employed 18 more Pacific workers than they did previously. Overall, RSEs employed 59 more seasonal workers in 2016 on average than they did at the time of their first survey, however the observed change is not statistically significant.

Table 38 demonstrates that there is consistency between results from this year and past surveys for the number of reported employees from each group (i.e. the relative rankings of different employee types who worked for the RSEs has not changed). Note that this table is based on all respondents, including those who did not employ any workers in a particular category (therefore, in calculating the mean number of workers for a particular category, their responses were counted as zeros).

Table 38: Number of workers employed during the last 12 months – RSEs paired sample t-test

How many of the following different types of workers did you employ or manage during the last 12 months?

		Mean number of employees	Mean change from first survey to 2016	t	df	Sig. (2-tailed)	n=
Seasonal workers from Work and Income	First survey	29.8					
	2016	35.5	5.7	.784	72	0.436	73
Seasonal workers from the community (but not employed through Work and Income)	First survey	67.3					
	2016	102.4	35.1	1.045	72	0.299	73
Pacific seasonal workers under the RSE scheme	First survey	55.9					
	2016	73.7	17.8*	2.939	72	0.004	73
Seasonal workers under the RSE scheme who are not from the Pacific	First survey	10.7					
	2016	12.9	2.1	.449	72	0.655	73
Seasonal workers under other schemes (TRSE, WHS & VOC)	First survey	50.0					
	2016	48.4	-1.6	-1.32	72	0.895	73
Total workers	First survey	213.8					
	2016	272.9	59.1	1.482	72	0.143	73

*Significant at the 95 percent confidence level.

Key findings – changes implemented to business practices

Changes to business practices implemented in 2016 were compared with the changes implemented by RSEs at the time of their first survey participation.⁵ For each of the business practices listed in Table 39 overleaf, only a minority of RSEs said they had implemented changes in both seasons (these RSEs are in the bottom right cell of each matrix). For example, when examining *improvements in workforce planning*:

- ◆ Fifteen RSEs made changes at the time of their first survey and did so again in 2016 (bottom right cell).
- ◆ Ten had made changes at the time of their first survey, but did not make changes in 2016 (bottom left cell).
- ◆ Twenty-three did not make changes at the time of their first survey, nor did they make any in 2016 (top left cell).
- ◆ Seventeen did not make changes at the time of their first survey, but did make changes in 2016 (top right cell).

McNemar tests identified the following significant differences between 2016 when RSEs first participated in the survey. In 2016

- ◆ A significantly lower proportion of RSEs made changes to *how seasonal workers are recruited* in 2016, when compared with the time of their earliest participation.
- ◆ A significantly higher proportion of RSEs made changes to *health and safety practices* in 2016, when compared with the time of their earliest participation.

⁵ “Improvements in workforce planning” was not compared for those who first participated in the survey in 2008, as it was not asked of respondents in that year.

Table 39: Changes to business practices this year compared with what was planned in first survey (counts) – RSEs. McNemar test.

Changes made to business practices in the last 12 months.

Planning changes from first survey		First survey total	Made changes in 2016	
			No	Yes
a. Improvements in workforce planning	No	40	23	17
	Yes	25	10	15
b. How seasonal workers are recruited*	No	44	35	9
	Yes	29	23	6
c. How seasonal staff are managed and supervised	No	46	29	18
	Yes	26	16	10
d. Training and induction practices for seasonal workers	No	43	23	20
	Yes	30	11	19
e. Changes in health and safety practices*	No	43	12	31
	Yes	30	7	23
f. Investment in new plant and equipment	No	42	23	16
	Yes	34	9	25
g. Expansion of the business	No	40	20	20
	Yes	31	13	18

Results are consistent with the first survey results if they lie within shaded cells.

Key findings – Perceptions of the scheme’s benefits to date

- ◆ In 2016, 67 out of n=67 RSEs⁶ said that participation in the scheme had resulted in better quality and more productive workers – while 65 of them believed this was the case when asked in their first survey (Table 40). Two RSEs previously did not believe that participation in the scheme resulted in better quality and more productive workers, but provided a more positive response in 2016.
- ◆ Similarly, 66 out of n=37 RSEs said in 2016 that participation in the scheme had resulted in a more stable seasonal workforce than in previous years. All but one of these RSEs also indicated that this was the case when asked in their first survey.
- ◆ No statistically significant changes were found between responses to the first survey and the 2015 survey (using McNemar test).

Table 40: Benefits of participating in the scheme – RSEs. McNemar test.

Overall, has participation in the RSE scheme resulted in improvements to your business in the following areas?

First survey		First survey total	2016	
			No	Yes
Better quality and more productive workers	No	2	0	2
	Yes	65	0	65
A more stable seasonal workforce than in previous years	No	1	0	1
	Yes	65	1	65

Results are consistent if they lie within shaded cells.

⁶ Some RSEs did not provide a “yes” or “no” answer to these questions, hence the lower sample size.

Key findings – Perceptions of the scheme’s anticipated future impacts

Since 2011, RSEs have been asked about anticipated future impacts of participation in the RSE scheme. The analysis below is based on comparisons between these respondents’ answers in 2016 and those of their earliest participation in the survey since 2011.

- ◆ A McNemar test found that a significantly lower proportion of RSEs anticipated future *reductions in recruitment costs* in 2016, when compared with the time of their earliest participation. This was the only significant difference in the results shown in Table 41.
- ◆ Eighteen RSEs previously anticipated and continue to anticipate future *reductions in recruitment costs* in 2016. Twenty-one had previously anticipated this benefit, but no longer believe they will make further gains in future.
- ◆ Almost all RSEs continue to anticipate future improvements in the *quality and productivity of workers*, as they did at the time of their first survey participation.

Table 41: Anticipated future impacts of participating in the scheme – RSEs. McNemar test.

And do you expect to see improvements to your business in the following areas in the future as a result of participation in the RSE scheme or having access to RSE workers?

First survey (since 2011)		First survey total ⁷	2016	
			No	Yes
Reduced training costs	No	12	5	7
	Yes	51	13	38
Reduced recruitment costs	No	17	8	9
	Yes	39	21	18
Better quality and more productive workers	No	1	0	1
	Yes	33	0	33
A more stable seasonal workforce than in previous years	No	2	0	2
	Yes	33	1	32

Results are consistent if they lie within shaded cells.

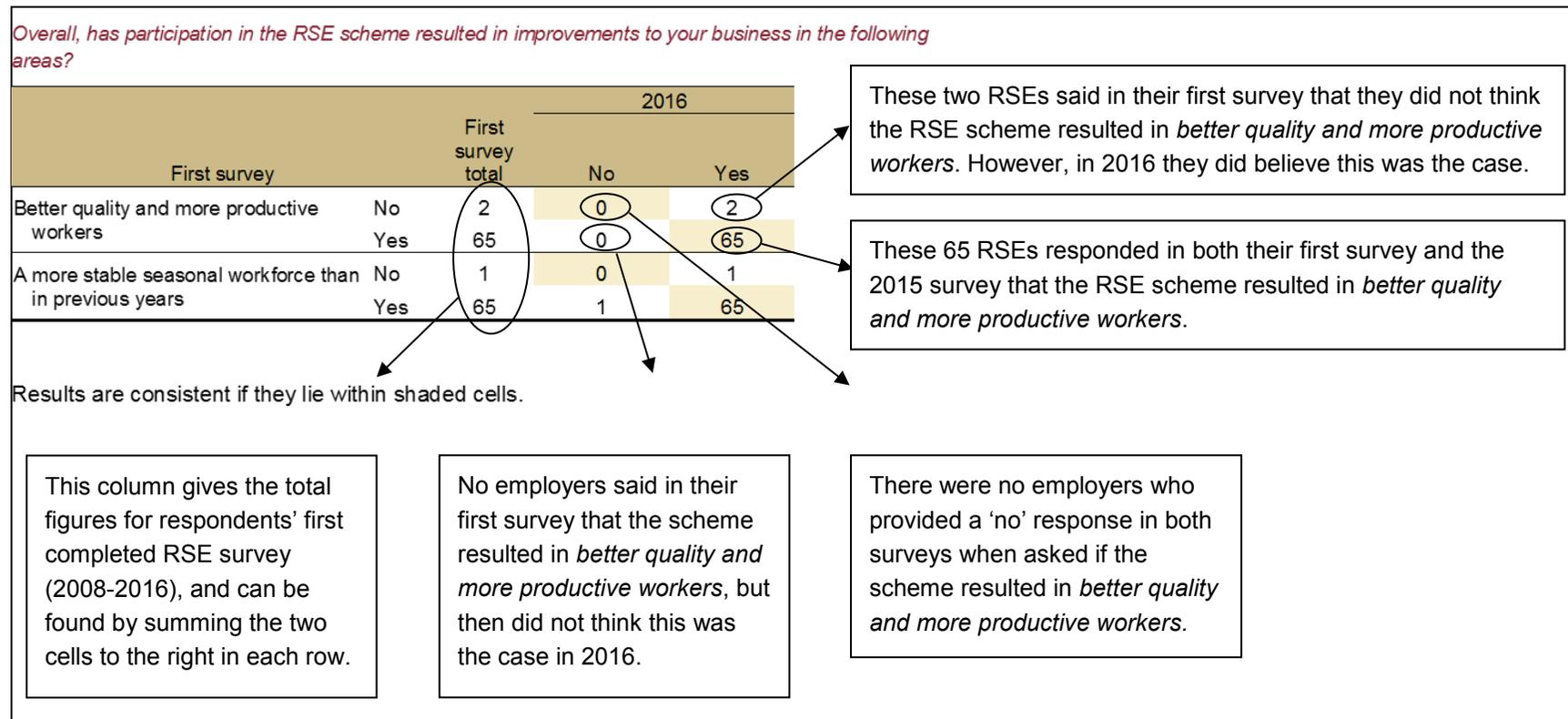
⁷ Some RSEs did not provide a “yes” or “no” answer to these questions, hence the variable sample sizes.



Explanation of McNemar Test tables

Some of the tables in this document present the findings as two-by-two matrices, with the answers from respondents' earliest completed survey in the rows, split by the answers for 2016 in the columns. Figure 16 below gives an explanation for each cell in these matrices. Each of the n=7 RSEs (in this case) can fall into one of the four cells, based on their answers in their first completed survey and their answers in 2016. The example below is based on Table 40 in this report.

Figure 16: Explanation of McNemar Test tables





Appendix B: Verbatim Report

Q14. How did your business recruit its Pacific RSE workers during the last year? (Other specify)

[Name] from Master Contractors.

[Name] recruits for us in Vanuatu.

Work with Samoan village community.

Master Contractors Inc.

Ten were recruited by our joint ATR partners and 10 were directly recruited by ourselves using [Details Suppressed] contact's niece who resides in the Islands.

A joint ATR [Agreement to Recruit].

Church body in Solomon Islands.

Q18. Did any of your Pacific RSE workers have any of the following health-related matters on their arrival this year? (Other specify)

One had to have their appendix taken out, one had gall stones that he needed to pass.

STDs.

Typhoid.

Conjunctivitis.

Q19. Did your company experience any 'character-related' issues with your Pacific RSE workers this year, during work hours?

A small group (four) were reprimanded for alcohol issues.

Alcohol will always be the main issue. However, this year was the best we have experienced, with almost no incidents over the entire year. There were no drug-related issues this year.

Altercation with other workers.

Altercations with other RSE staff (three staff involved).

Attitude towards minimum wage. They felt that with the minimum wage increase, they were happy to earn that the full season, but once we showed them how much it would affect their



end-of-season's savings, they decided to go back on piece rate, as they were in some cases \$10 down on last year's hourly rates.

Attitude.

Lack of respect for Team Leader.

New worker would not listen to supervisor, threatened co-workers with a knife, belittled co-workers' families.

Not during working hours, no.

One issue where there was an altercation between two workers who have previously worked together for years. Dealt with by the gang manager.

One new worker continually said he had a sore ankle or other illness so he could go back to the accommodation.

One RSE worker was caught having a relationship with another employee during work hours (RSE worker on contract rate, bin rate).

Our joint ATR had a couple of issues with a couple of young ones struggling with the job, so [they] needed to be monitored closely. We had no problems.

Physical fight at an orchard (two workers). Sexual assault: male on female (one worker). Walking off the job (one worker).

Some indulged in alcohol.

There was one person who had an alcohol problem. We also had two people who had behaviour issues.

We sent three workers home for constant drinking and poor approach to working due to being intoxicated frequently.

Q20. Did your company experience any 'character-related' issues with your Pacific RSE workers this year, outside of work hours?

A couple of ni-Vans were caught drinking on our non-alcohol properties. Some of our Samoans like drinking kava, but this is harmless and doesn't involve too many people.

A little unrest but nothing that was not stamped out quickly. If we find any issues, we call a meeting and deal with it straightaway, before it gets into an unmanageable situation.

A small amount were caught drinking, but there were no socially disruptive issues caused by this.



Alcohol (disruptive behaviour). Sent home.

Alcohol and affairs which caused problems with their peers.

Alcohol.

Alcohol will always be the main issue.

New worker threatened co-workers with a knife, belittled co-workers' families.

Being influenced by New Zealand workers to drink at their houses. They believed that because they were New Zealanders and worked for the company, then this was acceptable, even after been told at induction that it is not. Pacific Islanders find it offensive to say no.

Breach of visa conditions - leaving region for visitor-type activities - dismissed and repatriated to Fiji. Breach of business's code of conduct relating to alcohol consumption at accommodation sites, use of work vehicle, damage to accommodation - 3 workers - dismissed and repatriated to Solomon Islands (1) and Vanuatu (2). Breach of city liquor ban - Vanuatu x 3 - warning issued.

Disobeyed direct instructions not to use vehicles.

Drink driving. Having an affair and staying with her rather than at their approved accommodation. (Also had a baby with her.)

Drinking while on company property, i.e. accommodation, always requires monitoring.

Drinking.

Four men intoxicated.

Issue with one RSE worker drinking, then got into trouble with the Police.

Minor alcohol issues a couple of times. Team Leader taking unnecessary money from other team members. Girlfriend-related issues.

Misunderstanding of flight information as it is more expensive this year, with only one supplier.

One employee snuck out of the accommodation and purchased beer. After drinking it, [the worker] unlawfully took a work van and crashed it.

One of our workers returned home early due to her daughter becoming very sick.

One person making a nuisance of themselves and harassing people on a regular basis. We also had four workers who were suspected of drinking after work hours.



One RSE worker stole from another. Alcohol, which led to one worker being sent home.

One worker married a local girl, which was not an issue, but I thought it might be useful for your statistics.

Several drink-related issues with overseas RSEs and NZ non-RSEs.

Sneaking out at night (only one person).

Some indulged in alcohol.

Speeding ticket.

Staying away from accommodation at night, arriving back in morning under influence of alcohol. Person sent home. Minor issues able to be addressed through meetings, follow-ups, community and company support.

Trying to date girls that were working for us. Girls told supervisor, manager spoke with them, and they backed away. Was harmless but needed to be addressed. Contact was made via Facebook.

Two had alcohol issues. One [showed a] lack of respect. The above also had productivity issues. These three will not return.

Two staff members had to return home due to a crisis in their marriage.

Use of alcohol on a few separate occasions.

We had one person who had an alcohol issue.

Yes, we had quite a few, but we had a lot of first-year people this year. Alcohol and poor health due to diet.

Q22. What are the main reasons why it has become easier/harder to manage the provision of pastoral care?

Has become easier

Banking, sending money home, getting them to doctors. The returnees translate for the newbies, the returnees help so much as they know how things work.

They know what is expected of them and have contacts in the community.

A group responsibility culture is being developed.

They are familiar with surroundings and what is expected of them while they are here.



Because they have been here before, they know what is expected of them and they know their rights, et cetera. I think they understand what is and isn't okay, because it is the same as the year before, pretty much.

A lot of return workers are now very experienced in living seasonally in NZ, so are now travelling very freely and taking up more after-work activities. We believe this helps them lessen their homesickness.

Having effective team leaders with experience is critical.

They understand our systems and what is required.

They were more familiar with the company's culture, procedures and NZ environment than last year. Also they were more upcoming if they had any issues (less shy to approach us).

Better understanding of banking and medical systems. Able to do more banking online than physically going to the bank during work time.

We sent some troublemakers home in 2015 and 2014. Greater percentage of returnees who know what is expected of them.

They have a better knowledge of living here.

They understand the New Zealand cultural differences. They eat better and manage their own time in a way that it doesn't affect their work/life balance. They are a lot more self-sufficient than before.

The group has become familiar with NZ way of life and in turn have more confidence in the community.

They know the rules and the local area so are more independent and know they will not be asked back if they cause problems.

Our workers know that our church is just down the road and they have made friends with the locals in our area. We live in a small rural community and the town folk ask when our boys will be coming back. So I think the workers feel happy and settled and valued in our community, so we are dealing with happy settled workers. Much easier.

They are about the same, but you didn't have a category for that.

Because this was their second year working with us they already had an understanding of what tasks they were to perform and what they expected from us. They also remembered which areas were the best for food shopping and sending money back home to family.



The RSE workers have become familiar with the health system and are now confident enough to take themselves to the doctor if time is out of work hours.

Understand NZ culture, know the clients, know what the clients (farmers want). They just know what to do and when to do it.

We are more experienced and only recruit honest and reliable people who fit into our culture.

They have been easy to manage the two years we have had RSE workers. Having the same returning RSE workers makes the pastoral care easier as we have a good relationship from previous years.

We have a dedicated RSE Pastoral Care Manager (shared with six other businesses). We have a stable team, dependable and experienced leaders. Our other permanent staff have also learnt to work with the RSE team, appreciate them and support them.

We have an 85-90% return rate of RSE workers, 70% of which are 6-9 year returnees. The work group have a greater understanding of the RSE scheme because of these facts.

The workers are more familiar with the systems in place and the area and more comfortable in their roles in NZ.

The group worked well and there was joint leadership. The leaders worked well together and were well respected. Generally the group were a good group. Best year ever for behaviour at work and outside work.

Gave them a TV to use so keeps them busy at the weekend, also they are more confident with going places by themselves.

More familiar with living and working in our community.

The RSE boys that come back know what to expect while living in NZ ... have learnt better ways to purchase and manage food, understand banking better.

They have a better understanding of expectations.

Understand the company's code of conduct, where the locations of work are, supermarket, churches. Right from wrong.

Because every year we have better systems in place, have workers who care for one another and share information. Our local workers are also there to share responsibilities, and enjoy the interaction with RSE.

Happy, stable teams with good group leaders.



People know their way around district, our orchards, familiar with Doctors, understand NZ culture, roads, payslips, what is expected of them, our climate, etc.

Better understanding between us and the RSE workers.

Returning workers already know how to stay clean, places to shop, NZ culture, laws, et cetera.

Just easier as they understand the expectations of our company, of our culture, and our area.

Because they understand the rules around living in our accommodation.

Know how everything works, like driving on roads, banking, shopping, sports clubs, et cetera, and where all services are, and are not afraid to ask questions or for help when needed.

We have specific leadership teams within groups.

Had a new person looking after the Pastoral Care this year. Staff seemed much happier and more settled than in past years.

Majority of the group are returnees and have helped to make it easier.

The guys are so used to coming over now it is like a second home to them.

They have been here for nine years and know what is expected.

We know the team better, what works for them, what they like housing-wise.

Our returning RSE employees settle into our harvest team, renew friendships with our local employees, and already know the town, services and our community. They require a lower level of pastoral care as they are comfortable and familiar with the environment.

We employ a pastoral care manager who organises combined church services on a Sunday with other RSE groups. We have a volleyball team in the local competition. RSE workers work long hours, six days per week during the harvest.

Leadership structure: everyone knows the rules and is comfortable abiding by them.

Understand their requirements. Have more knowledge of our area.

Returning workers know the routines, systems, levels and standards expected.

Returning workers know what to expect and help with the new workers.

All understand the guidelines.



They are prepared for all outcomes relating to working and living in NZ.

Returning workers understand more about banking, health insurance coverage, budgeting, shopping, everything, our expectations, and we have established relationships that assist with honest communication. They have also established friendships in the community.

As the workers gain more knowledge about New Zealand culture, work requirements and managing their affairs, they become more self-sufficient and require less one-on-one management. They are also more aware of personal care and look after their health better with regard to diet and personal hygiene.

Stable, established returnees and an effective team leader.

They are familiar with shopping, with cooking, cleaning, the washing machine, etc. They understand their time sheets and pruning sheets. They are more independent.

Reinforcing the standards that we require of them.

Due to them having an understanding of what was available to them and the help they could get. Had an understanding of the rules and regulations.

Having an 80 percent-plus return rate means they know what the environment is like, what the work involves, and what the employer expects. We have a pastoral care person who works with our group. He ensures that they have sporting events, they get to church, and have access to medical care when required.

They are familiar with the community and have already established links with the church.

Has not become easier

Business has grown and increased RSE numbers. [We] did not have adequate pastoral care in place to cope. Returning workers becoming more "street-wise" and disrespectful of business's code of conduct. Inadequate leadership in place in some RSE groups.

Probably similar. The benefits of years of experience were balanced by the issues dealing with the marriage crises.

[We were] involved in a joint ATR where expectations regarding behaviour were different. Big change in Team Leader's attitude.

A shortage of accommodation in Marlborough in a growing and competitive market.

Nothing specific other than an increase in street-wiseness. Their skill set on how to get away with things has improved!

Much bigger team, lots of first year people.



Q24. What prompted the changes you have made and what have been the impacts of those changes?

[We] rented an office so employees now sign contracts in the office and also get health and safety training.

A change in recruiting staff has made an impact on who and how we employ. Tightening up the criteria of staff on site has also made things more seamless.

A change in vineyard requirements has caused us to change training of staff. Health and safety requirements have caused a more professional approach to training. New vineyards and procedures cause changes.

An improved labour force allows you to increase confidence in the way you run your business practices as there is greater consistency and reliability amongst the staff.

As our NZ workforce numbers have grown, [we] have had to break [workers] down into specific teams to supervise/manage workplace safety more closely. Cannot get alcohol- and drug-free workplaces with NZ workers, especially WINZ workers.

As per previous page: greater engagement in Leadership/Group responsibilities and input in to decision-making process.

Changes in our work routine. We are still improving. We had and are still having coaching to help us solve challenges and plan more in the business.

Changes in the Health and Safety Act have made us change the way we look at health and safety and how we convey that message, especially with our RSE workers. This will also include inductions and how they are inducted as we revamp our entire induction process for not just employees but contractors to our business.

Changes to the health and safety legislation and a language barrier with our RSE workers prompted an increased pay rate for RSE workers training new RSE workers. An increase in the minimum wage has forced us to be more proactive about contract pruning rates and the quality of work. An increase in the piece rate to keep up with the minimum wage percentage increase.

Continual improvement. [We] evaluate and improve where we can.

Continuous expansion of business through a tree-planting programme means increased production each year. This means an increase in seasonal workers required. Increased production means that increased investment in new plant and equipment is required to handle increased volume.

Development is up by 20 percent and will continue to increase if there is labour available.



Due to new health and safety laws, we are now using new technology out in the field to help workers with this. With the reliability of RSE workers' performance, we are continuing to expand our crop with more plantings. We are ensuring any new RSE workers are first interviewed by a member of our own staff to ensure they have a good knowledge of English and what life here in NZ will entail.

Due to the growth of our company, we have a social responsibility to protect the health and safety of our workforce, RSE and local.

Every year we look at improving what we do and, as we now use it, we are constantly updating.

Expansion and improvement is why we are implementing so many changes.

Have now employed our first full-time employee. He's very good at staff management and will take over some of this work from me.

Have strongly pushed the health and safety message through to staff about the need for care to themselves and their fellow workers. We had an employee who had a nasty accident some years ago and [we] have been strong on health and safety ever since.

Have to plan for industry growth and business growth. Expanding each year with demand.

Improvement of staff understanding of the changes in health and safety legislation and their practical implications for staff.

Increased focus on health and safety in farming (avoiding accidents and reducing the likelihood of serious harm). Trying to promote horticulture as a career option to NZ workers rather than a just a seasonal, short-term option. Reducing dependence on working holiday visa holders, who are becoming less and less likely to stay for the duration of the full season.

Increased production and new laws for compliance in health and safety.

Invested in a larger grader to increase processing speeds and improve quality and efficiency.

Invested in new technology and plant, to cover apples and improve quality. Upgraded defect-sorting equipment. Introduced PPE [personal protective equipment] lists to account for equipment. Introduced SOP [standard operating procedures] to our hazard documents, updated Hazard register, more frequent auditing of supervisors' induction to staff.

New rules and regulations in health and safety.

Our business has increased volume by almost 50 percent over the last two years. This has prompted a complete review of all resources, including people, plant and equipment.



Rapid growth, continual improvement and employee safety.

Re-assessment of our internal systems following the HSWA [Health and Safety at Work Act] in April, and re-written training packs.

The business is growing through demand for our services. We need certainty around our workforce, and the use of RSE workers enables us to plan for expansion. Changes to health and safety legislation prompted us to look at our methods of training and induction. We are investing in new equipment as we expand the business, and looking at safer methods of working. We are also putting more resources into training our supervisors to better manage our workers.

The impact of legislation changes has been a greater focus on health and safety in general. We have incorporated a health and safety flavour into our training. More emphasis on health and safety in training.

The increasing demands and costs of compliance and regulations around food production are causing small growers to get out of the industry or get bigger to survive. Believing that the RSE scheme is here to stay, I have invested in more plant, machinery and land, with a view to the long term. This has put tens of thousands of dollars in local and regional businesses.

The industry's growth in Marlborough has led to the implementation of a local manager.

The investment in new plant and equipment is necessary due to increased production from a number years of new plantings, plus requests from new clients [for us] to pack their fruit. [We] also need to mechanize more due to labour shortages and a shortage of experienced staff.

The investment in new plant and the expansion of our business would not have gone ahead without the access to our RSE labour force. It is primarily because we have access to this stable and skilled workforce that we are able to continue to invest in our business. One of our biggest "drivers" is "continual improvement" and hence we are always looking at ways to improve our business efficiency and create a workplace where our staff are safe and happy.

The new health and safety legislation changed the way we train and induct our health and safety practices.

Training our local labour better. We need them skilled so they can work for us 12 months of the year. We need skilled staff all year round, so are committing to upskilling them better. They are our future, alongside the RSE workers.

Trying to get all paperwork (i.e. contracts, training papers) translated into Samoan (not just getting a translator). More extensive induction training and health and safety with each RSE person by individually doing demonstrations on how to perform procedures (i.e.



handwashing, pruning gear maintenance ... mini training courses). Increased leased land this year and potentially next year. Purchased new tractor and more electric pruning gear.

Twenty percent increase in crop to harvest and pack, meaning two nine-hour shifts in the packhouse.

Updated health and safety practices to align with new regulations. This included upgrading induction procedures (including refreshers for existing staff, hazard ID, and contractor and visitor inductions). Installed a windmill for frost fighting. Developed a new one-hectare cherry block.

We always make changes when we feel that we can do things better or when workers/supervisors tell us that things aren't working.

We are always looking at ways to improve and to add value to our workers. Improvements to accommodation, health and safety, vehicles, work practices and Pastoral Care are constant. The impact is that workers are healthier and better cared for.

We are always reviewing health and safety and induction and training. The business has been able to expand, underpinned by our RSE workforce. The business has made considerable investment in new plant and equipment required with the expansion. We have also taken on two new local permanent employees to support the expansion, again underpinned by the productivity and reliability of the RSE employees.

We are sourcing our staff a lot earlier for seasonal work.

We are trying to improve our health and safety practices to have a more comprehensive system. We are updating all SOPs [standard operating procedures] relating to safety and quality and these will be used for training purposes for all employees. Our business is expanding and requires more staff and equipment.

We extended the countries we were employing RSE workers from and this has increased our stable workforce.

We have built more accommodation. Health and safety is always changing. Our business is growing, so requirements are increasing.

We have increased our overall production by 25 percent. We have also purchased a new business, which has increased our total hectares under production to just over 500, which in total is a 45 percent increase in production for us. We have had huge trouble recruiting for our zucchini season in the past and this year, if the changes we are making don't work, we won't grow them again, meaning there will be 60 less jobs available in the Horowhenua next season. We are counting on an increase in our total RSE numbers to help form the base of this team. [We would] then hire the remaining 65 percent locally.

We have made improvements as we want to be the best employer we can, which then allows us to give our clients and employees the best service possible. Having happy staff



allows us to commit to work as we know they will turn up on time every day. As a company looking to grow, it is in our interest to improve our systems to help the business run smoother. Making changes yearly and trying to improve our business allows us to assess 12-monthly what worked and what didn't, thereby giving us the ability to improve year in, year out.

We have planted more asparagus. Built new accommodation. Added another ITO course for some of the returning boys. New boys will complete the first ITO paper. We have banned smoking and alcohol on our property at all times. If we have an increase in RSE workers to manage and pick the added hectares, we will need an extra worker to help with pastoral care. We are working on a month-by-month calendar where workers and management can see tasks that are either coming up or that need to be completed by [a certain date]. The changes we have made mean we will be more efficient with systems in place to deal with workers and business more effectively.

We have set up an onion-peeling operation and have invested in new plant and equipment and plan to invest more in the coming 12 months. The reason for this is that we have expanded our growing areas and need to add value to our product. One of the drivers of this expansion is the reliance on a static workforce. We have upgraded our health and safety practices to keep up with new regulations.

We tried hard to recruit through MSD last year. Lots of interviews, hardly anyone stayed. We will try to recruit a different type of person and use the Nelson horticulture hub. We will try some new ideas to train and support new people. We are continuing to develop our use of social media to recruit. Health and safety legislation has prompted changes to signage, training, et cetera.

We want to grow our business. We have bought more land, therefore will need more workers. Needed new implement shed and another mulcher. [We are] planning on updating/improving our training paperwork for health and safety purposes going forward.

Written instructions in Tongan both at work and in the accommodation. We are working with the horticulture hub in Richmond and have a good relationship with WINZ personal. This is improving every year. Our business is growing, more land is being planted. We have a very strong health and safety policy. There are improvements happening all the time. Improvement to plant and machinery is also something that changes all the time. Tractors with cabs for spraying, upgrades to harvesters and packing facilities. We put key staff through training courses to prepare them for supervision. It is a tough job supervising staff, when you throw language difficulties in, conflict and personalities.



Q25a. Comments in relation to answers about how having access to RSE workers has enabled improvements in the business?

[RSE has] given the business stability and we can now plan for the future. [RSE] has given us the ability to confidently employ our first full-time employee.

[We] have the ability to expand the business, and confidence due to a stable base of RSE workers to set a standard of work and reliability that is not possible with NZ/WINZ workers.

Because RSE workers have a very good work ethic. It allows for our NZ workers to observe the expected standards and encourages them to keep up to that quality and be more productive when they learn of the monetary rewards.

Because the RSE staff turn up to work every day and are focused on working and generating as much money as possible, it changes the culture in the teams, which has a positive spin-off on our New Zealand workers.

Because the RSE workers are here to work, the New Zealand workers are often in friendly competition, which can drive production up! It also helps in our planning to know that we have so many RSE workers in key areas where they are best utilised.

Due to the RSE workers giving us a consistent workforce, we have had the confidence to grow, which has allowed us to hire more NZ staff.

Enabled us to have reliable seasonal workforce to grow our business, in turn requiring more permanent staff and supplying business to local suppliers.

Having a reliable, seasonal workforce has allowed us to improve the quality of our product. We have reinvested back into the orchard, and are definitely training more New Zealanders to then supervise and lead our seasonal staff, as well as upskilling current permanent staff into areas such as development, maintenance, et cetera, because of expansion.

Having more RSE workers has enabled me to employ a Kiwi manager.

Having RSE workers tends to raise the benchmark for output, et cetera, and the local staff see this and respond in a positive manner.

I employ fewer New Zealanders as I have four RSE workers whose productivity is far greater than that of New Zealanders. Having the RSE workers means my staff turnover is far less than [it was] previously, and total staff requirements for the season are reduced.

It has meant that we have been able to harvest our crops. The RSE is a stable, experienced workforce that wants to work hard and earn very good money.

Knowing that we have an established base for seasonal workers allows us to plan ahead as we know we will have the workers to complete the tasks.



NZ workers now have higher-skilled jobs on the orchard (two new senior people plus packhouse workers with increased production and investment in machinery have more interesting skilled work).

Of note is that our local, seasonal New Zealand employees' productivity and stability have improved (modelled by the productivity of the RSE employees). Local and RSE employees work as one team. Our overall orchard operation has benefited from the quality of the RSE employees. We have employed two permanent New Zealand workers (underpinned by the expansion of the business with the secure RSE labour available). Our RSE employees are invested in our business, and we value their inputs into it. The New Zealand employees are following this lead.

Our business has been able to grow as we can rely on a steady workforce returning each year for the seasonal work. We have been able to focus on our New Zealanders (offering them permanent positions or returning seasonal work around their other jobs) as a result.

Our business struggles (we try for 20 each winter) to employ New Zealanders who will work as productively or as long (i.e. all winter) as RSE staff do.

Participation in the RSE scheme does not help us to employ more New Zealanders. There always seems to be a big lack of New Zealanders wanting to work in the vineyards.

Question 3 unsure of. We have always employed New Zealand workers that are capable of doing the required task when trained. Sadly, most workers referred from Work and Income are not motivated or willing to be trained to do the work required and are not reliable.

Reliability, productivity, and not having to employ [someone for the full] 12 months of the year is important.

RSE has enabled owners to invest in growth, new developments with confidence, creating increased revenue and employment opportunities for New Zealanders.

RSE has underpinned our business and enabled us to expand plantings. Due to this, we are currently recruiting for two new permanent positions.

RSE workers are a fundamental part of our business. We employ them to work the nightshift as this is an area where we struggle to get local workers and where we have our highest turnover. This allows us to employ local workers during the dayshift (hours that suit local people better and allow continuity of work once the main pack is finished).

RSE workers have led the way in work ethics, and they have a different perspective on financial gain. The local workforce can learn from this.

RSE workers know that they are with us for a designated time and [will then] go home. I believe this helps in their attitude to work. Often, with Work and Income [jobseekers], they



are required to find work, but if it [the work] is seasonal, [it] gives them no long-term security, so their attitude can be different.

The ability to increase volumes knowing you have a stable workforce to manage and harvest the crop means more permanent jobs for New Zealand workers.

The importance of the RSE scheme to the horticulture and viticulture Industries cannot be overstated. In many ways, it is the largest contributing factor in enabling us to completely turn our industry around (from being "on its knees" to now being an exciting and vibrant place to work).

The Pacific RSEs are usually so grateful just to have a job and they are saving for what we would call basic items back home (e.g. a tin roof on their house or their children's education). This has allowed us to harvest more crops, which in turn means more work in the packhouse for New Zealanders.

The returning team from Tonga has allowed us to grow the business and employ more permanent members of staff.

The RSE scheme does not give the ability to employ more New Zealand workers. We do that anyway and have just as many New Zealand workers as RSE workers. We need to invest in both.

The RSE scheme has given me the confidence to employ [a] full-time worker (something that would not have happened without RSE).

The RSE scheme has given us an opportunity to increase productivity in packing and orchard management. It has given us the confidence to actively seek more business/growers to supply our packhouses.

The RSE scheme has helped us recruit more locals into higher-ranked roles that didn't exist prior to the RSE scheme (i.e. housekeepers, pastoral carers, housing maintenance roles, accommodation managers, receptionists, full time accountants). Having the RSE take care of the 'in the field' work has then allowed us to recruit New Zealanders who prefer not to work in the vineyards. Due to the RSE scheme, New Zealanders can come in at a higher level, thereby earning more money [and having a] more positive attitude towards work. I think they also see a better future for themselves. For me, the RSE scheme has helped the people participating, but it has also helped a very large number of New Zealanders into roles that didn't exist ten years ago.

We already employ a lot of New Zealand workers on a seasonal basis but we still have to rely on the WHS [working holiday visa] workers to top up the seasonal positions as we are unable to get sufficient [staff] from WINZ. And when they are referred [from WINZ], they are unreliable in coming for interviews for the work available.

We are expecting our first RSE workers next month.



We believe in good pastoral care for all members of our staff and this has meant we have made many changes to our business to ensure all staff members can become engaged and motivated while at work. With the increase in productivity in the company, this is allowing us to expand faster and therefore creating more jobs for our local community.

We did not participate in the RSE scheme last year. My answers would have been "yes" if we had, I think.

We have a high turnover rate of seasonal staff, with both NZ workers and WHV [working holiday visa] workers. Having a group of RSE workers that we know will stay and complete the season is hugely beneficial. We are constantly having to hire WHV workers in our busy seasons due to lack of suitable NZ workers. WHV workers tend not to complete the season and move on with quite a high frequency.

We live in a farming settlement out in the country and we find people do not want to travel so far out to work. Added to which, asparagus picking is very hard work and we do not get any who start from the local area to stay or be dependable. With the picking of the asparagus done by our RSE workers, we are able to expand our business with dependable workers and give jobs to many more New Zealanders than we could before we joined the RSE scheme. So with a bigger business, with surety of labour, we can employ more locals to support our pickers.

We need the RSE workers for the main picking/thinning work. They drive our income streams so we can expand and employ more New Zealanders.

We use our RSE staff for harvest activities where the dependability and productivity of seasonal New Zealanders does not allow us to form reliable teams due to lack of interest in the job and reliability. We do not use RSE staff in the packhouse but are committed to using locals whenever possible. We hired, for example, 128 workers in April and 131 workers in May, but this was to cover 90 positions approximately.

We were considering scaling back our business as we struggled to get a picking team until we were able to recruit RSEs.

We would love to employ more New Zealand workers but there simply aren't any around. And if there are, it's a fight to employ them before somebody else does!

We would not be able to operate and grow at the rate we are now without the RSE scheme. The reliability of the RSE staff has enabled our business to harvest and pack our crops in a timely manner and allow for growth of our business.

Without RSE staff, we would be unable to harvest our crops because of the lack of local employees.

Without the RSE scheme, we wouldn't be able to pick or pack our fruit. We employ New Zealand workers because we have the RSE scheme.



Q26a. Comments in relation to answers about how having a more stable workforce has enabled the business to invest in its plant and equipment?

Yes, we are able to think proactively, and plan better to produce better results.

Yes, continuing investment in machinery and new orchard technology.

Without the dependability, productivity, and enthusiasm of the RSE workers, I would not have had the confidence to set up a packshed to add value to our produce.

We would have to invest anyway to meet the growing business demands, but it would mean we would spend a lot more time on recruiting due to the high turnover rate of staff.

We invested \$27 million in infrastructure this year, providing employment for local businesses with the building of new cool stores and CA rooms, and the investment in new plant and equipment. Next year, we are investing a further \$40 million in infrastructure, providing an additional 250 jobs (over 20 permanent jobs and many long-term fixed-term [roles]).

We have spent money on purchasing mobile pruning gear as we can train the RSE boys on how to work the equipment and keep it well maintained, knowing they will be coming back the next year. Knowing the RSE boys will be coming back the following year, we can start leasing more property to expand our business, knowing we will have the workforce to do it.

We have managed to purchase a large worker accommodation site, and invest in more vehicles, machinery and permanent staff.

We did a large upgrade in our packhouse three years ago, which allows us to increase the throughput into our shed and meet shipping deadlines, et cetera.

We are investing in a new packhouse machine [costing] in excess of 1.5 million euros, and allied equipment, for the 2017 season.

We are able to upgrade machinery/equipment and spend more time and money training permanent staff rather than training seasonal staff who turn out to be a waste of time.

We are able to update our ladders and picking bags more regularly, and have invested in health and safety equipment over and above what is required.

The stability of the RSE workers has impacted on the swift growth of our business.

Same as previous.

Purchasing a packhouse.

Our business is growing 20 percent, year-on-year. Our requirement of RSE is to grow, but only to do so in accordance with vineyards we have planted. In other words, the ratio remains the



same, but we require more staff. Many millions of dollars of P [profits] and E [earnings] are invested in Marlborough by my business as a direct result of having RSE staff for tasks that cannot be conducted without them.

Our business does not require plant or equipment.

Our business continues to expand about 10 percent to 15 percent per year. Having a reliable, stable and productive workforce allows us to commit to this expansion.

Not having to employ extra staff for frost-fighting has provided the base to allow us to install a new windmill for the first time. More will be installed each year, as funds permit.

It has given us some more confidence in developing more land. But going forward, our RSE numbers will need to increase as the workload increases. We haven't invested all this money to be let down with the workers not being available to do the work.

It has allowed us to take on more direct employees versus contract labour, which we pay a premium for.

Increase in crop means greater investment in plant and equipment.

Improved efficiency throughout the packhouse with new equipment.

However, it allows us to provide a stable workforce at harvest, which provides steady work for the packhouse.

Having the reliability of the RSE workers makes decision-making easier.

Having certainty around worker numbers allows us to contract for more work and allows us to guarantee our permanent workers more stable work.

Having a stable workforce gives us confidence to continue investing in further growth and development (therefore more total employment, not just seasonal but professional as well).

Bought tractor.

Bigger tractor sprayer, et cetera, to cover the extra area planted with the stable workforce.

Being able to harvest the produce within a few days at optimum maturity leads to increased value of produce, [which] means increased income to spend on plant and equipment.

As a contractor, I have invested in more vehicles and tools for the workers.

Another harvester means 10 more workers are required.



Q27a. Comments in relation to answer about how having a more stable workforce has enabled the business to expand the area of cultivation?

[We] haven't planned anything yet but production has increased.

Because we can handle the increase in area being harvested.

Every year we have growers and orchard managers ask if we can do their work as the work done by the RSE workers is of a high standard. This is achieved through the same people coming back to work year after year. It certainly helps in reducing my stress levels.

Growers are planting more in response to having access to the reliable RSE labour force.

I now have the confidence that my crops will be harvested.

I rented a greenhouse.

Increase on lease land.

Leasing 13 hectares and redeveloping another two hectares.

Not in the current year, but we have previously. We are now consolidating and looking at systems, health and safety, and how we can do things better. Not having to worry about starting from scratch with a seasonal workforce each year has enabled us to focus on the next level.

Not our area of business as a cooperative. But it has definitely allowed the members of our cooperative to expand their areas under cultivation.

Our growers now have confidence that we will be able to achieve the packing of the extra tonnage because of the stable workforce.

Purchased more property for plantings.

Security of labour supply gave us confidence.

Since starting to use RSE workers, [our] area has increased 70 percent and production 110 percent.

The availability of RSE workers has had a huge impact on our business as they provide a stable labour force [which] we struggle to find with New Zealand workers.

We are able to take on the management of more orchards and have expanded kiwifruit production in that manner.

We are contractors so do not make decisions about cultivation areas.



We have grown dramatically over the past nine years and this has allowed us to grow season after season.

We have grown from 21 hectares to eventually 60 to 70 hectares.

Without access to the RSE workforce, it is unlikely that any expansion of the business would have gone ahead (certainly not in the direction that it is now heading). There is no point planting further areas if you do not have the capacity to harvest, prune, et cetera.

Yes, before we used to be worried about how we would get things picked. Now we have a good set of returning pickers, who have great productivity and produce great quality, therefore we invest in more plantings and land, and more technology to pack it faster.

Q29a. Comments in relation to expected improvements in the future as a result of participation in the RSE scheme

"No" to spending less on pastoral care, because having a happy, involved workforce is not going to get cheaper and it is worth the money spent. "No" to recruitment costs, because having quality recruiters means you get better staff. We also visit our boys in their islands to show how much they are valued and part of our business.

[We are] always improving on pastoral care. Investment in this is paid back by more productive workers. Having a bigger RSE labour force enables the grower to have confidence to offer my company more work, which leads to more jobs for Kiwis. Training costs remain the same for new workers (topping them up to minimum wage while training) [and] takes two to four weeks per new worker.

Good improvements in all areas but we are putting more time and effort into pastoral care. It is becoming increasingly important for both RSE and Kiwi workers.

I am comfortable with the size of the business as it is.

I would like to employ more New Zealand workers during the harvest and winter pruning; however, that is easier said than done.

It's not so much the ability to employ New Zealand workers as much as it is willingness to employ and the ability of the New Zealand workers to work with their ability to apply thought to what they are doing. It is a huge expense to employ workers and train them for weeks (a minimum of ten days in our contracts to provide reasonable opportunity) [and then] to have to lay them off for [their] incapacity to perform required tasks, as well as the time lost for getting the job done as it is seasonal work, which means it has a time limit [in which] to be completed.

Markets are expanding and we need to be able to respond likewise. The more stable our workforce is reduces the direct cost of same.



Our business is comfortable with the annual spend on pastoral care for all our employees, including the RSE employees.

Our pastoral care now is a big driver for us. If we can help look after our local labour and RSE employees better, we, as a company, benefit greatly.

RSE workers are a very expensive cost to our business, both financially and physically, as our responsibilities as employers are greater. Whilst this is the case, having a mixture of New Zealand workers and RSE has been a true success and is allowing us to maximise our returns and grow our business.

The group of RSE workers are generally well behaved and know their way around the New Zealand way of life. Our business does not usually employ a specific pastoral carer as we have a team approach to pastoral care (i.e. HR and site staff all take responsibility for looking after the RSE workers' needs within and outside of work). However, if we are able to increase the number of RSE workers to ensure their needs are well catered for, we will need to employ a pastoral carer, which will mean some extra cost.

The numbers will not decrease, but the quality of these items will improve and be more targeted.

The recruitment costs would have increased, but staff turnover has significantly dropped.

We are increasing our number of workers (New Zealanders and hopefully RSEs) so we won't be reducing our training, recruitment and pastoral care costs. However, we expect costs to remain neutral as we reduce costs for pastoral care for returnees. Training will not reduce as we have to ensure we retrain each year and we have increased the level of health and safety training.

We have found the pastoral care (flights, et cetera) to be quite costly but we understand it is an investment to secure a more stable workforce.

Will not lower input into pastoral care; it is fundamental to a happy RSE workforce.

Will send RSE boys to courses.



Q30a. Reasons for wanting to recruit the same or a mix of current and new workers for the next season/year?

The same workers as this year

A mixture: recruiting the same teams from the same countries plus trying a new country for a more educated person that we can train into key roles.

Already trained and ready to work.

Because it works best for us. One of our staff is from the country we recruit from and this makes our process much more streamlined.

Because they already know the tasks to perform in their job while working here in New Zealand and we are familiar with their family life back in their home country.

Consistency allows us to budget and commit to work programmes as required by our clients. It also allows us to commit to recruiting more New Zealanders as we know what we are going to get from each recruitment pool and the costs associated with them.

Consistency and continuity are the overriding factors. A skilled employee is an absolute asset, helps keep costs to a minimum, and knowing who you are employing is such a great weight off one's mind. A good attitude is huge: everyone is happy.

Fewer headaches and a better work-life balance for my staff.

Good group: build on their experience.

It's always easier having returning workers because they hit the ground running, they have experience under their belts, and they just get on and do the job required. They need less training and, in a lot of cases, less supervision.

It's good to have a few new people, but it is essential to have a core of experienced people both at work and, for pastoral care, outside of work.

Many of the men are multiple-year returnees. We are a member of Seasonal Solutions. Would like to recruit more New Zealanders, but this is challenging.

Our industry and work take a long period of time to become trained and competent in, so if we keep changing the team it wouldn't be viable for us.

Prefer to recruit returnees.

Production was good and we only had a small amount of social disruption.

Provides an established workforce with less training costs and means we haven't wasted our time and energy on training, et cetera.



Re-employing staff from previous years is beneficial to our business as it does take less time to train [them] and they pretty much hit the ground running when they arrive. They understand the policies and procedures of our business and also how we operate and what is expected of them.

RSE worker output was ten times the amount of New Zealand workers recruited from within New Zealand. RSE workers have the ability to work unsupervised.

The ability to increase their earning ability as they get more experience.

The mix I have is working very well and we always try to employ more New Zealand workers if they make themselves available.

The workers are now skilled at their tasks. The benefits of our investment in training are now starting to pay dividends.

They are all trained to the job and have experienced life in New Zealand and have expressed an interest to return next season.

They are skilled to work on our farm. [We/They] understand and know their living conditions and work ethic.

They are trained and ready to go on arrival. We have invested a lot in these people already, so it is good to see them continue to increase their skills and responsibility. To become leaders.

Very happy with the current group of men.

We have actually been granted more workers.

We have had essentially the same team for the last five to six years. We are very happy with our employees.

We would like the same RSE workers to return as they are well trained. We are in the process of providing extra training (for instance, first aid, and tractor and fork lift training), not only to benefit the workers but the company as well. We obviously would prefer to employ New Zealand workers and will continue to recruit New Zealanders where we can.

Well trained, consistent and reliable staff coming back every year. This allows us to plan and expand the business.

A mix of returning and new workers

A couple of our staff are opting to stay home for a season at this stage.

A mix of new and returning workers allows the money going back to the Islands to be spread more [evenly]. After a period of years, returning people become street-smart, which can cause issues.



A reliable workforce gives us confidence to grow our business.

Appear to be the most reliable.

Because it is a given that we would employ suitable New Zealand people if they were available.

Because of the fact that returning RSE workers do a better job consistently.

Being familiar with the culture and process.

By employing RSE workers, we are ensuring that we have a stable workforce, which enables us to complete our workload to the desired quality in the designated time frame.

Continuity and allows [us/them] to build experience within the team.

Experience, including in the last 12 months, has shown that we waste training on many New Zealanders for a variety of reasons, including poor choices in their personal lives, which ends up impacting on us (drugs, losing driver's licences due to alcohol or demerit points e.g. no Warrant of Fitness, no registration). Seasonal workers often can't cope with permanent work, even when offered it.

For a number of reasons. Workers have family matters such as weddings, births, et cetera, that allow rotation from time to time. Some workers have achieved their goals from money earned in New Zealand and have set themselves up in businesses of their own right at home.

For continuity.

Gives others an opportunity. If workers are not fitting in, they can be replaced.

Good to have returning workers with good work habits and culture to keep the workplace safe and productive.

Having returning RSE workers is always of huge benefit because of the skill and productivity levels that they bring with them. However, as our business continues to expand, it also gives us the opportunity to widen our horizons in terms of our labour sources, hence the decision this year to recruit from Pacific countries that will be new to us. We also wish to encourage employment from within our own local community and the efficiencies of our RSE staff allow us to invest in this desire.

I didn't recruit my full complement last season due to adverse weather, so I need a couple of new recruits.

I have chosen this because we are in a remote location and there are not anywhere near enough suitable New Zealand workers available or wishing to work in our location. If there



were sufficient suitable, motivated and reliable New Zealand workers available, then that would be my preference. But it is not an option.

I would have liked to have ticked more new workers as well. I work really hard on retaining good quality New Zealand staff and get them on training programmes so we will have the experience there for our growth that we will be seeing soon.

I would like also to tick more New Zealand workers.

I would like to replace five workers who didn't perform well.

Looking for staff that are the best fit for the nursery and the work involved.

More stable workers with fewer issues.

New workers are required as older ones have achieved their goals and give the opportunity for younger RSE to come to New Zealand.

Reliable workforce when we need them, for the duration that we need them.

Returning workers help in my recruitment and know the standard of worker I require.

RSE workers are a stable and reliable workforce when it is imperative that harvesting targets are met.

RSE workers are the most reliable and productive. However, I do also envisage employing more local workers (on a permanent basis) as a result of being able to use RSE workers at peak times.

So that complacency does not set in.

Some new countries that I currently recruit from are showing better work productivity and easier pastoral care.

Stable workforce.

The majority will be from existing countries, but I am planning to recruit from a third. We will recruit New Zealanders where possible, but there are not enough New Zealanders to satisfy labour requirements.

The mix of New Zealand/RSE/WHS [working holiday visa holders] and workers with refugee status brings good dynamics to our business, so we would like to carry on blending the employees from different countries in the future.

They hit the ground running and are productive. I would also like workers from a country [that I'm] not currently recruiting from to spread the load.



We already recruit from seven different countries and we feel for the time being that is enough of a culture mix to manage. We have about 10 percent to 15 percent that don't return for various reasons, so we will be getting new ones from the countries we currently recruit from.

We are very happy with the workers from Tonga. There are always some workers who don't want to return. This is usually for personal reasons. Sometimes we don't re-employ a person (it might be to do with them struggling with the job or being away from home).

We believe that not all RSE workers who arrive here are equipped to return year after year for lots of reasons (e.g. they are aging, they may have family commitments, they may have started their own business or they may wish other family members to have an opportunity).

We hire every New Zealand worker with the appropriate skills as a first preference.

We need more RSE workers to pick/thin our expanding orchards but we also need more New Zealanders to supervise and pack the fruit.

We recruit from the Fiji All Nations Church. We have found the pool of workers linked from the church to be ideal. Young men with no bad habits.

We try to rotate workers to give as many of the Pacific people an opportunity to come to New Zealand and make money for their community. To try not to have an elite few people in the village.

We will employ a mix of people, as always!

Other recruitment preferences

New business to RSE this year.

We currently have a preference for RSE workers from one specific country. Good business practice requires us to recruit from other Pacific countries.

I have four Thai workers and would like another. There are problems when the Thai workers are living with one worker from the Pacific.

Our most productive RSE staff are from Thailand, but we cannot recruit extra staff from here. We would also prefer to bring back the same workers from the Pacific.

Some nationalities are more suited to certain types of work.

I would also like to employ New Zealanders because I know there are people who need a job, but I would like to see that they could be made work-ready: commitment, dependability and ability to work. Transport is also an issue for us.



The employment mix seems to be better, but we still need more New Zealanders as we are too reliant on WHV [working holiday visa] staff. We have struggled to recruit managerial and tractor drivers who are interested in staying in the industry.

We definitely still require the RSE workers and in fact would like to be able to hire more of them to decrease the amount of WHV [working holiday visa] workers we employ, but our business relies on having a high amount of reliable, New Zealand workers. We have a large number of different teams, all of which require leaders to run them and staff to step into leading roles to cover leave, et cetera. We also need a succession plan for these leaders to come through the teams.

We will take workers from Fiji and increase our exposure to PNG this year to ensure we cover all of the Pacific States currently eligible for RSE. Our prime focus will continue to be employing more New Zealanders as these are essential to the long-term success of our business.

Q34a. Reasons for overall satisfaction with service provided by RSE Relationship Managers

Satisfied/very satisfied

Better communication with the new [Relationship] Manager.

Answered all my queries, was good support, had a good handle on other regions, helped us build relationships.

Had a change in person and haven't had a great deal to do with her yet as she settles into her new role.

My application was dealt with swiftly and painlessly. Communication was excellent.

We have a new Relationship Manager. She seems motivated and efficient. Last season we had very little contact, as the Relationship Manager left.

[Name] was our RSE relationship manager and provided great service, especially out of hours when we had a medical incident.

If he was in the country, he would always answer in a timely manner. When [Details Suppressed], [Name] was a great support.

We have not had a permanent person in the role, which was covered by the North Island rep.

When we have needed advice, it has been responded to very quickly and efficiently.

No issues relating to the 2016 RSE season at all.

They have responded to emails and have answered any queries.



As we have had no problems.

We had a particularly knowledgeable Relationship Manager, who was in constant contact and who was aware of and familiar with our operation. Obviously any change will mean a period of learning and relationship building.

Helpful, well informed.

We are all still learning and moving forward to provide a safe and comfortable environment for our workers. It is a continuous learning process and a very exciting time to be part of this project.

Our RSE Relationship Manager is always available and helps with questions and queries. If he doesn't know the answer, he will do his best to find the answer and come back to me with a result. I know that he will be available seven days a week, if need be.

[Name] was brilliant. We have just met our new RSE Relationship Manager and therefore have not had much dealing with her. She seems really nice and very approachable. We are looking forward to working with her.

Answers my queries and updates me on changes promptly.

I've known the Relationship Manager for almost 10 years. Very experienced in RSE. Understands the process, puts employers' needs first, and helps us to achieve our RSE objectives.

Our Relationship Manager was always available to answer any questions and to assist with any issue.

[Name] is a very capable person.

Provides timely answers and information.

Was easy to contact and any questions asked were responded to.

Manager is good to talk to. However, I am not sure that he is assertive enough on behalf of the growers.

Very little contact was necessary.

Prompt responses to questions. Supply of accurate information and helpful, friendly advice.

[Name] was very helpful, prompt and understanding. We now have a new Relationship Manager so do not know yet how that will be. Initial indications are positive.

Because both [Name] and [Name] have been very informative and understanding, and provided great advice.



I am very satisfied. There is always support. I know that if I email or phone, my questions will be answered. I am given good advice.

He is really helpful and prompt to direct me with regards to doubts or issues that I have.

Quick response to issues and a helpful, professional manner.

Having a personal relationship with the RSE Manager is important for a harmonious relationship.

[Name] has always been available and helpful.

The [Place] Manager is new.

Any queries have always been answered in a timely manner.

Personally, [I've had] no issues.

Our current RSE Relationship Manager provides the information required as soon as possible. The past RSE manager lacked the patience to explain particular obstructions and rules within the pathway to becoming a good RSE employer.

She is new, but dealings so far have been positive.

Have no trouble getting hold of [Name] when we need to. He provides timely information and we have built a strong relationship over the last two years.

We have had a change in RSE Relationship Manager. It is too early to comment on how she is going.

They are always there to help with any queries we may have.

They are always available and highly skilled.

Friendly, factual service. No problem or question was a "big issue" for them.

In respect to question 33: there was no RSE Manager for the first two months that we had workers.

Information/procedures change regularly. It is very important that the RSE Relationship Manager has the knowledge and communication skills to help our company, going forward.

Answers any questions promptly and offers further solutions.

We are updated about new issues and events that affect workers. Information is freely given and circulated. The conference is also a great way to keep abreast of rules and regulations.

He's available, knowledgeable and accessible. What more could you ask for?



Neither satisfied nor dissatisfied

Haven't had a lot to do with the new [Relationship] Manager.

Have not had any contact from the [Relationship] Manager since before our people arrived in late March.

Have a new Relationship Manager in our region. I haven't needed to interact too much yet.

We have had a change in RSE Relationship Managers and they are only just getting up to speed.

Change in personnel.

We have had a change in our Relationship Manager so I can't rate our new one yet. I have appreciated her coming for a visit. She seems to have a great understanding of the benefits and pitfalls of the scheme and I have appreciated her support in the dealings I have had with her.

Our Relationship Manager has just changed so I can't comment on the service.

Dissatisfied/very dissatisfied

Not understanding our issues or acting upon [them]. Substantial growth and low level of employable Kiwis in Marlborough. Ramifications of not being able to conduct tasks per vine throughout the season.

We are still waiting for our ATR [agreement to recruit] application to be approved. Last year, approval was received at the end of September. It is now the 19th of October. Discussions should have been held prior with regards to the RSE cap, which is causing a lot of frustration for the RSE employers as we cannot confirm our labour arrangements in a timely manner.

We feel [Name] (RSE Relationship Manager) was very biased towards certain companies, favouring the ones she liked and very negative towards others. [Name] never had time to listen or help our company and always shut us down when we asked questions. We strongly feel the previous RSE Relationship Manager [Name] was the reason our RSE numbers have only been increased by two workers for our winter season in the past three years, due to her personal opinion of the company manager.

Appendix C: Pre-notification letter and survey questionnaire

<Date>

<To the business owner/manager>

<Company name>

<Address 1>

<Address 2>

<Address 3>

<Address 4>

Dear <Salutation>

We would like your feedback

To help us better understand how the Recognised Seasonal Employers (RSE) Scheme is meeting the needs of New Zealand's horticulture and viticulture growers, we would like your feedback.

Immigration New Zealand has asked Research New Zealand to conduct the survey on their behalf. In a few days Research New Zealand will send you an email inviting your business to participate in the survey.

The survey should take around **15 minutes** to complete, and it can be completed in a number of sittings. You can access the survey by going to the following website and typing in the following username and password:

<https://surveys.researchnz.com/RSE2016>

Username:

Password:

Alternatively you can access the survey by scanning the QR code overleaf using your smartphone or tablet.

In accordance with the Code of Practice of ESOMAR, all information you provide in this survey is confidential to Research New Zealand. Reporting will be at a group level only. Your individual responses or information about who has completed the survey will not be available to Immigration New Zealand or any member organisations you belong to. The survey is voluntary, but we would greatly appreciate your participation.

If you have not employed any seasonal workers in the last 12 months, when you receive the email from Research New Zealand please click on the survey link and tick the appropriate box on the front screen of the questionnaire and we will not contact you further about this survey.

Alternatively, if you don't want to be contacted about this research, please call Research New Zealand on 0800 273 732 and quote the reference number on the bottom of this letter. If you have any questions about this research please contact James Maguire at Research New Zealand on 0800 500 168 or by email rseurvey2016@researchnz.com.

Yours sincerely



George Rarere
Manager Pacifica Labour and Skills
Immigration New Zealand
Ministry of Business, Innovation and Employment

RNZ Ref:



RSE – SEASONAL EMPLOYERS RESEARCH

Research New Zealand P/N #4894

September 2016

Thank you for participating in this research. The survey has been commissioned by Immigration New Zealand as part of its ongoing evaluation of the Recognised Seasonal Employers Scheme and its assessment of how the scheme is meeting the needs of New Zealand's horticulture and viticulture growers and their businesses.

All your answers are saved as you progress through the survey. If you need to leave the survey website before you have finished, simply close the browser window and when you log back in (by clicking the link in the e-mail you received) you will be taken to the point where you left off.

If you have any questions about the survey, please contact James Maguire at Research New Zealand on 0800 500 168 or rsesurvey2016@researchnz.com.

If you are opting out of the survey because you have not employed seasonal workers in the last 12 months, please tick this box and click the Opt out of Survey button below.

Opt out

Q1 Is your business involved in... ?

Select all that apply

- 1 Horticulture (e.g. fruit and vegetable growing/processing/packing)
- 2 Viticulture (e.g. grape growing, wine production)
- 96 Other (please specify)
- 99 Would rather not say E;

Q2 And are you a ...?

Select all that apply

- 1 Orchard/farm owner
- 2 Orchard/farm manager
- 3 Vineyard owner
- 4 Vineyard manager
- 5 Packhouse owner
- 6 Packhouse manager
- 7 Contractor working for an orchard or farm owner
- 8 Contractor working for a vineyard owner
- 9 Contractor working for a packhouse owner
- 96 Other (please specify)
- 99 Would rather not say E;

Q3 In which of the following regions is your business/are your businesses mainly located?

Select all that apply

- 1 Northland
- 2 Auckland
- 3 Waikato
- 4 Bay of Plenty
- 5 Hawkes Bay
- 6 East Coast
- 7 Central/Horowhenua
- 8 Wairarapa/Wellington
- 9 Marlborough
- 10 Nelson
- 11 Canterbury
- 12 Otago/Southland
- 96 Other (please specify)

*****new page*****

Q4 How many of the following different types of workers did you employ or manage during the last 12 months?

Please specify number in the space provided. Enter 0 if none.

	The last 12 months	Don't know
a. Seasonal workers from Work and Income		98
b. Seasonal workers from the community (but not employed through Work and Income)		98
c. Pacific seasonal workers under the RSE scheme		98
d. Seasonal workers under the RSE scheme who are not from the Pacific		98
f. Seasonal workers under the Working Holiday Scheme (WHS)		98
e. Seasonal workers under other schemes (TRSE, SSE & VOC) TRSE: Transition to Recognised Seasonal Employer SSE: Supplementary Seasonal Employment VOC: Variation of Conditions on a temporary work visa		98

Q5 Deleted

Q6 Deleted

Q7 Deleted

The following questions are about ~~new workers who worked for your company for the first time this year. They are also about temporary and seasonal workers only.~~

Q8 asked of employers of RSE Pacific worker (Q4 sub c >0 – Grid Question), others skip to Q9.

Q8 Thinking now about the **new Pacific RSE workers** who have worked for your company for the first time this year, as a group. After they had been trained for the tasks they needed to do, overall how would you rate their...?

	Extremely Poor			Neutral				Excellent			Don't know N/A	
a. Dependability	0	1	2	3	4	5	6	7	8	9	10	98
b. Enthusiasm while working	0	1	2	3	4	5	6	7	8	9	10	98
c. Productivity	0	1	2	3	4	5	6	7	8	9	10	98

Q9 asked of employers of Working Holiday workers (Q4 sub F >0 – Grid Question), all others skip.

Q9 Thinking now about the new **temporary or seasonal workers** who have worked for your company for the first time this year, and are in New Zealand on a **Working Holiday** (e.g. back-packers). Once the workers had been trained for the tasks that they needed to do, as a group, overall how would you rate their...?

	Extremely Poor			Neutral				Excellent			Don't know N/A	
a. Dependability	0	1	2	3	4	5	6	7	8	9	10	98
b. Enthusiasm while working	0	1	2	3	4	5	6	7	8	9	10	98
c. Productivity	0	1	2	3	4	5	6	7	8	9	10	98

Q10 asked of employers of non-Pacific workers (Q4 sub d or e >0 – Grid Question), others skip to Q13.

Q10 Thinking now about the new **temporary or seasonal workers** who have worked for your company for the first time this year, **from countries other than NZ and the Pacific** (e.g. Malaysia, Thailand, etc.) through such schemes as TRSE, SSE, VOC or RSE (but not WHS). Once the workers had been trained for the tasks that they needed to do, as a group, overall how would you rate their...?

	Extremely Poor			Neutral				Excellent			Don't know N/A	
a. Dependability	0	1	2	3	4	5	6	7	8	9	10	98
b. Enthusiasm while working	0	1	2	3	4	5	6	7	8	9	10	98
c. Productivity	0	1	2	3	4	5	6	7	8	9	10	98

Q11 asked of employers of New Zealand workers from Work and Income (Q4 sub A >0),
all others skip.

Q11 Thinking now about the new **temporary seasonal workers from Work & Income** who have worked for your company for the first time this year, as a group. After they had been trained for the tasks they needed to do, overall how would you rate their...?

	Extremely Poor			Neutral				Excellent			Don't know N/A	
a. Dependability	0	1	2	3	4	5	6	7	8	9	10	98
b. Enthusiasm while working	0	1	2	3	4	5	6	7	8	9	10	98
c. Productivity	0	1	2	3	4	5	6	7	8	9	10	98

Q12 asked of employers of New Zealand workers not from Work and Income (Q4 sub B >0),
all others skip.

Q12 And thinking about the new temporary seasonal **workers from the local community** (but not employed through Work & Income) who have worked for your company for the first time this year, as a group. After they had been trained for the tasks they needed to do, overall how would you rate their...?

	Extremely Poor			Neutral				Excellent			Don't know N/A	
a. Dependability	0	1	2	3	4	5	6	7	8	9	10	98
b. Enthusiasm while working	0	1	2	3	4	5	6	7	8	9	10	98
c. Productivity	0	1	2	3	4	5	6	7	8	9	10	98

Following questions asked of RSE Employers – Pacific workers
(Q4 sub c Grid Question >0) all others skip to Q24

The following questions are about your **Pacific RSE** workers.

Q13 Thinking about your new Pacific RSE workers who worked for the company for the first time this year, what is the average amount of time that was taken to prepare or train each worker for the tasks they needed to do?

Please do not include the 'Orientation to NZ', which some employers are involved in providing to their RSE workers.

Please enter the amount in the box below and then select the unit of time.

- 1 Hours
- 2 Days
- 3 Weeks
- 98 Don't know
- 95 Not applicable/no new workers this year
- 99 Would rather not say

These questions include new Pacific RSE workers and also those who have worked for your company in previous seasons.

Q14 How did your business recruit its Pacific RSE workers during the last year?

Select all that apply

- 1 An RSE cooperative (e.g. Seasonal Solutions, Pick Hawke's Bay)
- 2 An RSE labour recruiter
- 3 A Pacific Government-sponsored work-ready pool
- 4 Direct recruiting by the business
- 5 Using returning workers to recruit for the business
- 96 Other (specify)
- 98 Don't know E;
- 99 Would rather not say E;

Q15 Roughly what proportion of this year's Pacific RSE workers also worked for this business last year?

- 1 0% - None of them worked for the business last year
- 2 10%
- 3 20%
- 4 30%
- 5 40%
- 6 50%
- 7 60%
- 8 70%
- 9 80%
- 10 90%
- 11 All – 100%
- 98 Don't know
- 99 Would rather not say

Q16 If not code 2/11 at Q15 skip to Q17, else ask. And did any of this year's returning RSE workers help with training your new workers?

- 1 Yes
- 2 No
- 97 Did not have any new workers this year
- 98 Don't know
- 99 Would rather not say

Q17 What proportion of your Pacific RSE workers did **not** arrive in good health this year?

Please note that this includes any aspect of health which may or may not impact on their ability to work.

- 1 0% - All arrived in good health
- 2 10%
- 3 20%
- 4 30%
- 5 40%
- 6 50%
- 7 60%
- 8 70%
- 9 80%
- 10 90%
- 11 100% – All did not arrive in good health
- 98 Don't know
- 99 Would rather not say

Q18 If code 2/11 in Q17 ask, else skip. Did any of your Pacific RSE workers have any of the following health-related matters on their arrival this year? Code many.

Select all that apply

- 1 Boils
- 2 Dental problems
- 3 Skin rashes or allergies
- 4 Hepatitis
- 5 TB
- 6 Having injuries on arrival
- 7 Being pregnant on arrival
- 96 Any other health matters? (Please specify)
- 97 None
- 98 Don't know
- 99 Would rather not say

Display Q19 and Q20 on same screen.

Q19 Did your company experience any 'character-related' issues with your Pacific RSE workers this year, **during work hours**? If so, please briefly describe the nature and extent of these issues (e.g. how many workers were affected and for how long the issues continued).

Examples include: alcohol or drug-induced socially disruptive behaviour; altercations with other workers; or not fitting in or getting along with other workers.

- 1 Yes (Please describe)
- 97 No issues during work hours this year
- 98 Don't know
- 99 Would rather not say

Q20 And did your company experience any such issues with your Pacific RSE workers this year, **outside of work hours**? If so, please briefly describe the nature and extent of these issues.

- 1 Yes (Please describe)
- 97 No issues outside of work hours this year
- 98 Don't know
- 99 Would rather not say

Q21 *If not code 2/11 Q15 skip to Q24, else ask.* Thinking about the Pacific RSE workers who worked for you last year and returned this year, overall, has managing the provision of pastoral care to these workers been easier this year than last year?

- 1 Yes
- 2 No
- 98 Don't know
- 99 Would rather not say

Q22 *If Q21=1 ask:* What are the main reasons why it has become easier to manage the provision of pastoral care (e.g. in which particular areas has it become easier)?

If Q21=2 ask: What are the main reasons why it has not become easier to manage the provision of pastoral care (e.g. have there been any particular issues)?

- 1 Answer (Please specify)
- 97 No particular reason
- 99 Would rather not say

~~Following questions asked of non-RSE employers (Q4 sub c and d both 0)~~

Q23 Deleted

Ask of all employers

Q24 The next few questions are about your business practices in general. In each of the following areas:

- have you made changes to your business practices this year?
- are you planning to make changes to your business practices in the next 12 months?

(You can select both if applicable.)

Multiple response. Randomise order of all those shown

	Made changes this year	Planning to make changes next year	Not made any changes and not planning to in the next year	Don't know	Not applicable to the business
a. Improvements in workforce planning	1	2	3	98 E;	99 E;
b. How seasonal workers are recruited	1	2	3	98 E;	99 E;
c. How seasonal staff are managed and supervised	1	2	3	98 E;	99 E;
d. Training and induction practices for seasonal workers	1	2	3	98 E;	99 E;
e. Changes in health and safety practices	1	2	3	98 E;	99 E;
f. Investment in new plant and equipment	1	2	3	98 E;	99 E;
g. Expansion of the business	1	2	3	98 E;	99 E;

Q24a If any coded 1 at Q24, ask. Any information you can provide to help us understand the changes you have made would be useful. For example, what prompted the changes you have made and what have been the impacts of those changes?

1 Answer (Please specify)

~~Ask following questions of RSE employers only (Q4-sub C or D => 0), all others skip to Q35.~~

Q25 Overall, has participation in the RSE scheme or having access to RSE workers resulted in improvements to your business in the following areas?

	Yes	No	Don't know N/A
a. Better quality and more productive workers	1	2	98
b. A more stable seasonal workforce than in previous years	1	2	98
c. The ability to employ more New Zealand workers in addition to RSE workers	1	2	98

Q25a If you have any particular reasons for your answers that you'd like to explain further, or any examples to help illustrate those answers, please do so below.

1 Answer Please specify

Q26 If code 1 Q25 sub b ask, else skip. And has having a more stable workforce enabled your business to invest in its plant and equipment? Include space for comment

- 1 Yes
- 2 No
- 98 Don't know
- 99 Would rather not say

Q26a If you would like to provide any comments to explain your answer, please do so here:

Q27 If code 1 Q25 sub B ask, else skip. And has having a more stable workforce enabled your business to expand the area under cultivation? Include space for comment

- 1 Yes
- 2 No
- 98 Don't know
- 99 Would rather not say

Q27a If you would like to provide any comments to explain your answer, please do so here:

Q28 If code 1 Q25 sub C ask, else skip. Are you able to estimate how many additional New Zealand workers you have been able to employ, in total, as a result of having access to RSE workers?

- 1 Number of additional permanent workers (Please specify number)
- 2 Number of additional seasonal workers (Please specify number)
- 98 Don't know
- 99 Would rather not say

Q29 And do you expect to see improvements to your business in the following areas in the future as a result of participation in the RSE scheme or having access to RSE workers? RND

	Yes	No	Don't know N/A
a. Reduced training costs	1	2	98
b. Reduced recruitment costs	1	2	98
c. Reduced annual spending on pastoral care	1	2	98
d. Better quality and more productive workers	1	2	98
e. A more stable seasonal workforce than in previous years	1	2	98
f. An opportunity to expand the area under cultivation and grow the business	1	2	98
g. The ability to employ more New Zealand workers in addition to RSE workers	1	2	98

Q29a If you have any particular reasons for your answers that you'd like to explain further, please do so below.

1 Answer Please specify

Q30 Given your experience this year, would you prefer to recruit for the next season/year...?

- 1 The same group of workers
- 2 A mix of returning and new workers from the same countries I am recruiting from at present
- 3 Workers from a country I am not currently recruiting from
- 4 Workers from several countries I am not recruiting from at present
- 5 Workers from non-Pacific counties
- 6 More New Zealand workers
- 97 None (Do not plan to use RSE seasonal workers next season/year)
- 98 Don't know
- 99 Would rather not say

Q30a Ask if code 1-6 in Q30, else skip. For what reasons do you have this preference?

- 1 Answer Please specify
- 97 No comment
- 98 Don't know
- 99 Would rather not say

Q31 And overall, how much do you agree that the benefits of participating in the RSE scheme outweigh the costs?

Strongly disagree				Strongly agree		Don't know/ NA
1	2	3	4	5	98	

RSE Relationship Managers

~~If official RSE employer or Q4 sub C or D >0 ask, else skip to Q35.~~

The RSE Relationship Manager's role involves effectively managing and supporting the horticulture and viticulture sectors in the regions, whilst protecting the integrity of the policy and ensuring New Zealanders get first opportunities for jobs.

In a separate function, the RSE Unit processes and decides Agreement to Recruit (ATRs) and RSE status applications.

For the next few questions we would like you to think about your dealings with RSE Relationship Managers only (i.e. not the RSE Unit).

Q32 Firstly, how much do you agree that your RSE Relationship Manager has a good understanding of your business?

Strongly disagree					Strongly agree	Don't know/ NA
1	2	3	4	5		98

Q33 How much do you agree with the following statements about your dealings with your RSE Relationship Manager in the last 12 months?

	Strongly disagree			Strongly agree		Don't know/ NA
a. My enquiries were responded to within acceptable timeframes by my Relationship Manager	1	2	3	4	5	98
b. I received consistent information/advice from my Relationship Manager	1	2	3	4	5	98

Q34 ~~Do not force response:~~ Thinking about the last 12 months, how satisfied were you with the overall quality of service provided by Immigration New Zealand's regional RSE Relationship Managers?

Very dissatisfied					Very satisfied	Unclear/ NA
1	2	3	4	5		98

Q34a ~~Ask if code 1-5 in Q34, else skip.~~ For what particular reasons did you provide this rating?

- 1 Answer (~~Please specify~~)
- 97 No comment
- 98 Don't know
- 99 Would rather not say

Ask of all

The following few questions are for analysis purposes.

Q35 *Check sample - ask of new RSEs only*: How long has this business been operating?

- 1 Less than 5 years
- 2 Between 5 and 10 years
- 3 Between 10 and 20 years
- 4 More than 20 years
- 98 Don't know
- 99 Would rather not say

Q36 *Check sample - ask of new RSEs only*: Has the area under cultivation of all the farms, orchards or vineyards that you own or manage been extended since 2007?

Wording for RSEs who have completed the survey previously: Has the area under cultivation of all the farms, orchards or vineyards that you own or manage been extended in the last 12 months?

- 1 Yes
- 2 No
- 95 Not applicable
- 98 Don't know
- 99 Would rather not say

Q37 *Ask if Q36=1, else skip*. By approximately how much has the total land area under cultivation expanded [*based on Q36: since 2007/in the last 12 months*]? Please enter the additional land area in the box below and then select the unit of measurement.

Area under cultivation has grown by _____

- 1 Acres
- 2 Hectares
- 98 Don't know
- 99 Would rather not say

Q38 *If code 1 Q36 and Q4 sub C or D > 0 ask, else skip*. And has participation in the RSE scheme been a factor encouraging this expansion in cultivated area?

- 1 Yes
- 2 No
- 98 Don't know
- 99 Would rather not say

Q39 What was the total annual turnover of this business before tax last year?

- 1 \$0 to \$249,999
- 2 \$250,000 to \$499,999
- 3 \$500,000 to \$749,999
- 4 \$750,000 to \$999,999
- 5 \$1,000,000 to \$1,499,999
- 6 \$1,500,000 to \$1,999,999
- 7 \$2,000,000 to \$2,499,999
- 8 \$2,500,000 to \$2,999,999
- 9 \$3,000,000 to \$3,499,999
- 10 \$3,500,000 to \$3,999,999
- 11 \$4,000,000 to \$4,499,999
- 12 \$4,500,000 to \$4,999,999
- 13 \$5,000,000 or greater
- 98 Don't know
- 99 Would rather not say

Q40 Finally, do you have any other comments you would like to make, or additional details you would like to provide?

- 1 Answer *Please specify*
- 97 No comments

You have now finished. Thank you for taking part in this survey.

You may now close the browser window.