



Recognised Seasonal Employers Survey 2017
Working Report

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Confidential

Recognised Seasonal Employers Survey - 2017 Working Report

PREPARED FOR Tony Jensen
Ministry of Business, Innovation and Employment

PREPARED BY James Maguire
Mark Johnson

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

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1.0 Executive Summary

This report details the results of the RSE Monitoring Survey for 2017. It is based on online interviews completed with a sample of n=136 horticulture and viticulture 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. Against this background, a variety of growers who employ seasonal workers are invited to participate in the survey. This includes employers with RSE status, employers who source RSE workers (e.g. through co-operatives such as Seasonal Solutions or Pick Hawke's Bay) but do not have RSE status, and also any other employers of seasonal workers.

The 2017 survey was the ninth iteration of the monitoring survey, and was designed to provide an overview of the scheme's impact on the industry as it reached its tenth 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.
- ◆ Amongst all employers, changes made to business practices in relation to a number of key areas, such as workplace planning, staff management and health and safety practices.
- ◆ Amongst employers of RSE workers, the short-term impacts and benefits of participating in the RSE scheme.
- ◆ Satisfaction with the service provided by regional RSE relationship managers.

The 2017 survey was completed as an online survey from late August to mid-September 2017. In total, n=136 employers responded to the survey, including 64 "official RSEs" (i.e. those with RSE status), 13 other employers that contracted in RSE workers, and 59 employers who did not employ any RSE workers in the last 12 months, but used seasonal workers from other sources ("non-RSEs").¹

¹ n=4 individuals with RSE status reported that they did not employ any RSE workers in the last 12 months and subsequently have been classified as non-RSEs.



This report primarily focuses on the main findings from the sample of “official RSEs” who participated in the survey, but also includes mention of any notable results pertaining to other types of employers. 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

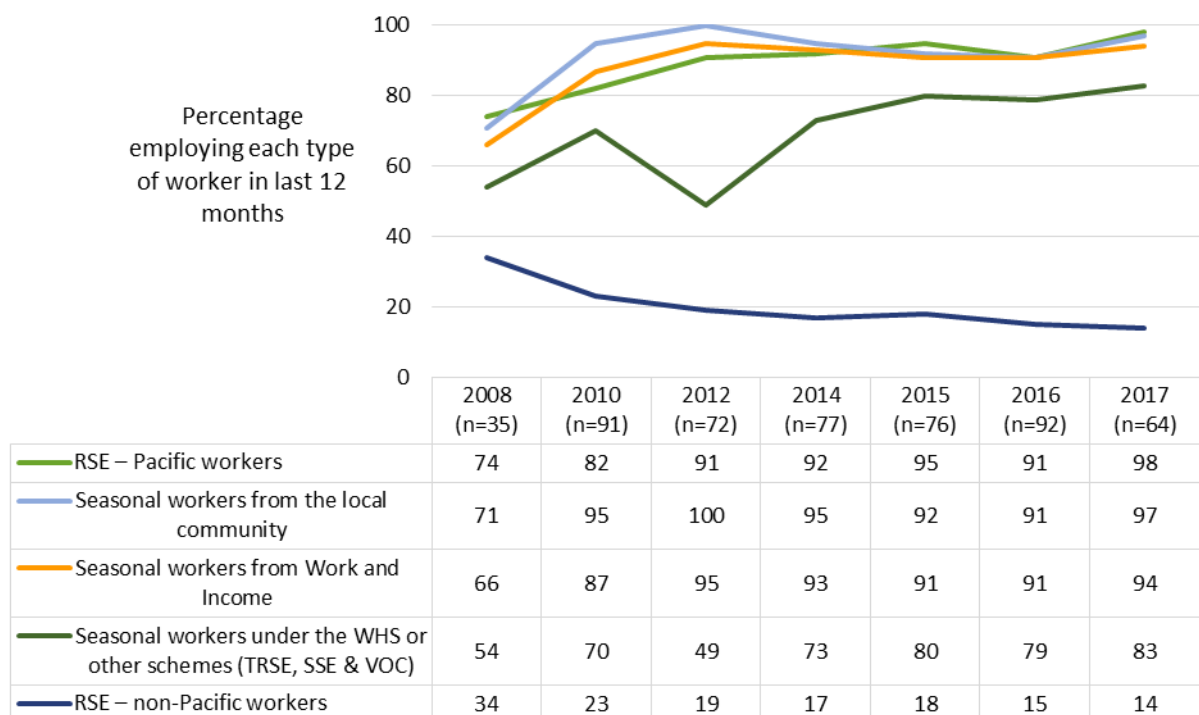
Most of the results of the 2017 survey are highly consistent with those of the previous five surveys in 2012, 2014, 2015, and 2016 as detailed below. The survey has undergone a number of revisions in recent years and therefore references to earlier surveys are only made where this is possible.

Recruitment of seasonal workers

The large majority of responding RSEs had made use of Pacific workers in the last 12 months (98 percent), with a median of 34 such workers per employer. The trend of using fewer non-Pacific RSE workers has continued in 2017, with only 14 percent of RSEs reporting they did make use of this resource (with a median of 60 non-Pacific RSE workers per employer).

The median number of workers obtained from each source in 2017 (Figure 2) are statistically, unchanged from 2016 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, due to the relatively small sub-samples of employers of non-Pacific RSE workers.

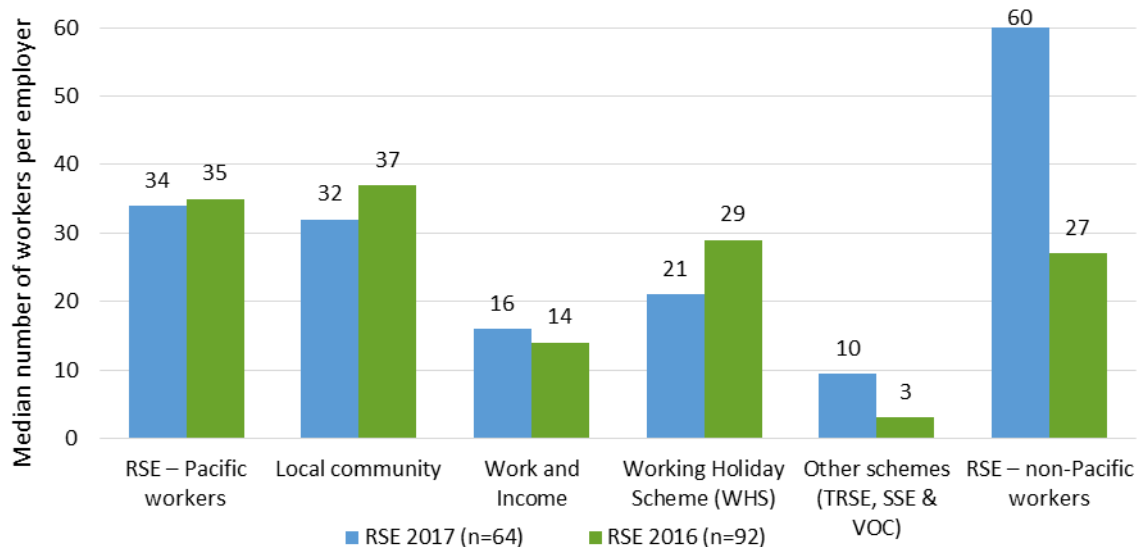
Figure 1: Types of seasonal workers employed by official RSEs in the last 12 months



*Sub-sample based on official RSE employers (i.e. those with Recognised Seasonal Employer status).



Figure 2: Median numbers of seasonal workers employed in the last 12 months



*Sub-samples based on official RSE employers who reported having employed each type of worker in 2017 and 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, the large majority (80 percent) used returning Pacific workers from previous seasons, which is unchanged from the 2016 result.

Among those RSEs who had Pacific workers that had worked for the business previously, typically those workers helped with the training of new workers (90 percent), which is similar to 95 percent of RSEs with returning Pacific workers in 2016. Most new workers were trained in one week or less.

Eighty-eight 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 85 percent as reported in 2016. Among those who found it easier this year, the most frequently mentioned themes related to: returning workers knowing what was expected of them (33 percent), and/or being more familiar with the area, community or culture (28 percent).

Three-quarters of RSEs (76 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.



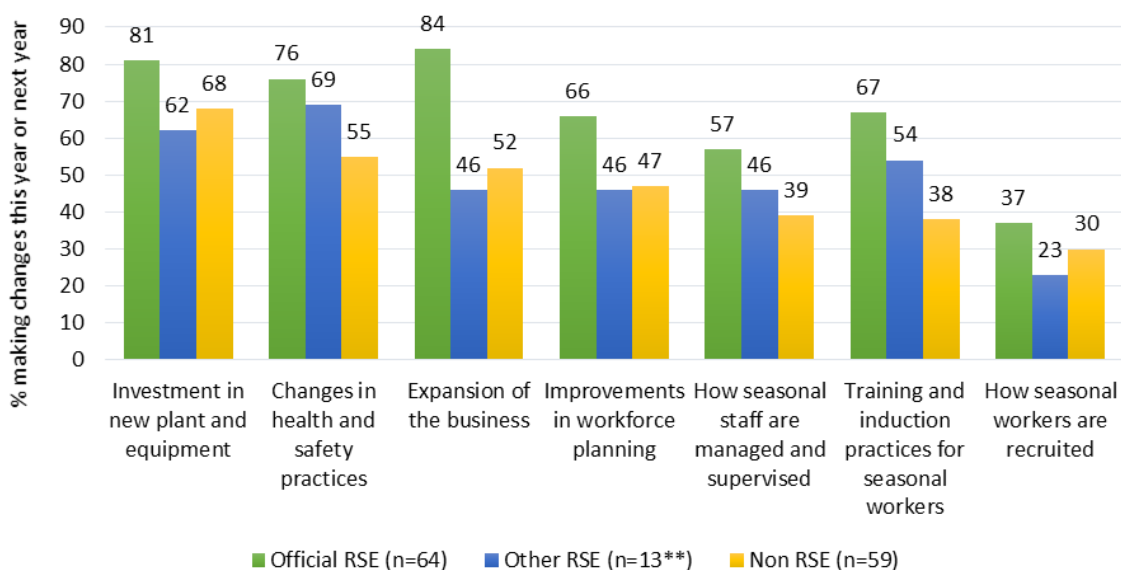
Just 11 percent of RSEs experienced character-related issues with their Pacific workers during work hours this season, which is similar to 19 percent in 2016. More had experienced at least one issue outside of working hours (38 percent, which is similar to 42 percent in 2016), with alcohol-related incidents being identified most frequently. Respondents' comments suggest these 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 (81 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 (84 percent).

Official RSE employers were significantly more likely than non-RSEs to have made/be planning to make each of the changes shown below, with the exception of *investment in new plant and equipment* and *how seasonal workers are recruited*. These results are largely unchanged from those of the previous two surveys in 2016 and 2015.

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



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

Impacts of the scheme

Since 2007, 92 percent of RSEs have been able to expand their area under cultivation which is not significantly different from 85 percent of RSEs reporting as much in the 2015 survey. In nine out of ten cases (88 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 that participation in the RSE scheme has resulted in:

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

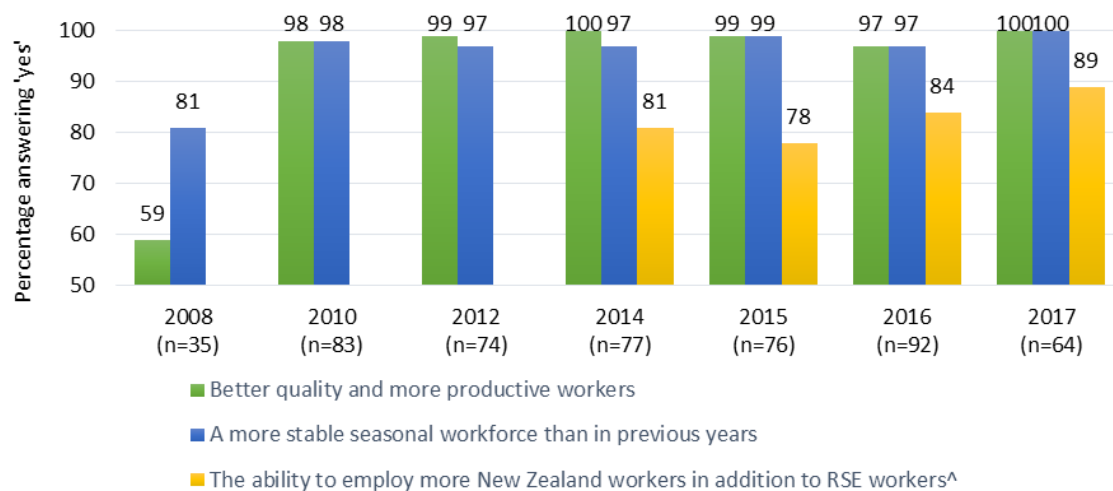
Agreement with these two attributes increased sharply between 2008 and 2010, and has remained stable ever since (Figure 4).

Eighty-nine 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, 81 percent of RSE employers said they were able to employ more permanent New Zealand workers, in addition to RSE workers, and 74 percent were able to employ more seasonal New Zealand workers. These findings are consistent with those of both the 2016, 2015, and 2014 surveys. Of those who have been able to employ more New Zealand workers, on average² each employer has been able to employ eight additional permanent workers and 25 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?



*Sub-sample based on official RSE employers.

^Statement included for the first time in 2014.

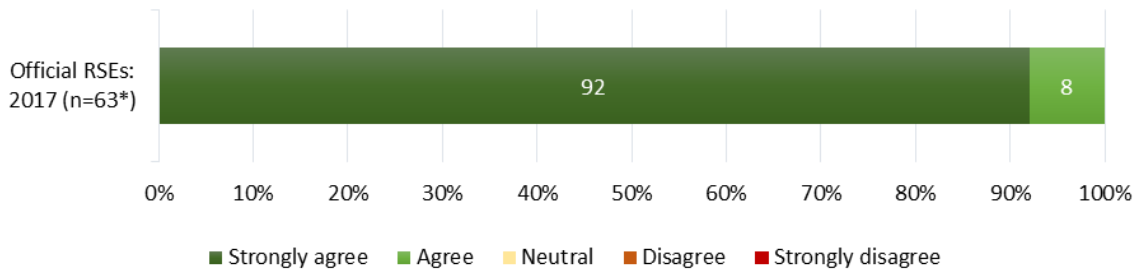
² Based on the median numbers of workers estimated by employers.



Overall, in 2017, all RSEs (100 percent) believed that the benefits of participating in the scheme outweighed the costs, with 92 percent *strongly agreeing* that this was the case (Figure 5).

Figure 5: Overall benefit vs. cost perception

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

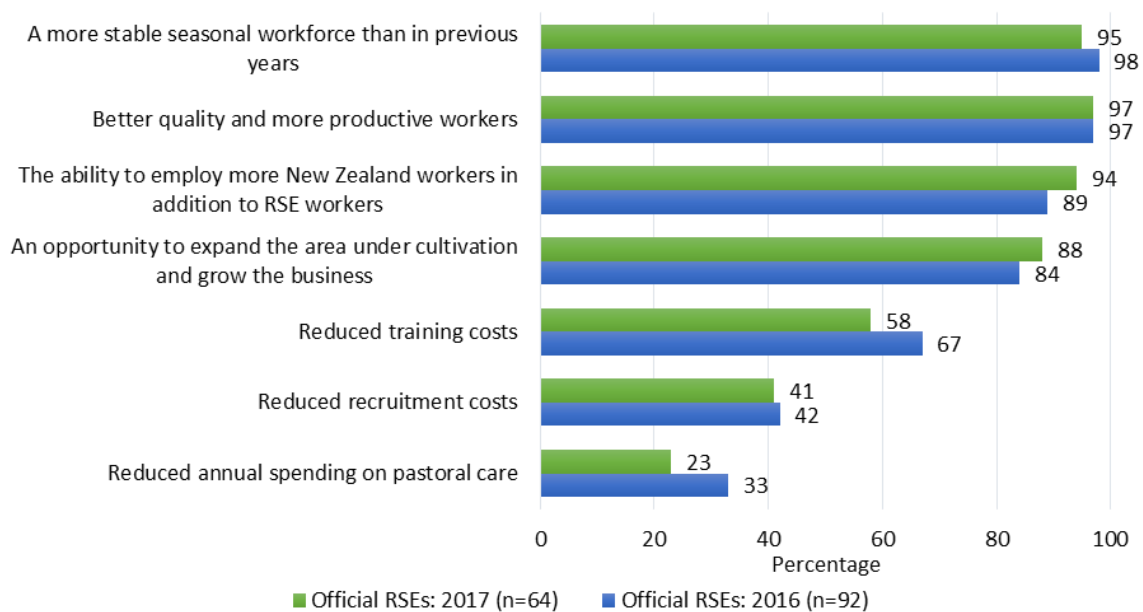


*Sub-sample based on official RSE employers. Excludes 'don't know' and 'not applicable' responses.

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

Q29. 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?





Perceptions of the RSE scheme among other employers³

Thirty-eight percent of employers without RSE status who currently use RSE workers said they would consider becoming a Recognised Seasonal Employer in the future. This was also the case for 40 percent of employers who do not currently use any RSE workers (“non-RSEs”).

For those who are interested in joining the scheme, the main reasons why it appeals to them are:

- ◆ Positive impressions of the skills and work ethic of RSE workers.
- ◆ Difficulties in sourcing (reliable) workers locally.
- ◆ The certainty of labour supply that it would provide.

Those who are not interested in joining the scheme attribute this to:

- ◆ The business being too small or not having enough ongoing, regular work for RSE workers.
- ◆ Being happy with their current arrangements using a contractor.
- ◆ Being able to fulfil labour requirements locally.

When asked whether their labour requirements had changed in recent years, 25 percent of “non-RSEs” (those who do not currently use any RSE workers) said their business had grown and they needed more workers as a result. This is far greater than the proportion who reported that fewer workers were now needed (three percent).

³ Due to small sub-sample size of other RSE employers (n=13) results should be treated as indicative only.



2.0 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 2017 across the different sample groups.

Overall, the profiles of responding sample groups in 2017 are unchanged, when compared against earlier surveys.

- ◆ The large majority (92 percent) of 'official' RSEs who participated in the survey were in the horticulture sector. Other employers of RSE workers were also more likely to be part of the horticulture sector (77 percent) than the viticulture section (31 percent) (Table 1).
- ◆ Almost half of official RSEs described themselves as 'orchard or farm owners' (48 percent). In addition, approximately one in five responding RSEs (22 percent) were packhouse owners. (Table 3).
- ◆ The majority of official RSEs were based in the Nelson, Marlborough, Hawke's Bay, and Bay of Plenty regions (Table 5).
- ◆ Official RSEs were well represented in both the North and South Islands. In contrast, non-RSEs were more likely to be North Island-based (Table 8).
- ◆ Across all groups, the majority of businesses employing seasonal workers had been operating for at least ten years (Table 8).
- ◆ Official RSEs were more likely than non-RSEs to have an annual turnover of greater than \$5 million before tax, while non-RSEs were more likely to have an annual turnover of less than \$250,000 (Table 9).

Apart from one exception, there are no significant differences when compared with the achieved sample of the RSE Monitoring Survey for 2016 and 2015. Non-RSEs in 2017 compared with non-RSEs in 2015 were significantly less likely to be in the viticulture industry, vineyard owners/managers, or be located in the Marlborough region.



Business demographic and respondent profiles

Table 1:

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

	Official RSE	Other RSE	Non RSE
Base =	64 %	13** %	59 %
Horticulture (e.g. fruit and vegetable growing, processing or packing)	91	77	97
Viticulture (e.g. grape growing, wine production)	19	31	0
Or something else	0	0	7

Total may exceed 100% because of multiple responses.

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

Table 2:

X1. Sector

	Official RSE	Other RSE	Non RSE
Base =	64 %	13** %	59 %
Horticulture	81	69	97
Viticulture	9	23	0
Both	9	8	0
Other	0	0	3
Total	100	100	100

Total may not sum to 100% due to rounding.

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

Table 3:

Q2. And are you a ...?

	Official RSE	Other RSE	Non RSE
Base =	64 %	13** %	59 %
Orchard or farm owner	48	62	75
Orchard or farm manager	14	8	22
Vineyard owner	6	31	0
Vineyard manager	3	8	0
Packhouse owner	22	8	8
Packhouse manager	9	0	10
Contractor working for an orchard or farm owner	14	0	3
Contractor working for a vineyard owner	14	0	0
Contractor working for a Packhouse owner	5	0	2
Administration/HR Manager	6	0	5
Other	8	0	5
Would rather not say	2	0	2

Total may exceed 100% because of multiple responses.

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



Table 4:

X2. Role of respondent (collapsed)

	Official RSE	Other RSE	Non RSE
Base =	64	13**	59
	%	%	%
Owner	53	92	76
Manager	16	8	10
Contractor	19	0	2
Other	12	0	12
Total	100	100	100

Total may not sum to 100% due to rounding.

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

Table 5:

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

	Official RSE	Other RSE	Non RSE
Base =	64	13**	59
	%	%	%
Northland	6	8	19
Auckland	5	0	14
Waikato	5	0	14
Bay of Plenty	12	23	34
Hawkes Bay	30	31	7
East Coast	2	8	5
Central/Horowhenua	3	0	5
Wairarapa/Wellington	2	0	2
Marlborough	14	15	2
Nelson	25	8	2
Canterbury	3	0	10
Otago/Southland	6	8	8
Other (please specify)	0	0	0

Total may exceed 100% because of multiple responses.

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

Table 6:

X3. Region (collapsed)

	Official RSE	Other RSE	Non RSE
Base =	64	13**	59
	%	%	%
Auckland/Northland	8	8	24
Waikato	3	0	7
Bay of Plenty	12	23	27
Eastern/Central North Island	31	38	14
Nelson	23	8	2
Marlborough	9	15	2
Other South Island	3	8	17
Business operates in multiple regions	9	0	8
Total	100	100	100

Total may not sum to 100% due to rounding.

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



Table 7:

X3. North or South Island

	Official RSE	Other RSE	Non RSE
Base =	64	13**	59
	%	%	%
North Island	58	69	80
South Island	42	31	20
Both North and South Island	3	0	2
Total	100	100	100

Total may not sum to 100% due to rounding.

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

Table 8:

Q35. How long has this business been operating?

	Official RSE	Other RSE	Non RSE
Base =	64	13**	59
	%	%	%
Less than 5 years	5	8	7
Between 5 and 10 years	11	8	10
Between 10 and 20 years	19	38	27
More than 20 years	66	46	54
Don't know	0	0	2
Would rather not say	0	0	0
Total	100	100	100

Total may not sum to 100% due to rounding.

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

Table 9:

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

	Official RSE	Other RSE	Non RSE
Base =	64	13**	59
	%	%	%
\$0 to \$249,999	0	15	22
\$250,000 to \$499,999	3	23	8
\$500,000 to \$749,999	2	23	8
\$750,000 to \$999,999	2	0	8
\$1,000,000 to \$1,499,999	3	8	5
\$1,500,000 to \$1,999,999	5	8	5
\$2,000,000 to \$2,499,999	3	0	3
\$2,500,000 to \$2,999,999	5	8	3
\$3,000,000 to \$3,499,999	5	0	5
\$3,500,000 to \$3,999,999	6	0	2
\$4,000,000 to \$4,499,999	6	0	0
\$4,500,000 to \$4,999,999	0	0	2
\$5,000,000 or greater	38	15	5
Don't know	3	0	0
Would rather not say	20	0	22
Total	100	100	100

Total may not sum to 100% due to rounding.

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



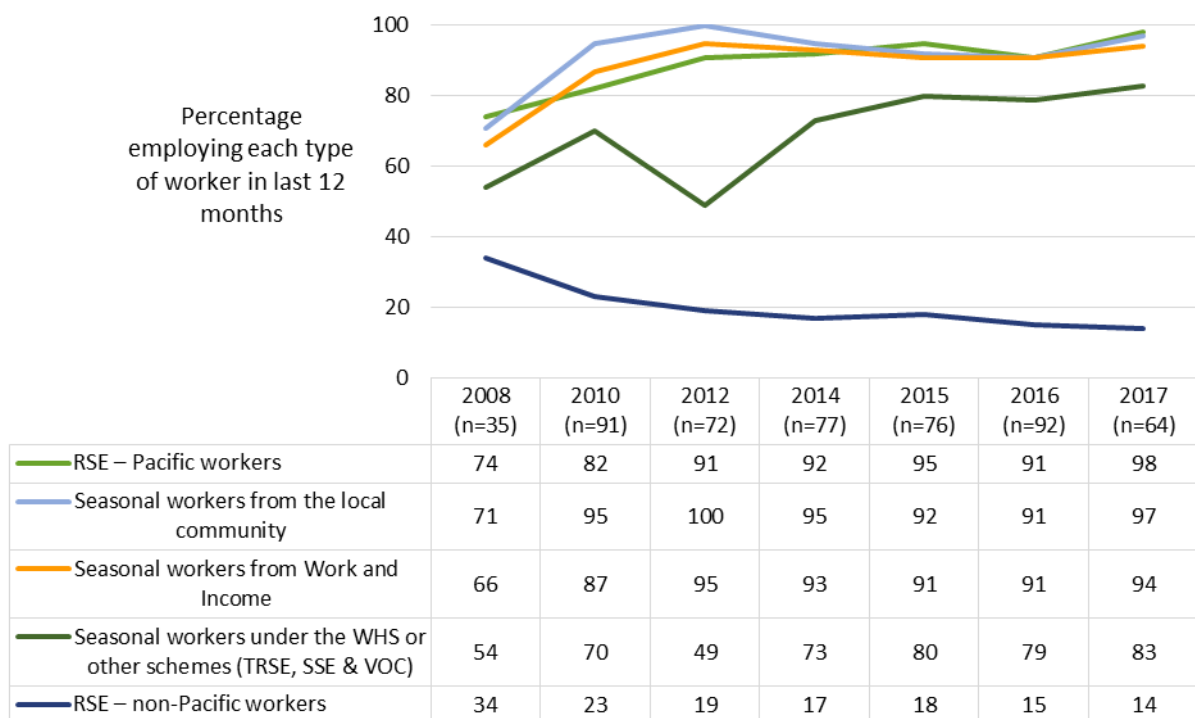
3.0 Recruitment of seasonal workers

The following section provides an overview of the findings for the RSE Monitoring Survey for 2017, in relation to where businesses sourced seasonal workers from; non-RSEs consideration of becoming an RSE employer, and relatedly, whether their labour requirements had changed in recent years.

3.1 Recruitment of seasonal workers - RSEs

The large majority of responding RSEs had made use of Pacific workers in the last 12 months (98 percent), with a median of 34 such workers per employer. The trend of using fewer non-Pacific RSE workers has continued in 2017, with only 14 percent of RSEs reporting they did make use of this resource (with a median of 60 non-Pacific RSE workers per employer).

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



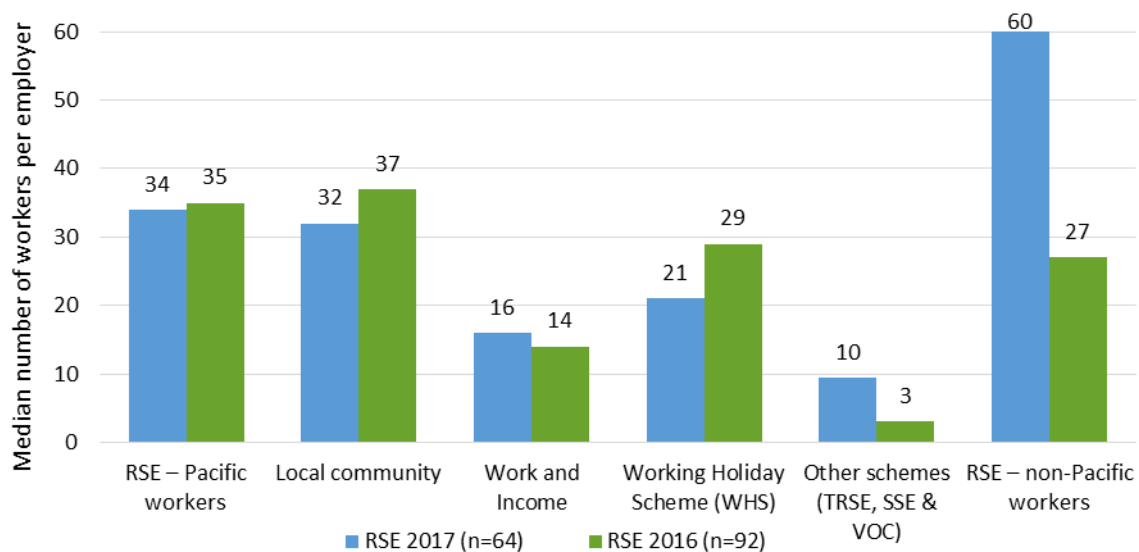
*Sub-sample based on official RSE employers (i.e. those with Recognised Seasonal Employer status)

RSEs also continued to source seasonal workers extensively from sources outside of 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. Almost all RSEs employed seasonal workers from the local community and/or Work and Income. Eighty-three percent also reported employing seasonal workers under the Working Holidays Scheme or other schemes.



Figure 8 details the median number of workers obtained from each source in 2017 and 2016. While the results suggest that the median number of non-Pacific RSE workers have changed significantly since last year, the observed difference is not statistically significant, due to the small sub-samples of non-Pacific RSE workers in both years' surveys. Furthermore, the medium number of non-Pacific RSE workers employed in 2015 was 55. The average number of workers employed by official RSEs from different sources were not statistically different from reported 2016 and 2015 levels (Table 10 overleaf).

Figure 8: Median numbers of seasonal workers employed in the last 12 months



*Sub-samples based on official RSE employers who reported having employed each type of worker in 2017 and 2016.

In 2017, RSE employers that sourced Pacific RSE workers employed roughly 109 such workers on average, with the median being 34 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 – 29.8
- ◆ Seasonal workers from the local community (non-Work and Income) – 99.0
- ◆ Recognised Seasonal Employer Scheme (RSE) – non-Pacific workers – 57.0
- ◆ Seasonal workers under the Working Holiday Scheme (WHS) – 92.9
- ◆ Seasonal workers under other schemes (TRSE, SSE & VOC) – 11.5.



As was found in 2015, RSEs remained far more likely than non-RSEs to employ workers from Work and Income, the local community, as well as the Working Holidays Scheme.⁴

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 2017	2016 average	2015 average
Base =	64* %	\bar{x} =		
Seasonal workers from Work and Income	94	29.8	36.8	44.5
Seasonal workers from the local community (non-Work and Income)	97	99.0	124.5	104.2
Recognised Seasonal Employer Scheme (RSE) – Pacific workers	98	108.6	80.4	64.8
Recognised Seasonal Employer Scheme (RSE) – non-Pacific workers	14	57.0	70.9	69.0
Seasonal workers under the Working Holiday Scheme (WHS)	83	92.9	72.7	75.7
Seasonal workers under other schemes (TRSE, SSE & VOC)	6	11.5	9.8	5.3

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.

⁴ Only official RSEs were surveyed in 2016.



Table 11 and Table 12 overleaf, provide details of where other employers of RSE workers and non-RSEs sourced their seasonal workers from. Of note the mean number of workers employed from each source in 2017 are statistically similar to both the 2015 and 2014 survey results.

Table 11: Number of workers employed during the last 12 months – Non-RSEs who have contracted RSE workers

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

	Other RSEs			
	Percentage of Other RSEs who have employed workers from specific source last 12 months	Average number of workers 2017	2015 average [^]	2014 average [^]
Base =	13* **			
	%	\bar{x} =		
Seasonal workers from Work and Income	23	11.0	10.3	9.9
Seasonal workers from the local community (non-Work and Income)	54	12.7	30.7	72.0
Recognised Seasonal Employer Scheme (RSE) – Pacific workers	92	13.8	30.0	34.8
Recognised Seasonal Employer Scheme (RSE) – non-Pacific workers	31	19.5	43.4	27.9
Seasonal workers under the Working Holiday Scheme (WHS)	31	18.8	37.0	46.3
Seasonal workers under other schemes (TRSE, SSE & VOC)	0	-	9.3	15.0

Total may exceed 100% because of multiple response.

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

[^]Non-RSEs were not surveyed in 2016.

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



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

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

Non-RSEs				
	Percentage of non-RSEs who have employed workers from specific source last 12 months	Average number of workers 2017	2015 average [^]	2014 average [^]
Base =	59*	\bar{x} =		
	%			
Seasonal workers from Work and Income	14	9.9	5.1	8.8
Seasonal workers from the local community (non-Work and Income)	64	24.5	16.4	18.4
Recognised Seasonal Employer Scheme (RSE) – Pacific workers	-	-	-	-
Recognised Seasonal Employer Scheme (RSE) – non-Pacific workers	-	-	-	-
Seasonal workers under the Working Holiday Scheme (WHS)	37	21.6	30.6	16.4
Seasonal workers under other schemes (TRSE, SSE & VOC)	2	27.0	10.0	4.8

Total may exceed 100% because of multiple response.

*Sub-sample based on non-RSE employers.

[^]Non-RSEs were not surveyed in 2016.



3.2 Non-RSE employers sources of RSE workers

Most frequently, non-RSE employers that sourced seasonal workers under the RSE scheme, did so from an RSE cooperative, such as Seasonal Solutions or Pick Hawkes Bay (31 percent) and/or an RSE labour contractors (69 percent) (Table 13).

Note, the sub-sample size is insufficient to make a statistical comparison with previous surveys, and the results should be treated as indicative only.

Table 13: Sources of seasonal workers under the RSE scheme – non-RSEs

Q5. And where did you source your seasonal workers under the RSE scheme from?

Base =	Other RSE 13* ** %
An RSE cooperative such as Seasonal Solutions or Pick Hawke's Bay	31
An RSE labour contractor	69
Other	8
Don't know	0
Refused	0

Total may exceed 100% because of multiple responses.

*Sub-sample based on non-RSE employers who employed RSE workers in the last 12 months (i.e. 'Other RSEs').

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



3.3 Recruitment of Pacific RSE workers

Among RSEs, the most common method of recruiting Pacific RSE workers was direct recruitment by the employers themselves (67 percent). Recruiting via returning workers from a previous season was the second most popular approach (Table 14). In contrast non-RSE employers that sourced Pacific seasonal workers under the RSE scheme most frequently relied on an RSE labour recruiter (50 percent) or an RSE cooperative (33 percent).

Notably, these results are in line with those reported by employers of Pacific RSE workers in 2015 and 2016.

Table 14: Recruitment of Pacific RSE workers

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

Base =	Official RSE 63 %	Other RSE 12** %
An RSE cooperative such as Seasonal Solutions or Pick Hawke's Bay	5	33
An RSE labour recruiter	22	50
A Pacific Government-sponsored work-ready pool	21	0
Direct recruiting by the business	67	8
Using returning workers to recruit for the business	38	8
Or some other way (Specify)	8	8
Don't know	0	0
Refused	0	0

Total may exceed 100% because of multiple responses.

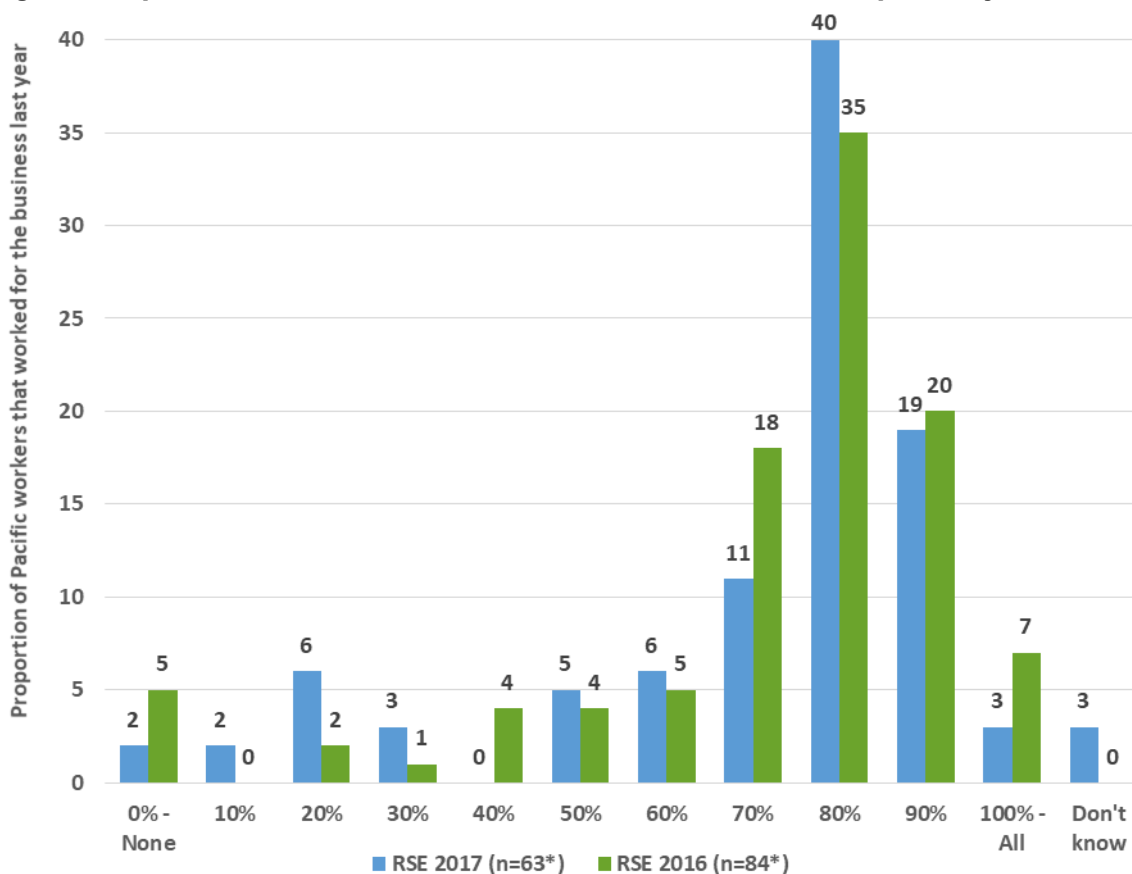
*Sub-sample based on those who employed Pacific RSE workers in the last 12 months.

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



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, and this is similar to the 2016 results.

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 official RSE's who employed Pacific RSE workers in the last 12 months.



3.4 Consideration of becoming a RSE in the future

Non-RSEs were asked whether they would consider becoming a Recognised Seasonal Employer in the future (Table 15). Roughly four out of ten non-RSE employers that sourced seasonal workers under the RSE scheme through some other source in 2017, and four out of ten non-RSEs that did not source any seasonal workers from the RSE scheme in 2017 reported they would consider becoming an RSE in the future.

Table 15: Consideration of becoming a Recognised Seasonal Employer in the future

Q6. Would you consider becoming a Recognised Seasonal Employer in the future?

Base =	Other RSE 13* ** %	Non RSE 55* %
Yes	38	40
No	38	35
Don't know	23	25
Refused	0	0
Total	100	100

Total may not sum to 100% due to rounding.

*Sub-sample based on employers who are not currently Recognised Seasonal Employers.

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

As a follow-up question, non-RSEs were asked why they would or would not consider becoming a Recognised Seasonal Employer in the future (Table 16).

Most frequently survey respondents who said they would consider doing so in the future gave the following reasons.

- ◆ RSE workers are well trained/good at their job – 37 percent.
- ◆ Hard to find reliable/willing workers locally – 30 percent.
- ◆ Shortage of labour locally/through other sources – 26 percent.
- ◆ To guarantee availability when needed/provide certainty or flexibility – 11 percent.

In comparison, respondents that said they would not consider becoming a Recognised Seasonal Employer in the future gave the following reasons:

- ◆ Business is too small/it is not our core business – 25 percent.
- ◆ No need – 21 percent.
- ◆ Using a contractor is working well – 12 percent.
- ◆ Able to meet labour needs locally/through other means – 12 percent.



Table 16: Main reasons would/would not consider becoming an RSE in the future

Q7. What are the main reasons why you [would/would not] consider becoming a Recognised Seasonal Employer?

Base =	Would consider 27* ** %	Would not consider 24* ** %
RSE workers are well trained/good at their job	37	
Hard to find reliable/willing workers locally	30	
Shortage of labour locally/through other sources	26	
To guarantee availability when needed/provide certainty or flexibility	11	
To enable business growth	4	
RSE workers are reliable	0	
Other reasons for considering	7	
Business is too small/it is not our core business		25
No need		21
Using a contractor is working well		12
Able to meet labour needs locally/through other means		12
Too complicated/too much effort or paperwork		8
Not enough ongoing work through the year/might not need seasonal workers every year		4
Do not have the required infrastructure (e.g. accommodation, transport)		4
Costs are prohibitive		0
Other reasons for not considering		8
Other	7	0
No reason	0	8
Don't know	0	4

Total may exceed 100% because of multiple responses.

*Sub-sample based on employers who are not currently Recognised Seasonal Employers.

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

All non-RSEs were also asked if their labour requirements had changed significantly in recent years, and if so in what way (Table 17). While roughly six out of ten respondents in the sub-sample reported that their labour requirements had not changed, one in four reported that their business had grown/needed more workers (25 percent).

While indicative only due to the relatively small sub-sample of non-RSE employers who would consider becoming a Recognised Seasonal Employer in the future (Table 18), 64 percent of the respondents who reported that their businesses had grown/needed more workers also said they would consider becoming an RSE in the future. This is in contrast to just 29 percent of responding businesses that had not experienced any significant changes in labour requirements in recent years.



Table 17: Changes businesses labour requirements – non-RSEs

Q23. Have your company's own labour requirements changed significantly in recent years? If so, in what ways have they changed?

	Base =	Non RSE 59* %
Business has grown/needed more workers		25
Fewer workers needed		3
Other changes to labour requirements		15
No significant changes in labour requirements		56
Don't know		0
Would rather not say		2

Total may exceed 100% because of multiple responses.

*Sub-sample based on employers who have not employed any RSE workers in the last 12 months.

Table 18: Consideration of becoming an RSE by whether the business had experienced changes in its labour requirements in recent years

Q6. Would you consider becoming a Recognised Seasonal Employer in the future?

	Business has grown/ need more workers	Fewer workers needed	Other changes to labour requirements	No significant changes in labour requirements	Would rather not say
Base =	14** %	2** %	8** %	31 %	1** %
Yes	64	0	50	29	0
No	0	50	25	48	100
Don't know	36	50	25	23	0
Refused	0	0	0	0	0
Total	100	100	100	100	100

The base numbers shown are unweighted counts.

Total may not sum to 100% due to rounding.

*Sub-sample based on employers who are not currently Recognised Seasonal Employers.

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



4.0 Worker performance

The following section of the report examines employers' perception of the performance of seasonal workers that were new to their business in 2017, in relation to dependability, enthusiasm while working and productivity. Also examined are employers' experiences in managing and training Pacific RSE workers.

4.1 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 and non-RSE employers 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 8.76 and 8.50 out of 10, respectively) than WHS workers (mean 6.68) or workers from the local community (mean 5.36).
- ◆ **enthusiastic while working** (mean 8.86 and 8.29 out of 10, respectively) than WHS workers (mean 6.92) or workers from the local community (mean 5.78).
- ◆ **productive** (mean 8.24 and 8.57 out of 10, respectively) than WHS workers (mean 6.57) or workers from the local community (mean 5.64).



Table 19: 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 dependability?

	Pacific RSE Workers	Non-Pacific Seasonal Workers	WHS Workers	New Zealanders (local community incl. WINZ)
Base=	75*	16* **	79*	111*
	%	%	%	%
Rated 0-3	3	6	11	12
Rated 4-7	13	12	48	68
Rated 8-10	83	69	41	17
Don't know	1	12	0	3
Total	100	100	100	100
Base=^	74	14	79	108
Mean (2017)	8.76	8.50	6.68	5.36
Std. Deviation	1.654	1.951	2.648	2.180

Total may not sum to 100% due to rounding.

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

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

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

Table 20: 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 enthusiasm while working?

	Pacific RSE Workers	Non-Pacific Seasonal Workers	WHS Workers	New Zealanders (local community incl. WINZ)
Base=	75*	16* **	79*	111*
	%	%	%	%
Rated 0-3	3	6	9	13
Rated 4-7	7	25	47	66
Rated 8-10	89	56	44	19
Don't know	1	12	0	3
Total	100	100	100	100
Base=^	74	14	79	108
Mean (2017)	8.86	8.29	6.92	5.78
Std. Deviation	1.465	2.016	2.263	2.165

Total may not sum to 100% due to rounding.

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

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

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



Table 21: 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 productivity?

	Pacific RSE Workers	Non-Pacific Seasonal Workers	WHS Workers	New Zealanders (local community incl. WINZ)
Base=	75*	16* **	79*	111*
	%	%	%	%
Rated 0-3	3	6	9	13
Rated 4-7	24	6	54	67
Rated 8-10	72	75	37	18
Don't know	1	12	0	3
Total	100	100	100	100
Base=^	74	14	79	108
Mean (2017)	8.24	8.57	6.57	5.64
Std. Deviation	1.595	1.950	2.302	2.107

Total may not sum to 100% due to rounding.

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

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

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



4.2 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 (90 percent), which is similar to 95 percent of RSEs in 2016.

Table 22: Training of new workers by returning RSEs

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

Base =	Official RSE 60* %	Other RSE 8* ** %
Yes	90	75
No	3	25
Did not have any new workers this year	2	0
Don't know	3	0
Refused	2	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.

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

Roughly one third of official 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 23). One in five official RSEs reported it takes more than one week.

Notably, in 2017 a significantly smaller proportion of RSEs reported it took less than one day on average to train new Pacific RSE workers (14 percent), compared to 30 percent of RSEs in 2016. However, this is not significantly different to the 12 percent of RSEs who reported this in 2015.

While the results suggest that non-RSEs that employed workers sourced through the RSE scheme take less time in training a new worker, the observed difference should be treated with caution due to the small sub-sample of non-official RSE employers.

Table 23: Average time taken to train each new Pacific worker

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

Base =	Official RSE 63* %	Other RSE 12* ** %
Less than one day	14	50
One to two days	22	0
Three days to one week	29	33
More than one week	22	8
Not applicable - no new workers	2	0
Don't know	8	8
Refused	3	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.

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



5.0 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.

5.1 Character related issues

Employers of Pacific RSE workers were asked if their company had experienced any ‘character related’ issues with their Pacific RSE workers this year, during work hours.⁵ In all, 11 percent of official RSEs reported that such issues had occurred, while none of the other RSE employers reported any such issues.

Table 24: 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?

Base =	Official RSE 63* %	Other RSE 12* ** %
Yes	11	0
No issues during work hours this year	89	100
Don't know	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.

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

The employers of Pacific RSE workers were also asked if their company had experienced any ‘character related’ issues with their Pacific RSE workers this year, outside of working hours.

Thirty-eight percent of the official RSEs reported that their business had experienced a character related issues among their Pacific RSE workers after hours, while 17 percent of other RSEs reported also having experienced issues.⁶

⁵ 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.

⁶ While differences between official RSEs and other RSE employers are indicative only, due to the small sub-sample of non-official RSEs, historically the disparity between the proportion of official RSEs and other RSE employers experiencing character issues among their Pacific RSE workers outside of working hours has been due in part to differences in who is responsible for the provision of pastoral care. Official RSEs are responsible for the provision of pastoral care for their RSE workers, and as such have a greater awareness of what happens with their workers outside of work hours. In contrast, it is believed that non-RSE employers who do not have the same transport and housing responsibilities have a lower awareness of character related issues.



Table 25 shows that most frequently these issues related to alcohol (experienced by 30 percent of all official RSEs and eight percent of non-RSEs that employed Pacific workers sourced through the RSE scheme). Official RSEs also experienced breaching of curfew or other disciplinary issues (six percent) and/or disagreements or poor attitude (five percent).

Table 25: 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?

Base =	Official RSE 63* %	Other RSE 12* ** %
Alcohol issues	30	8
Altercations/disagreements/poor attitude	6	0
Breaching curfew/other disciplinary issues	5	0
Other issues	11	8
No issues outside of work hours this year	56	67
Don't know	2	17
Would rather not say	5	0

Total may exceed 100% because of multiple responses.

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

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

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



5.2 Health related issues

Three quarters of RSEs that employed Pacific RSE workers this year reported all of their Pacific workers arrived in good health, while one out of five reported that at least one of their workers from the Pacific did not arrive in good health (Table 26).

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 those earlier surveys dental problems and boils continue to be the most frequently observed health concerns affecting Pacific RSE workers when they arrive to work in New Zealand.

Table 26: 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?

Base =	Official RSE 63* %	Other RSE 12* ** %
0% - All arrived in good health	76	92
10%	17	0
20%	2	0
30%-90%	2	0
100% - All did not arrive in good health	2	0
Don't know	0	8
Would rather not say	2	0
Total	100	100
<hr/>		
<u>Health related matters experienced</u>		
Dental problems	14	
Boils	13	
Skin rashes or allergies	6	
Having injuries on arrival	3	
TB	2	
Being pregnant on arrival	2	
Hepatitis	0	
Other health matters	5	
Don't know	2	
Would rather not say	0	

Total may not sum to 100% due to rounding.

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

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



6.0 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.

Both official RSE employers and non-RSEs 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 (88 percent) reported that managing pastoral care for their returning Pacific RSE workers was easier this year than last year (Table 27). Five of the eight non-RSE employers who employed Pacific workers sourced through the RSE scheme also reported that they found providing pastoral care to their returning workers was easier this year.

Table 27: 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?

Base =	Official RSE 60 %	Other RSE 8** %
Yes	88	62
No	7	0
Don't know	5	38
Refused	0	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.

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



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 28).

Among those employers who found it easier this year, the most frequently mentioned themes related to: returning workers knowing what was expected of them (33 percent), and/or being more familiar with the area, community or local culture (28 percent).

Only four employers reported it had become more difficult, their reasons for this have been provided below. All detailed comments as to why it has or has not become easier to provide pastoral care can be found in Appendix B.

Table 28: 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 =	58* %	4* ** %
Returning workers know what to expect/what is expected of them in terms of the system/rules	33	
Returning workers are more familiar with the area or community/more accustomed to local culture	28	
Returning workers help new workers	12	
We are more experienced/have developed our approach	5	
Returning workers are more self-sufficient	3	
We have a greater understanding of their culture/needs	3	
Other reasons for becoming easier	28	
Requirements are the same/have not changed		0
More workers or new workers this year		0
Other reasons for not becoming easier		75
Other	0	25
No particular reason	14	0
Don't know	0	0
Refused	2	

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.

Some workers who have been returning for a longer period of time are learning to manipulate systems.

They kept losing their bank cards, forgetting PINS.

Listening to rumours and not discussing with management.

It's been about the same. Generally it is our new workers that require more supervision - we rarely have trouble with the returnees.



7.0 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.

7.1 Changes to business practices

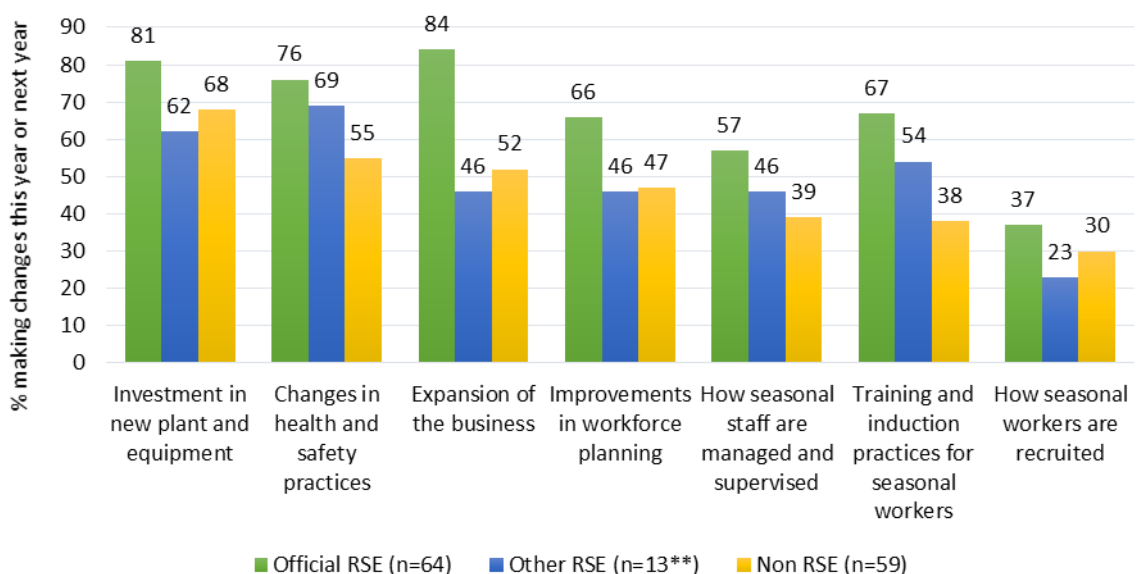
All employers were asked if their business had made any changes to their business practises in general this year, or whether they planned to do so in the coming 12 months.

As detailed in Figure 10, most RSE employers are continuing to make improvements to their business practices. For example, more than eight-in-ten said that their business had expanded (84 percent) and/or they had invested in new plant and equipment this year or planned to do so next year (81 percent).

Official RSE employers were significantly more likely than non-RSEs to have made/be planning to make each of the changes shown below, with the exception of *investment in new plant and equipment* and *how seasonal workers are recruited*.

These results are largely unchanged from those of the previous two surveys in 2016 and 2015.

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



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



Breakdowns of the percentages of businesses that made changes to the above practices this year, or are planning to do so next year can be found in Table 29 through Table 35.

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 29: Workforce planning

Q24a. Improvements in workforce planning

	Official RSE	Other RSE	Non RSE
Base =	64	13**	59
	%	%	%
Made changes this year	50	38	24
Planning to make changes next year	28	8	27
Not made any changes and not planning to in the next year	28	54	36
Don't know	3	0	5
Not applicable to the business	3	0	12

Total may exceed 100% because of multiple responses.

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

Table 30: Recruitment of seasonal workers

Q24b. How seasonal workers are recruited

	Official RSE	Other RSE	Non RSE
Base =	64	13**	59
	%	%	%
Made changes this year	20	15	17
Planning to make changes next year	22	8	14
Not made any changes and not planning to in the next year	55	54	46
Don't know	6	0	0
Not applicable to the business	2	23	24

Total may exceed 100% because of multiple responses.

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

Table 31: Management and supervision of seasonal staff

Q24c. How seasonal staff are managed and supervised

	Official RSE	Other RSE	Non RSE
Base =	64	13**	59
	%	%	%
Made changes this year	44	31	20
Planning to make changes next year	22	15	20
Not made any changes and not planning to in the next year	39	54	44
Don't know	2	0	0
Not applicable to the business	2	0	17

Total may exceed 100% because of multiple responses.

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



Table 32: Training and induction of seasonal staff

Q24d. Training and induction practices for seasonal workers

	Official RSE	Other RSE	Non RSE
Base =	64	13**	59
	%	%	%
Made changes this year	55	38	32
Planning to make changes next year	20	15	7
Not made any changes and not planning to in the next year	28	46	42
Don't know	2	0	3
Not applicable to the business	3	0	17

Total may exceed 100% because of multiple responses.

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

Table 33: Changes to health and safety practices

Q24e. Changes in health and safety practices

	Official RSE	Other RSE	Non RSE
Base =	64	13**	59
	%	%	%
Made changes this year	67	62	42
Planning to make changes next year	19	8	14
Not made any changes and not planning to in the next year	20	31	37
Don't know	2	0	3
Not applicable to the business	2	0	5

Total may exceed 100% because of multiple responses.

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

Table 34: Investment in new plant and equipment

Q24f. Investment in new plant and equipment

	Official RSE	Other RSE	Non RSE
Base =	64	13**	59
	%	%	%
Made changes this year	66	54	54
Planning to make changes next year	30	15	24
Not made any changes and not planning to in the next year	11	38	27
Don't know	3	0	0
Not applicable to the business	5	0	5

Total may exceed 100% because of multiple responses.

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



Table 35: Expansion of the business

Q24g. Expansion of the business

	Official RSE	Other RSE	Non RSE
Base =	64	13**	59
	%	%	%
Made changes this year	64	31	31
Planning to make changes next year	33	15	24
Not made any changes and not planning to in the next year	12	54	34
Don't know	2	0	2
Not applicable to the business	2	0	12

Total may exceed 100% because of multiple responses.

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



7.2 Impacts of the RSE scheme

Since 2007, 92 percent of RSEs have been able to expand their area under cultivation, which is not significantly different from 85 percent of RSEs reporting as much in the 2015 survey, and in line with the 2016 survey result of 82 percent (Table 36).

In nine out of ten cases (88 percent), participation in the RSE scheme was regarded as a contributing factor to this expansion (Table 37).

The growth in hectares of official RSEs who have been able to extend the area under cultivation since 2007/last 12 months is presented in Table 38.⁷ In addition, respondents' detailed comments as to the extent and impact this has had on their business can be found in Appendix B.

Table 36: 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 / in the last 12 months?

	Official RSE	Non RSE
Base =	64*	4* **
	%	%
Yes	92	75
No	5	25
Not applicable	2	0
Don't know	2	0
Refused	0	0
Total	100	100

Total may not sum to 100% due to rounding.

*Sub-sample based on those respondents who are official RSE employers. Note, n=4 official RSE employers did not employ any RSE workers in the last 12 months, and therefore have been classified as non-RSE respondents. Results have been derived from historical data for repeat respondents who were asked this question in relation to the last 12 months.

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

Table 37: 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?

	Official RSE
Base =	52*
	%
Yes	88
No	6
Don't know	6
Refused	0
Total	100

Total may not sum to 100% due to rounding.

*Sub-sample based on those official RSEs 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.

Excludes n=3 individuals on the official RSE list who did not employ any RSE workers in the last 12 months.

⁷ Repeat Official RSE respondents were asked in relation to the last 12 months.



Table 38: Growth in hectares under cultivation since 2007/in the last 12 months

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

Base =	Official RSE 52 %	Non RSE 3* ** %
1 to 5 hectares	17	0
6 to 10 hectares	8	33
11 to 20 hectares	13	0
21 to 50 hectares	0	0
51 to 100 hectares	25	0
More than 100 hectares	17	33
Don't know/Refused	19	33
Total	100	100

Total may not sum to 100% due to rounding.

Sub-sample based on those respondents who reported in the current survey expanding the size of area under cultivation since 2007/in the last 12 months.

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

Participation in the scheme has also meant that around four-in-five RSE employers have been able to employ more permanent and seasonal New Zealand workers in addition to RSE workers (Table 39). This is consistent with the findings of the 2016 survey (79 percent).

Table 39: 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?

Unweighted base =	Official RSE 57 %	Other RSE 7** %
Able to employ more permanent New Zealand workers	81	43
Able to employ more seasonal New Zealand workers	74	71
Don't know	14	14
Refused	5	14

Total may not sum to 100% due to rounding.

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

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

Where this has been the case, it is estimated that on average, official RSEs have been able to employ a median of eight additional permanent New Zealand workers as a result of having access to RSE workers, while non-RSEs who employ workers sourced through the RSE scheme have been able to employ a median of five additional permanent New Zealand workers (Table 40).⁸

⁸ Based on the median numbers of workers estimated by employers.



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 range from eight workers among non-RSE employers who employ workers sourced through the RSE scheme to 25 workers for official RSEs (Table 42).

Table 40: 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

Base =	Official RSE 45* %	Other RSE 2* ** %
1-2 workers	22	50
3-4 workers	11	0
5-10 workers	33	50
11-50 workers	29	0
More than 50 workers	4	0
Total	100	100
Median	8	5

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 41: 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

Base =	Official RSE 42* %	Other RSE 4* ** %
1-2 workers	2	0
3-4 workers	7	25
5-10 workers	19	50
11-50 workers	50	25
More than 50 workers	21	0
Total	100	100
Median	25	8

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.

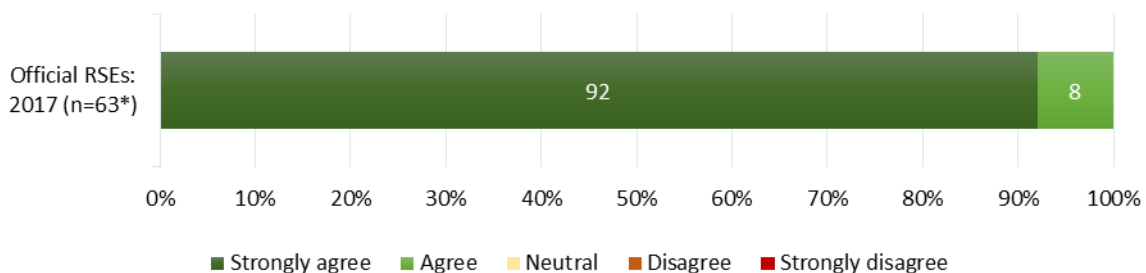


7.3 Perceived benefits of participating in RSE scheme

Overall, in 2017, all RSEs believed that the benefits of participating in the scheme outweighed the costs, with 92 percent *strongly agreeing* that this was the case (Figure 11).

Figure 11: Overall benefit vs. cost perception

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

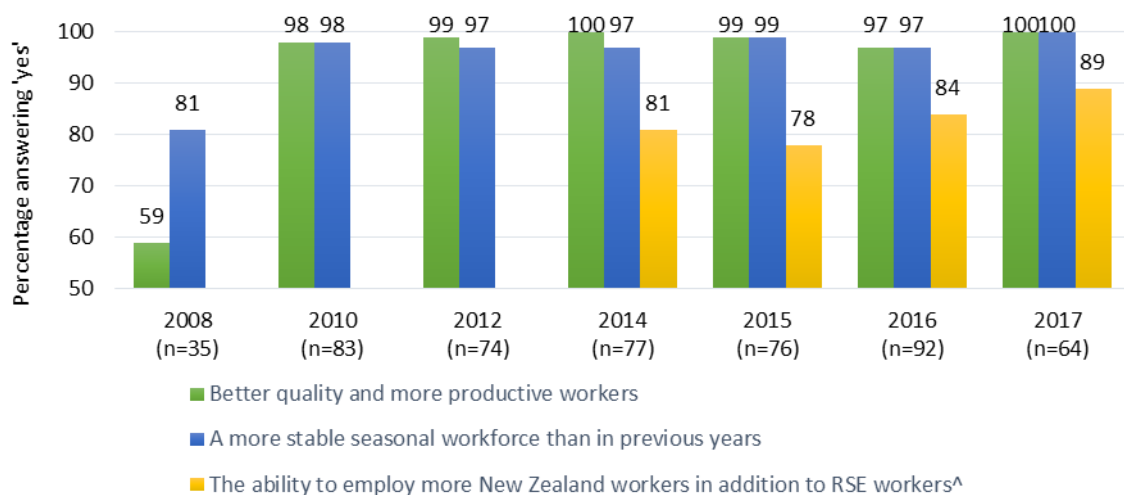


*Sub-sample based on official RSE employers. Excludes 'don't know' and 'not applicable' responses.

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

Q25. Overall, has participation in the RSE scheme resulted in improvements to your business in the following areas?



*Sub-sample based on official RSE employers.

^Statement included for the first time in 2014.



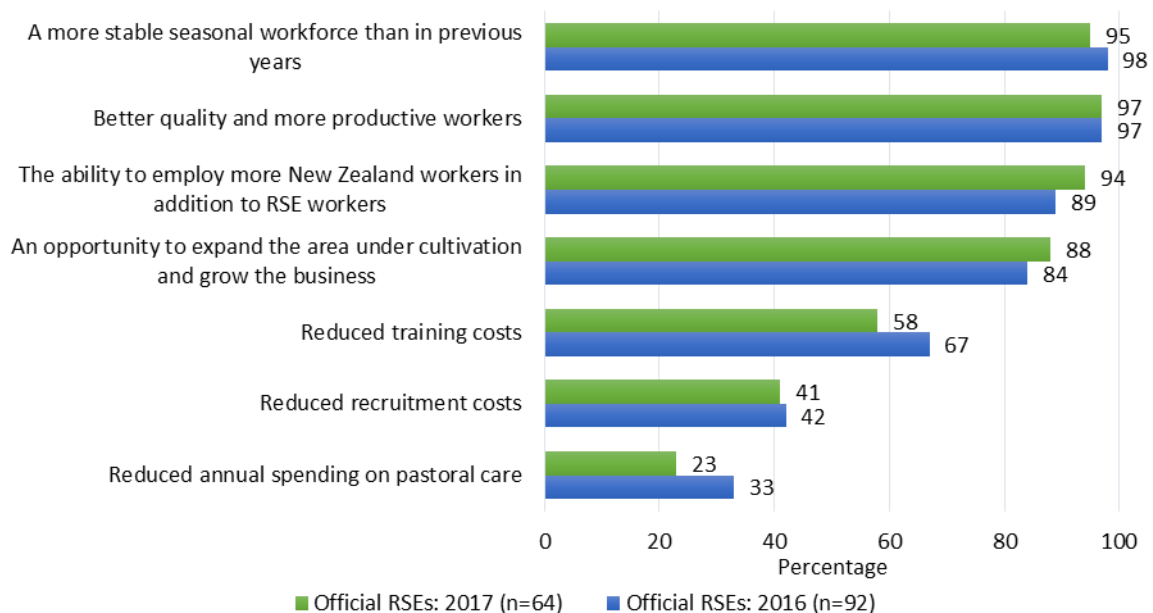
Eighty-nine percent of official RSEs also agreed that participation in the scheme had improved their ability to employ more New Zealanders in addition to RSE workers (Figure 12 above).

Most RSEs also envisaged further improvements in their business operations in 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 13).

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 2016.

Figure 13: Future benefits of participating in the RSE scheme

Q29. 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.



7.4 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 42).

The proportion of official RSEs in 2017 wishing to recruit the same group of workers (36 percent) is comparable to the proportion of official RSEs in 2016 (35 percent). However, this is a significant decrease from the 56 percent of official RSEs in 2014. Similarly, the percentage of official RSEs in 2017 who expressed a preference to recruit a mix of new and returning workers from the same countries (53 per cent) is comparable to that reported in 2016 (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:

Employing returning RSE staff reduces our training costs but also they understand our business and how we operate. On arrival they can virtually hit the ground running as they have the experience.

They are reliable, hardworking, productive, drug free, do a good job. Know the job & do the job. Pleasant. Want to work.

They already know the requirements of the business and we know they are dependable and do a good job.

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

Because it is good to bring new people out and give them a chance to earn some money as well and by bringing the experienced workers to help train the newer workers.

Spreading the opportunity to earn and upskill whilst in New Zealand. We've seen the benefits of people participating in the RSE scheme not just from a financial prospective. It also gives us certainty around what we can do in terms of training and upskilling our Kiwi workforce. The biggest thing is knowing what our capabilities are and what we will need in terms of personnel to deliver this i.e., new Kiwi in roles such as supervisors, QC's, housekeepers, drivers, pastoral care workers etc.

Some of the people who have been coming for a number of years are starting to get "bossy" - the new people were very appreciative of the chance so it may be good to spread the money around.

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



Table 42: Recruitment preferences for next year

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

Base =	Official RSE 64* %	Other RSE 13* ** %
The same group of workers	36	54
A mix of returning and new workers from the same countries I am recruiting from at present	53	46
Workers from a country I am not currently recruiting from	2	0
Workers from several countries I am not recruiting from at present	2	0
Workers from non-Pacific counties	0	0
More New Zealand workers	6	0
None (Do not plan to use RSE seasonal workers next season/year)	0	0
Don't know	0	0
Refused	2	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.

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



8.0 Employers' perceptions of the performance of RSE Relationship Managers

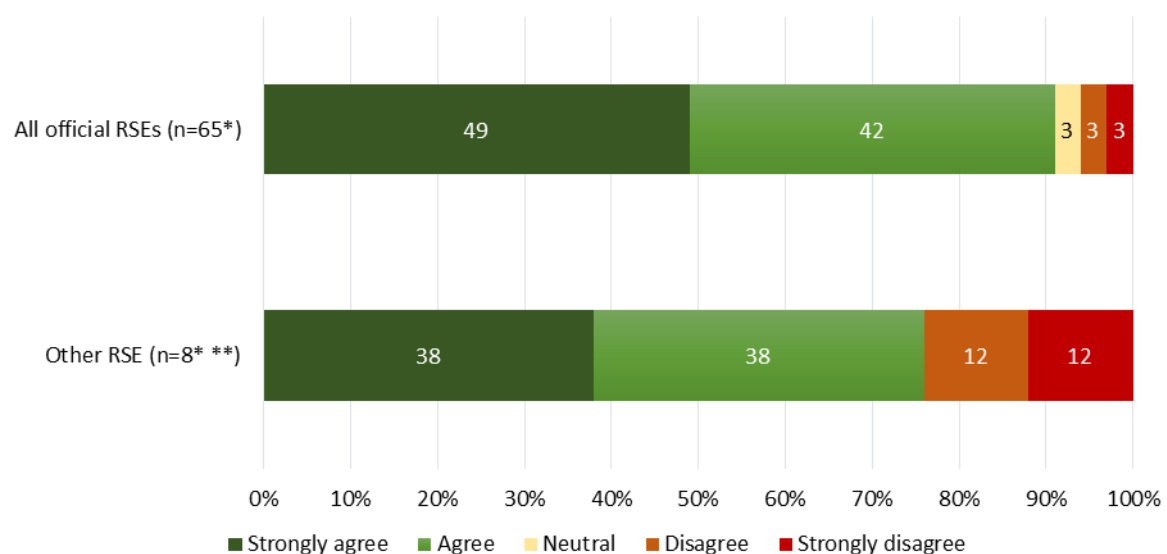
The following section of the report examines the perceptions of MBIE's RSE Relationship Managers among those who are officially part of the RSE scheme and other employers who reported that they have employed seasonal workers recruited under the RSE scheme in the last 12 months.

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.

Ninety-one percent of official RSEs *agree/strongly agree* that their RSE relationship manager has a good understanding of the employer's business (Figure 14). Although this is significantly more than the 77 percent of official RSEs who reported this in 2016, it is comparable to the 84 percent of official RSEs who agreed/strongly agreed with this statement in 2015.

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

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



Total may not sum to 100% due to rounding.

*Sub-sample based all official RSEs and those who employed RSE workers in the last 12 months. Note, n=4 individuals in the official RSE sample stated that they did not employ any RSE workers in the last 12 months. Excludes 'don't know' and 'not applicable' responses.

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



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 official RSEs *agree/strongly agree* that their RSE Relationship Manager responds to their enquiries in an acceptable timeframe (Table 43), which is identical to 92 percent as reported in 2016.
- ◆ Eight-five percent of RSEs *agree/strongly agree* that their RSE Relationship Manager provides them with consistent information and advice. (Table 43), which is similar to 79 percent as reported in 2016.

While the results suggest that non-RSEs are less likely to strongly agree with these statements, due to the small sub-sample of non-RSEs who employed RSE workers the observed difference is not statistically significant and should be treated as indicative only.

Table 43: 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?

Base =	Official RSE 65* %	Other RSE 7* ** %
My enquiries were responded to within acceptable timeframes by my Relationship Manager		
Strongly disagree	2	14
Disagree	2	0
Neutral	5	14
Agree	32	29
Strongly agree	60	43
Total	100	100
I received consistent information and advice from my Relationship Manager		
Strongly disagree	3	14
Disagree	0	14
Neutral	12	14
Agree	34	14
Strongly agree	51	43
Total	100	100

Total may not sum to 100% due to rounding.

*Sub-sample based all official RSEs and those who employed RSE workers in the last 12 months. Note, n=4 individuals in the official RSE sample stated that they did not employ any RSE workers in the last 12 months. Excludes 'don't know' and 'not applicable' responses.

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



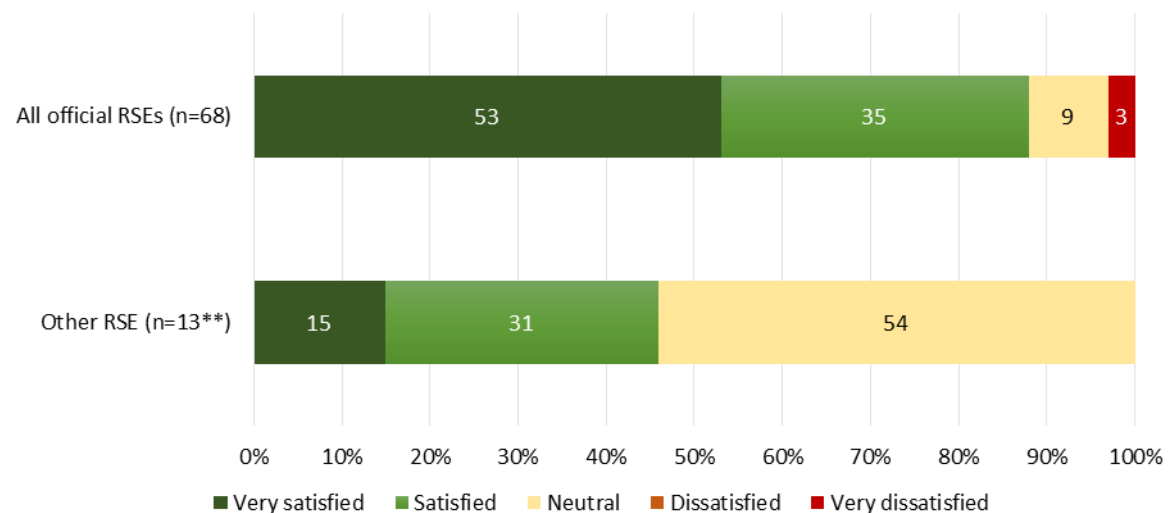
Since the 2012 survey, all employers of RSE workers have been asked to rate their satisfaction with the quality of service provided by their regional RSE Relationship Manager in the last 12 months.

A large majority of official RSEs reported being *satisfied/very satisfied* with the overall quality of service provided; 88 percent gave a rating of '4' or '5' out of 5, which is similar to 84 percent as reported in 2016 (Figure 15).

Forty-six percent of non-RSEs who employ RSE workers sourced through the RSE scheme also reported being *satisfied/very satisfied*. However, due to the small sub-sample of non-RSEs the results should be treated as indicative only.

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

Q34. 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?



Total may not sum to 100% due to rounding.

*Sub-sample based all official RSEs and those who employed RSE workers in the last 12 months. Note, n=4 individuals in the official RSE sample stated that they did not employ any RSE workers in the last 12 months. Excludes 'don't know' and 'not applicable' responses.

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

A follow-up question asked respondents to explain their overall satisfaction ratings. Table 44 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 27 percent of all satisfied respondents.
- ◆ Good communication/regular contact, being approachable – 21 percent.

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



Table 44: 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 66 %	Neutral 13** %	Dissatisfied 2** %
Helpful/gives good advice or support		27		
Good communication/regular contact, approachable		21		
Prompt responses or information provision		11		
Things are working/no problems		11		
Listens/understands our needs		6		
Getting the answers I need		5		
Other positive comments		11		
No direct contact with RSE relationship managers		3	31	
New relationship manager so can't rate performance		2		
Negative comments			8	100
Other		2		
No comment		30	15	
Don't know			31	
Would rather not say		3	15	

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

**Caution: low base number of respondents - 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=56 RSEs were identified that completed the 2017 survey and at least one of the annual surveys conducted between 2008 and 2016. This report is based on comparisons between these respondents' answers provided in 2017 and those of their **earliest recorded participation** in the survey. N=3 of these repeat respondents first completed the survey in 2008, n=10 in 2009, n=9 in 2010, n=6 in 2011, n=2 in 2012 and n=11 in 2014, n=8 in 2015, and n=7 first completed it 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=56 RSEs from the 2017 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. One of the differences was found to be significant:

Compared with their earliest survey participation, in 2017 the n=56 RSEs in question employed significantly more Pacific seasonal workers under the RSE scheme. On average, RSEs employed 29 more Pacific workers than they did previously.

Table 45 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 45: 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 2017	t	df	Sig. (2-tailed)	n=
Seasonal workers from Work and Income	First survey	30.4					
	2017	27.8	-2.6	-0.9	55	0.379	56
Seasonal workers from the community (but not employed through Work and Income)	First survey	79.0					
	2017	72.8	-6.2	-0.4	55	0.687	56
Pacific seasonal workers under the RSE scheme	First survey	55.0					
	2017	84.1	+29.2*	3.9	55	0.001	56
Seasonal workers under the RSE scheme who are not from the Pacific	First survey	8.3					
	2017	8.8	+0.4	-0.6	55	0.584	56
Seasonal workers under other schemes (TRSE, WHS & VOC)	First survey	51.0					
	2017	54.7	+3.7	0.5	55	0.680	56
Total workers	First survey	223.9					
	2017	252.9	+29.0	1.7	55	0.084	56

*Significant at the 95 percent confidence level.



Key findings – changes implemented to business practices

Changes to business practices implemented in 2017 were compared with the changes implemented by RSEs at the time of their first survey participation.⁹ For each of the business practices listed in Table 46 below, 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*:

- ◆ Eleven RSEs made changes at the time of their first survey and did so again in 2017 (bottom right cell).
- ◆ Eight had made changes at the time of their first survey, but did not make changes in 2017 (bottom left cell).
- ◆ Nineteen did not make changes at the time of their first survey, nor did they make any in 2017 (top left cell).
- ◆ Fifteen did not make changes at the time of their first survey, but did make changes in 2017 (top right cell).

A McNemar test found that a significantly lower proportion of RSEs made changes to *how seasonal workers are recruited* in 2017, when compared with the time of their earliest participation. Also, a significantly higher proportion of RSEs made changes to *health and safety practices* in 2017, when compared with the time of their earliest participation.

Table 46: Changes to business practices this year compared with what was changes 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 2017	
			No	Yes
a. Improvements in workforce planning	No	34	19	15
	Yes	19	8	11
b. How seasonal workers are recruited	No	34	29	5
	Yes	22	19	3
c. How seasonal staff are managed and supervised	No	39	24	15
	Yes	17	8	9
d. Training and induction practices for seasonal workers	No	35	21	14
	Yes	21	6	15
e. Changes in health and safety practices	No	36	13	23
	Yes	20	7	13
f. Investment in new plant and equipment	No	31	10	21
	Yes	25	8	17
g. Expansion of the business	No	32	11	21
	Yes	24	8	16

Results are consistent if they lie within shaded cells.

⁹ “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.



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

- ◆ In 2017, 53 out of n=53 RSEs¹⁰ said that participation in the scheme had resulted in better quality and more productive workers – while 50 of them believed this was the case when asked in their first survey (Table 47). Three 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 2017.
- ◆ Similarly, 52 out of n=52 RSEs said in 2017 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 2017 survey (using McNemar test).

Table 47: 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	2017	
			No	Yes
Better quality and more productive workers	No	3	0	3
	Yes	50	0	50
A more stable seasonal workforce than in previous years	No	1	0	1
	Yes	51	0	51

Results are consistent if they lie within shaded cells.

¹⁰ 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 provided in 2017 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 training costs* in 2017, when compared with the time of their earliest participation. Also, a significantly lower proportion of RSEs anticipated future *reductions in recruitment cost* in 2017, when compared with the time of their earliest participation. There were no other significant differences in the results shown in Table 48.
- ◆ All RSEs who anticipated future improvements in the *quality and productivity of workers*, and a *more stable seasonal workforce than in previous years* at the time of their first survey participation, continued to do so in the 2017 survey.

Table 48: 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 ¹¹	2017	
			No	Yes
Reduced training costs	No	4	3	1
	Yes	22	9	13
Reduced recruitment costs	No	5	4	1
	Yes	18	10	8
Better quality and more productive workers	No	0	0	0
	Yes	28	0	28
A more stable seasonal workforce than in previous years	No	0	0	0
	Yes	29	0	29

Results are consistent if they lie within shaded cells.

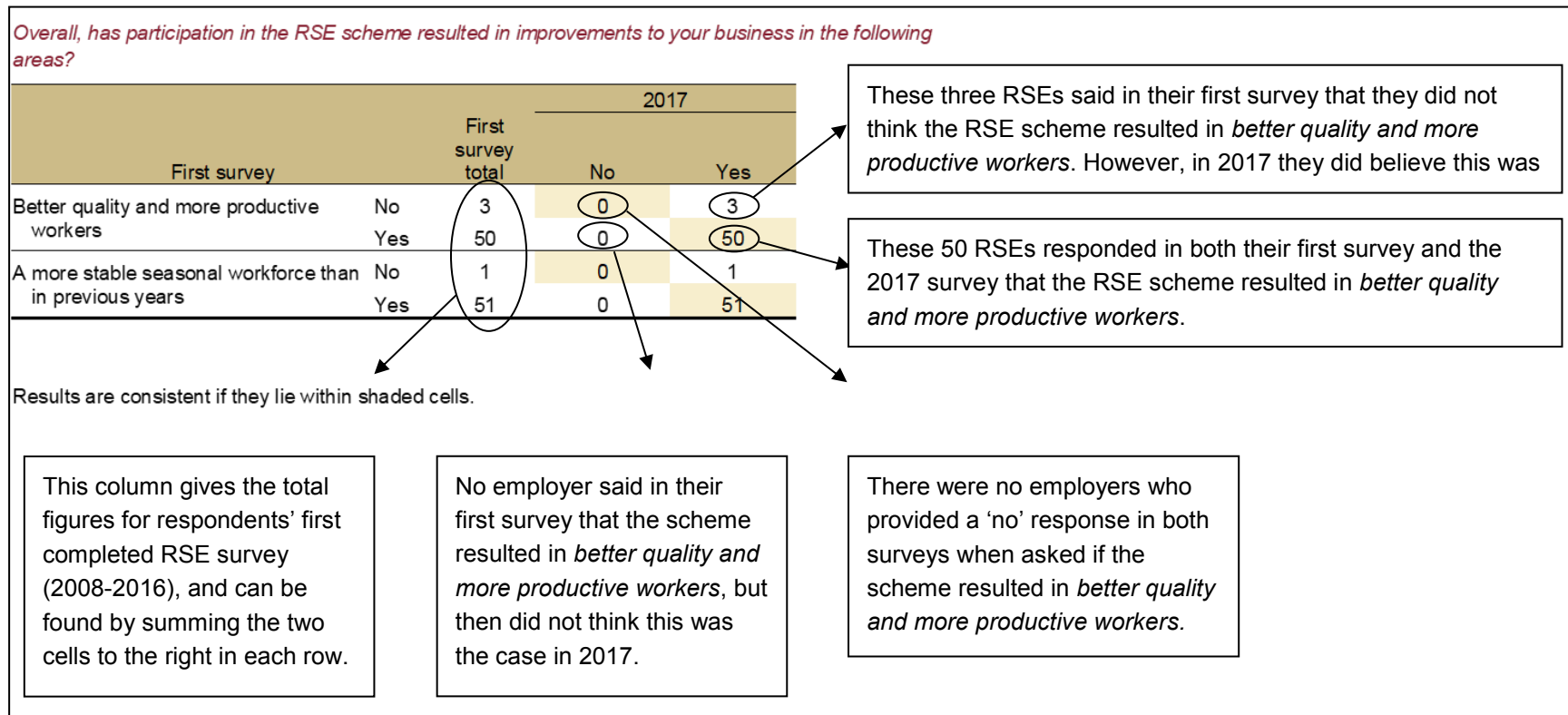
¹¹ Some RSEs did not provide a “yes” or “no” answer to these questions, hence the variable sample sizes.



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 2017 in the columns. Figure 16 below gives an explanation for each cell in these matrices. Each of the n=53 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 2017. The example below is based on Table 47 in this report.

Figure 16: Explanation of McNemar Test tables





Appendix B: Verbatim Report

Q1. Is your business is involved in...? (Other specify)

Arable and seed processing.

Beef farming.

Dairy farming.

Seed production.

Q5. Where did you source your seasonal workers under the RSE scheme from? (Other specify)

Packhouse employs them to pick/pack on various orchards.

Q7. What are the main reasons why you would/would not consider becoming a Recognised Seasonal Employee?

Would consider

[It would] cut out the contractor part of the equation. I would rather pay the workers more directly rather than through a contractor taking a cut.

As there are major plantings in our area there will be a shortage of local workers within the next few seasons.

Because of previous experiences working with RSE's, they want to work. RSE's are also generally keener to do quality work. Locals don't want to work (as a generalisation, [there is] generational unemployment, the unemployment benefit can be better money during the training and getting further experience phase, [and there are] seasonal/weather related inconsistent hours of work).

Because the work we do varies and labour requirements are for specific tasks at specific times throughout the season.

Being able to employ people from the Pacific and have the same people come back year after year - not as much training needed in subsequent years.

Cannot get dedicated workers.

Consistent supply, but too much red tape.



Despite advertising on our website and multiple times in our local papers we could not maintain two full teams to cover our shift patterns. We advertised with Work and Income and received nine referrals. Of those nine referrals two did not turn up for an interview, two did not want to work the shifts available, one worked only 2.25 hours, one worked 10 days, three are still employed.

From what we understand, Pacific workers have really good work capabilities and are known to be more reliable, loyal and motivated to work than their Kiwi counterparts.

Good workers. I receive a GST invoice from packhouse - all very easy. All I do is train them.

Guarantee of staff turning up for work every day.

Have had mostly good results with seasonal workers.

I can see that some of our regular staff are near retiring and no younger locals are looking for work.

I would consider the option but prefer local and/or backpackers because their care is less difficult. It's only OK if one can find enough of them at the timely moment.

If local staff were insufficient to get the work done on time.

Inability to source local staff who have a good work ethic and are reliable and drug free.

Needing more people as production increases.

Positive experiences other growers have had. Access to keen motivated staff who are want to make a difference to their families back home.

Reliability of workforce.

RSE commitment to work. Seasonal variations with work load. Inability to source adequate workforce locally.

The availability of local workers willing to do seasonal work.

The RSE workers are punctual, honest, on time, drug and alcohol free, (never hungover) do the right job at a good pace, happy, friendly, reliable and want to work.

There is no workers available from NZ. The kiwifruit industry relies on Indian labour who are mainly on student work visas and will only work for Indian contractors, they will not work for the owners of orchards directly.

They are more reliable than our own locals who aren't prepared to come and work. They are always pleasant and are always excellent workers.



To be able to fulfil our resource shortage through the peak of the season. Not to have to rely on contractors.

We do not have enough labour during the busy season. We had tried to get people from Work and Income before but were not successful. They pretend they need a job, but are all making excuses not to come to work [at the] scheduled time or do not perform the tasks at the standard they should be able to do. Some even asked for payment in cash so that it would not affect them getting a benefit from the government. Very disappointing, [I am] thinking [we] shall never employ people who are on a benefit. We want to employ people who really [appreciate] the chance to work.

We find it very hard to get good people. We were lent a Pacific Island worker who was so good we tried hard and spent a lot of money to get him back but were unsuccessful.

Would not consider

At the moment we are able to get enough staff without being involved, although of course if this changed in the future then we would need to reconsider.

Don't employ enough staff.

Don't need one.

EastPack provides all the workers for me.

Happy with present conditions.

I currently employ permanent workers.

I don't need 30 full time staff all year round, I need them for specific jobs at specific times if the year.

I have no facilities for housing or feeding people working that way. I don't have any fulltime positions at any stage of the year because we are only a small family business.

Low use of seasonal workers.

No need.

Not large enough to bother, easier to use RSE labour through a contractor.

Not likely to be continuing with orcharding for much longer.

Only small grower, do not need the hassle.

Our orchard is managed by a contractor - we don't employ directly.

Seasonal Solutions provide the requirements.



Very stringent requirements for the employer.

We employ a small number of people and tend to use our local network for part-timers.

We only require the assistance of two workers once a year and only for a few days each year.

We sold our orchard last January.

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

[Name]

I hired them from a local packhouse who uses them to prune kiwifruit and pick kiwifruit.

In country Operations Manager. Not able to answer Q13 - depends on the job they are being trained to do - vine pruning takes at least 2 seasons, picking apples maybe a couple of weeks!

Joint ATR with another orchard.

Relative of our pastoral caregiver who lives in Samoa.

We had joint ATR with apple orchard and they had already sourced the workers through a contact in Samoa and a pastoral carer who lives in Nelson.

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

Dinghy fever.

Flu.

Gout.

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

Alcohol related behaviour, driving offences.

Few workers [with] social behaviour [issues], got sorted in the end.

Minor drinking with a few.

One 5th year returnee worker lied about having a doctor's appointment but left work to meet up with a girl.



One employee drove a work vehicle without permission or training and hit a post.

Some of our RSE workers are just not suited to contract work. I would not suggest they were intentionally disruptive, rather unable to motivate themselves.

Two workers drinking excessively rather than going to work. Both were sent home. Issues with knowing how to live cleanly and healthily in NZ.

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

A few of them would urinate outside instead of using the lavatories provided. After meeting with them and telling them that it is totally unacceptable they stopped. The leaders helped us to enforce the rules. Our feeling is it was a cultural thing for newbies to NZ. They have learnt now.

Alcohol and disruptive behaviour.

Alcohol consumption and ignoring alcohol ban in the accommodation (five workers, two returned home). Three consumed excessive alcohol the night before returning and caused damage to the accommodation. They were notified to the RSE unit and to the Vanuatu government and will not be returning.

Alcohol drunk in one of the houses. No disorderly behaviour. Misuse of company vans.

Alcohol related behaviour, driving offences.

Alcohol related.

Alcohol related.

Alcohol, fighting.

Couple of drinking issues.

Drunkenness.

Evidence of alcohol being consumed at one accommodation site after hours. Another group didn't get along after accusations of alcohol consumption, as a result we are not offering ongoing employment to two workers.

Issue with one worker getting in a relationship with a gang member, eventually taking his money, and causing issues with alcohol.

Issues included alcohol, drugs, theft and fighting. We had two workers who stole a vehicle and absconded. Both were found and sent home. These were the only two sent home this year.



Not staying at approved accommodation and living with a girlfriend over an hour drive from work. Domestic issues arose causing attendance problems.

One alcohol related issue, which was dealt with quickly.

One incident of going out at night time without permission and getting into an altercation at a local bar - police had been called to the incident but no charges were laid. There was no indication of drinking.

One RSE worker that was a driver was removed from driving due to risk-taking, bad driving.

One worker left with relatives for a day and did not tell or ask permission to do so, but no alcohol. Four minor alcohol [issues] and one potential argument/fighting during the last 3 days before departure within the accommodation. One worker left with relatives and returned drunk.

Only one worker was drinking alcohol (out of work time, and ignoring rules) and was given a second chance but was sent home. The rest of his group were not happy with him and wanted him to return home as well. All the others were absolutely great following rules and being team players and looking out for each other. All our employees worked well together and had a family environment. The RSE'S were great role models for the work and income employees and helped them be part of the team.

Same aforementioned two workers after a full day drinking rather than going to work, ended up fighting and disturbing accommodation site, and required the business owner to have to come down after midnight.

Social relationships.

Some minor issues with hierarchy/pecking order in relation to who had what space and what each would pay for containers to ship supplies back to Vanuatu.

Two people drinking. Dealt with quickly.

Two staff members accessing alcohol without our knowledge or permission.

We discovered a very small portion of our RSE guys had consumed alcohol and some unauthorised use of vehicles. Issues were isolated, dealt with and contained.

We had a joint ATR with [orchard] from [place] who sent 25 Tongans to us mid-way through the season. The way in which [orchard] pastoral care and manage their RSE is very different to us. We had problems with this group only regarding attitude, drinking alcohol and kava, smoking in our toilets and dining halls and being very disruptive around [place] and in the workplace. On average we have 7-9 people off each day. All our other RSE workers have been their usual outstanding selves.



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

Has become easier

A lot of return workers [have] family and village connections.

All my RSE Indonesian workers have a 100% return rate and Vanuatu workers have a 95% return rate, they all know the drill and are well behaved and I personally do the pastoral care. Team leaders help me to manage the groups.

Because they are aware of what is expected of them and we continue to drive that expectation harder every year. When new workers come they have good role models.

Because they learn the expectations of our workplace, and they know the NZ culture and lifestyle better.

Because we have been getting RSE's for 3 years now we have a stable group of RSE's that know our expectations in terms of their behaviour outside of working hours. The returning workers have been able to guide the younger workers into their way of life in New Zealand.

Better pastoral person than last year.

Better understanding of how they are to live and behave in NZ.

Drivers licences acquired in Vanuatu to come to NZ more prepared. English language improved, business culture understanding improved.

Employed a full time pastoral carer.

Everyone knew what needed to be done.

Expectations are outlined by us and by returning workers to new workers. We know what makes them comfortable, and improvements that can be made based on last year's feedback.

Experience and improved mutual understanding of our respective cultures.

Experienced, support each other. Greater pastoral support.

Familiarity with local church and recreational sports.

Familiarity with our community and rules, know where bank, doctors etc. are. Understand the supermarket. Overall they are confident about getting around in the community.

Having a person looking after pastoral care and all human resources.

Higher percentage returning, strong team leaders. Better values and respecting managers.



Higher repeat workers who know what needs done etc.

I think we are understanding their needs more and they will come forward if they had any issues and are not shy. Communication a big thing.

Improved leadership structure.

Individual workers have become more responsible and understand the rules and the consequences of breaking these rules. We are also getting older and wiser heads as leaders who lead by example. I'm not sure if this will be a permanent change (I hope so) as circumstances and workers change each year and this year could just have been a good year. There is no doubt that workers are becoming wiser and more respectful.

More experience amongst group and better selection from within existing networks so everyone coming has a peer. Avoiding people not associated with the established peer, village, social networks makes compliance and group responsibility easier.

Our employees become more familiar with the community and our business, year on year.

Reliability.

Returning workers are selected based on past performance.

Returning workers assist and also advise new workers on acceptable behaviour and local practices.

Strong leadership has evolved. Working with the Primary ITO Level One Horticulture.

Strong RSE leadership.

Systems [are] in place for them. Accommodation and activities contacts from previous years make it easier.

The boys understand the company rules and policies.

The four men from Vanuatu are all family from the same village in South Santo. They have known each other all their lives. They have been coming to NZ for 10 years now, very much like their job here, very willing to return each year, like their accommodation, and feel that we are their NZ family now. They are very familiar with routines and our expectations of them and are very keen to make money to put their children through secondary school in Vanuatu.

The guys have got easier each season - they are used to NZ now - they know what is expected of them and how they are expected to behave. We have a very good leader that looks after the boys, and they don't live in town, which helps a lot.

The packhouse we use has a pastoral carer full time. She is very onto it and is getting to know the RSE workers very well now.



The returning worker is familiar with how the camp runs and gets to know their pastoral caregivers and managers, which makes them feel that they are returning to their second home.

The RSE workers are starting to understand issues like muscle soreness, versus "I'm dying and need to see a doctor". Having experienced leaders and the fact that our RSE workers are eating better than in the past, we've seen a dramatic improvement in their health and attendance at work.

They are confident going to the bank, doctors etc.

They are familiar with the location of services, where to source doctors, shopping etc. They have vans to access these services and recreation.

They are used to the cold weather and dress appropriately. Enjoyed returning to the recreational sporting activities. Enjoyed joining local groups.

They are very clear about our expectations and the consequences of their employment being terminated if they bring the RSE scheme into disrepute.

They have more understanding of the area they live in, services available and the different weather that they experience here. Banking and money transfer is better understood as are working relationships they experience.

They knew what work was expected of them and how we were prepared to care for them.

They know and are used to the rules and NZ lifestyle.

They know how things operate, i.e. banking, cooking, doctors, dentists, communicating more.

They know how to access banking, medical, food etc. themselves.

They understand what is expected of them and they have appreciation of the opportunity being given.

Understanding employment and behavioural expectations.

We have a community based Fijian Pastor of the Fiji All Nations church that has greatly assisted with communication and discipline/guidance.

We've been employing RSE staff for 9 years so everything is in place.

Workers become used to our way of life and routines.



Has not become easier

It's been about the same. Generally it is our new workers that require more supervision - we rarely have trouble with the returnees.

Listening to rumours and not discussing with management.

Some workers who have been returning for a longer period of time are learning to manipulate systems.

They kept losing their bank cards, forgetting PINS.

Q23. Have your company's own labour requirements changed significantly in recent years? If so, in what ways have they changed?

Business has grown need more workers

Having expanded our range of products we've needed to employ more staff. The availability of local staff wanting to work has decreased and we have had to employ more overseas staff as they are more willing to do the jobs.

20% increase.

As demand grows, labour requirements grow.

Increase in producing area.

Increased area of production and better production per Ha.

Increased by 20%.

Increased production has meant an increase in the number of pickers required.

Need more seasonal workers.

Our business has grown in certain regions requiring resources with forklift and tractor driving skills. It is difficult to find operators in certain regions.

Production has increased.

The kiwifruit industry is in a big growth phase following the PSA incursion of 2010. Growth is expected to double over the next 5 years.

We have increased our business by 50%.

We need more mechanically skilled people to work with modern machinery.



We need more skilled people, but if intelligent and wanting to work we can train them.

Yes, in order to produce high tasting quality fruit it requires more work.

Fewer workers needs

Downsized operations.

Poor cropping season has reduced the number of workers employed by approximately 30%.

Other

19.5ha kiwifruit from 10ha. Now all being managed internally with contractors only used to fill in when work gets too heavy.

As the orchard progressed from a development scenario to production, the off and on demand for workers became extremely challenging.

Change in weather patterns.

More external labour required due to retirement of some senior staff.

No longer own an orchard.

We have converted to gold3, which in some seasons requires more thinning and there is more fruit to harvest.

We require seasonal pickers in our avocado orchard (ground pickers and hydraladder pickers). We employ contractors who in turn employ the pickers.

We've had to rely on employee referrals to bring labour on as local NZ labour has been difficult to source.

Q24a. What prompted the changes you have made and what have been the impacts of those changes?

A growing awareness that good staff and good training and very tight supervision is essential to achieve good results. Question is faulty. No way to answer no changes done or needed.

All businesses should be improving all the time. Health and safety, health and wellbeing and staff training is of utmost importance going forward. We are currently putting in new paperless systems, technology using iPads and being transparent. We would not have business if we did not have good employees. We want our staff to wake up in the morning and want to come to work.



As we learn more each year we know which people can be trusted and relied upon to get the best out of their people. Communication is the key, especially making sure the instructions given are understood clearly. We are always looking at ways to look after our workers H&S and have invested in better equipment. Our good reputation means our services are in demand and that means expansion in all areas.

Better paper trail and updated health and safety.

Big planting plans in the pipeline - again planted 70 ha.

Bringing RSE workers into our business has prompted us to rethink how we can integrate them as quickly as possible so they can maximise their earnings and our business gains, the greatest return on investment. The processes also required us to think ahead of labour requirements, which historically is not something we've practiced. Change in health and safety legislation meant changes in how we ensure everybody is safe by ensuring induction processes and tightening up how health and safety meetings are held and recorded.

Brought another farm and converting into an orchard.

Changes relate to business expansion and need dependable and reliable seasonal staff.

Changes to the WorkSafe laws.

Clarify roles in business, clarified expectations.

Continuous improvement a goal.

Expansion due to new products requiring more staff. Change of personal in recruitment and training; streamlined processing and training. Attended work safe meeting; updating health and safety practices. Change of supervisor in charge of staff; up-dated communication. New plant and equipment; streamlining operation, more efficiency.

General growth of the business.

Good agricultural practice guidelines, update training policies and procedures regularly. Mostly documentation and tractability of training. For new investment equipment changes to product specifications is driving changes.

Having H&S employee representatives including the RSE team leader. The business will be expanding over the next 3 years with new varieties. Weekly manager meetings including staff sharing between orchard blocks. A new packhouse will be finished for the coming season.

Health and safety changes ongoing.

Health and safety policies have always been an important part of our operation.



High value robotic packaging not to save labour but to increase production.

Hiring new assistant orchard manager, contract will be sign in office before workers start working, putting GPS system in cars of supervisor to see where there are.

I employed two RSE workers from Vanuatu who work for [organisation] packhouse in kiwifruit work. I and a neighbour use them to inject our avocado trees. They are fast and reliable. I pick them up and drop them back to the packhouse. I feed them lunch, smoko, and give them clothes and meat. These guys are in limbo waiting for work to start when we inject, so we keep them employed in their downtime. They have very little wet weather gear etc., [so] don't get paid when it is wet, and we try and help as much as we can. They live on the smell of an oily rag I feel. They have to pay for accommodation, food, and transport to work. Often [there is] no work due to wet weather. Unfortunately, for some reason we cannot use them next year as some upstart has made [organisation] force us to employ a supervisor with them who does nothing. This is for us not to use them at all as he feels we are taking workers off him. This is a ridiculous situation caused through bribery and greed of one local contractor - we know who it is but [organisation] refuse to help us. We only employ them for two or three days and they do a good job, and we feel we help them when not much work is around. Of course, I never mentioned [organisation, address], who have up until now been very accommodating with local avo growers, lending out their RSE workers.

I have changed contractors so that I was able to use RSE labour.

I have updated my health and safety induction processes to try and get more engagement from the guys. We have planted up more land this year due to the fact that we have RSE workers that can do the work going forward. We have been updating our machinery as the business has grown - two new tractors, a mower and mulcher.

Identifying hazards that pop up when you are in a different terrain, handling equipment carefully to eliminate injuries and repetitive strains.

Increase in management to cater for business expansion.

Increase productivity by creating smoother packhouse workflow.

Inexperienced staff from a different culture need things spelt out a bit more clearly and sometimes language difficulties don't help.

Internal staff changes and updating our system.

Invested in modern vans, for transport of workers, as an H&S reason. A much greater emphasis on managing health and safety and pastoral care, with appointing 2 new positions.



Investing in accommodation for our RSE workers. Keeping up to date with new health and safety regulations. Grasp and Global gap accreditation. New canopy over kiwifruit block. New plantings of apples.

It has been our first season as RSE, so have looked carefully at all practices in order that they work well for RSE employees.

Leadership structure due to increase in RSE numbers - assist [with] pastoral care.

Looking at taking on younger staff from the [province].

Made big changes in health and safety.

Making picking easier.

Mechanised barrel pruners to speed up plant stripping as we can't get enough workers to complete all our pruning work. Significant investment in systems and H&S practices to meet new requirements. New Samoan staff member taken on board to help support our Samoan RSE workers with adjusting to NZ.

Needed new tractor.

New equipment being installed this season will mean that our health and safety practices are updated.

New equipment installed - more production. We hoped for a lower labour requirement but have actually increased production and so have a similar labour requirement over a longer period.

New H&S system and provider. New machinery and staff training. Reinforcing safety at all times for all personnel on the property. More reliance on contractors and their systems for staff H&S. More compliance with Global GAP systems.

Not planning more changes in the next year or so. Your question doesn't give me the option of not changing!

Our business strives to continually improve so this translates to all areas of the business. Over the next 12 months we will be increasing by another 80 canopy hectares, this is on top of the current 230.

Our pickers now wear hi-vis vests, and we are looking to introduce that to all orchard staff. Hats will be issued to thinners in the summer. We have purchased 22 ha of extra orchard. More time spent looking at changes to the workforce with the high amount of intensive planting and what that means to jobs, tasks and workforce required.

Planted additional fruit trees and installed windmills for frost fighting and fruit drying.



Pulling back from the day to day running of the dairy. Replacement and upgrading of plant and equipment is ongoing. No seasonal workers were required this season, are normally recruited through existing workers or friends. New developments on the horticultural side of business has expanded the business by 50%. Health and safety policies consist of training and identification of hazards, making staff aware of potential dangers and ensuring machine operators and competent.

RSE workers have an induction through the packhouse but we will be from next year putting them through a second induction from us to meet our own health & safety plan.

Sale of dairy herd and conversion of additional 9.5ha over last 3 years to kiwifruit with 2.5 ha next year. Higher labour requirements and more rules and regulations to go with that.

Some automation to reduce labour.

The organisation is implementing LEAN as a companywide policy. All practices are being reviewed and improvements implemented. Our kiwifruit volumes are also increasing exponentially as the Gold3 licences and crops come online.

Tightening of WorkSafe requirements regarding entry to property and hazard identification.

Very stable production.

We aim for continued improvement across our business, reviewing and making small changes and updates, each year.

We are currently in the process of applying to the RSE programme. We have approached local high schools, training institutes looking for recruits. Our H&S processes have been reviewed and simplified to encourage staff to take ownership. We are always looking at machinery and equipment to make the jobs safer and less manual. Each year we are machine harvesting more of our onions to reduce the numbers of staff required. This is to reduce the risk to the business and due to the shortage of workers it is a logical way forward.

We are currently trying to procure more crop for our packhouse and will look to increase staff numbers accordingly. We built a large extension to our premises this year including a new packhouse, offices and staff facilities. We are constantly reviewing all of our processes to enhance best practise. We are in the process of applying for an RSE to fill the ongoing gaps in our workforce.

We are expanding our orchard.

We are on a continuous process of becoming operationally excellent so constant change and improvement is part of our everyday life. We recognise the key to a successful business is a content workforce. Many improvements are also based around better communication and understanding of our respective cultures.



We continue to expand with 5% growth in plantings and new inquisitions. This has required a significant investment in plant and machinery and a considerable increase in staff numbers. As a public company we invest heavily in H&S and continually seek to improve practices. We have a team of 4 full H&S staff and we put considerable emphasis on training and monitoring our seasonal staff. H&S has become a major part of our induction process and we constantly seek better ways to provide our staff with a safe working environment.

We found having NZ based church related pastoral care is a big help. This year we also implemented direct Kiwi supervision as leadership rather than relying on the church selected senior man which was a bit of a failure in 2016. We have identified two of this year's new recruits as potential leaders in the future.

We have placed someone out with the RSE workers for more time than we have in the past. Health and safety is always a changing platform as we continue to improve processes and staff safety. We plan a lot more than in the past with toolbox meetings for upcoming work or changes in blocks etc. Again, inductions and training is a part of a growing health and safety plan.

We updated our health & safety, and ran through this with our contracted RSE staff. We have purchased a new tractor, but do not intend on expanding our business.

We've recruited a full time pastoral care coordinator and full time HR manager (including health and safety). Our business is expanding quickly so we're trying to keep up with the demands both internally and externally. We've changed how we do our workforce planning and this has been shown to have been very valuable.

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

As a result of RSE we have been able to provide steady full time employment for 40 NZ 'seasonal' workers i.e. permanent work throughout the year. The comradery between our local staff and RSE has helped cement a competitive edge that makes our reputation one of value and productivity.

Having access to RSE workers has given me the confidence to reinvest in my business.

Having access to the RSE scheme has made a "backbone" for the horticulture industry. Without this scheme the horticulture industry will no longer be able to continue. New Zealand would then miss out on lost export revenue. The RSE scheme has saved our industry.

I do not employ workers directly, [we do] so through a contractor, it is very efficient for our business to have that contractor find good honest Kiwis who work well, and quality RSE workers, who I have found [do] quality work year in year out. I would not change anything. We are very happy.

If we didn't have the RSE scheme we would not be orcharding. It has given us a guaranteed workforce that are keen and very able to do the hard work that is required. By having the RSE



boys we have had the confidence to grow our business, which in turn means we need to employ more New Zealanders - our son is currently doing a cadetship and he is working full time for us now. We need a bigger workforce as we have more hectares to farm.

In the past we have had fruit left on trees, as it has been very difficult to attain and retain seasonal workers for the whole season. Knowing we have a workforce for set timeframes means we can make confident decisions around employing others as well.

Increasing numbers of returnees (RSE's and New Zealanders).

Other workers tend to have limited time available because of tertiary study family commitments or travel as working holiday visa holders.

Our business is expanding rapidly and we need reliable labour. We have out grown the backpacker resource although it served us very well for many years. We are based in the famous wine region of [place] where reliable labour is impossible to find. Our Fijians enable us to harvest our crop which in turn allows us Kiwis to add maximum value to our export and NZ markets.

RSE numbers sometimes feel they are a bit delayed in responding to increase in work, i.e. more forward planning on RSE numbers as opposed to reacting a year later.

RSE provide a stable reliable work force to plan with.

RSE workers are very willing and eager to undertake the tasks required of them, and they are very dependable.

RSE workers come here focused knowing what to expect and what's expected of them. There is real benefit in being able to input into their lives outside of work as well. RSEs a 24/7 job.

Since the inception of the RSE scheme we have increased our permanent work force from 168 to 368. We have invested in more land and trees and acquired other apple related businesses. Over the last 10 years we have seen the quality of our fruit improve as we get skilled RSE workers returning each year picking better quality. We are also able to plan our harvest and we can depend on the RSE workers all turning up, on time and ready to work.

The RSE scheme gives us the confidence to invest in our business.

The stable attendance at work and to work provides a sound base on which to introduce new workers. Planning is not dependent on uncertainty. Attendance and punctuality. Work attitudes appear to be infectious when the groups are working together.

The workforce is more stable because the RSE workers live on site and can work broken hours around adverse weather. They are prepared to work long hours to make the most of their opportunity while in NZ. They are an example to local NZ workers who feel they need to perform to the high standard set by the Ni-Vans.



There is no doubt that RSE has encouraged the expansion of our business. RSE has provided a stable and productive labour platform, this has led to an increase in permanent positions for NZ's and significant growth in export returns which contribute to both the local and national economy.

There is no way that I could be a profitable employer to anybody without the help from the RSE program.

We are extremely reliant on RSE workers to meet our customers' demands. We would like to see an ability to increase our Thai RSE workers in line with our increase in Pacifica RSE workers to help maintain the culture of our company and its Thai owners/relationships.

We can employ a consistent number of NZ workers knowing there is generally a high churn, but we have a great base of RSE that is consistent that helps to maintain quality and dependability.

We could not do it without the RSE scheme. Improved relationships have now been developed with Work & Income.

We have become more efficient. Work is completed faster so we cover more ground and can also employ more locals who have to keep up to the RSE standards.

We have been able to expand by having a more reliable and productive work force.

We have been able to expand our business, take on more local seasonal & permanent employees, upgrade equipment & technology - all underpinned by the stability of our RSE Team. They integrate with our local employees on orchard during the harvest, prompting a more productive local team. We like that the \$\$ the RSE Team earn go directly to families & community back in the Pacific. We see positive change in the lives of our RSE employees & their communities because of the RSE scheme & our orchard business.

We have challenged ourselves to keep the NZ vs RSE workers ratio as positive as possible. If we have a 30% increase in RSE workers we strive to do the same for NZ workers. This is a challenge but very important.

We have found that having a reliable and productive team of workers harvesting fruit (mostly RSE workers) is required in order to achieve full productivity in the packhouse where we employ only local workers and a handful of WHS workers.

We only require two workers for a maximum of 80 hours in total each year so would not need to employ additional workers.

We would employ more NZ workers but reliability is a problem. E.g., last season we had 2 who one day just didn't turn up after working for us for 3 months and never heard from them again in spite of trying to contact them by usual channels.



We would not have been able to expand our business to the size it is now without the RSE scheme. We rely on the stability and productivity of our RSE staff to ensure we meet business targets for shipping and export.

We've been able to recruit New Zealanders into roles they feel are more suitable and roles they prefer. For example, we struggled to recruit kiwis to work in the vineyards, yet we have a large number of people apply for housekeeping duties, reception, administration, pastoral care, machinery operators, gardens and landscaping roles etc. By having these other divisions we've been able to use kiwis in roles outside of the vineyard labour crews.

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

Absolutely, we have bought another new orchard this year and bought two additional orchards last year as well as a major upgrade in our packhouse 3 years ago. We have been recruiting RSE's for 10 years now.

And we have plans to continue expansion, again underpinned by this stable labour force.

As a contractor most of our heavy plant and equipment is the property of the companies we contract to. We do consistently provide ladders and picking baskets and these are regularly assessed and upgraded regardless of workforce stability.

As we get through the work faster and more efficiently we make more money and can invest in the business plus rely on more work next year.

Better use of equipment.

Cost planning is more stable and therefore capital investment is easier to plan.

Expanded glasshouse and planning another expansion in 2 years.

Having a stable workforce enables you to grow your business.

I do not have to source staff, nor employ full time staff, meaning our business is run very efficiently, no money wasted. We have purchased a tractor due to savings in contracting this year.

Improved profitability has enabled better financing with banks to grow the business as needed.

Indirectly.

Invested in more trees to develop orchards to be more intensive.



Know that we are able to run a night shift as all the staff arrive at work.

Makes our business sustainable and creates more jobs for the economy.

New tractors, cars.

Not really. We would invest anyway, and as I said, we only use them for a short period.

Our business has grown 460% in the last five years due to this stable workforce and the high quality work we perform.

We are able to handle an increased productive hectareage.

We are investing in new tree plantings, and new accommodation on site as it is nearly impossible to find suitable affordable and appropriate accommodation elsewhere in this region. We would like to see the [place] District Council adopt a seasonal worker accommodation policy as has been seen in other areas like Marlborough.

We can focus on improvements rather than forever chasing our tails.

We have invested in plant and equipment despite an unreliable workforce in the past but now that we've expanded the business, stable workforce is critical hence RSE's.

We have new packing machinery and new coolstores in order to process increased fruit volumes. Additional orchard plantings and leases entered into as RSE workers are a stable workforce to enable us to do the work.

We only employ two workers for a maximum of 80 hours in total each year so this is insufficient to have an impact on any business investment.

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

100 hectares more.

Again fulltime work for locals as our business has grown and technology is growing within our business. We can specialise more in different areas of the business as we are having growth.

Am planting another 5 ha this winter.

As per previous answer, have bought another orchard this year and bought two new orchards last year.



Knowing I can harvest each day with reliable workers required is paramount to the packshed operations.

Many of our clients have expanded their businesses and extended the use of our services.

More permanents have been employed to manage continued land development. Hopefully from more profits from high productive RSE workers.

Not yet, but possibly in the future.

Our areas under cultivation are already maximized.

Our own area is static but we pick other orchards and that clientele has expanded.

Reliability of workforce.

The area is fully utilised.

Very much so, can't grow without certainties of labour supply.

We are able both to increase the area under production and rotate mature blocks into new varieties as we have the labour available to do this work and know in advance that it is available.

We cannot commit to expansion with growers' vines until we can get our numbers increased. We do not want to sub-contract, nor do we want to make promises and not deliver. We are really hoping to have numbers increased for next pruning season so we can grow our business as we have many growers expanding and new growers wishing to engage business with our company.

We cannot expand, as the area we own is already planted to capacity.

We have plans to continue the expansion also underpinned with the stability of the RSE labour supply.

We have purchased more land for development into apples. We are also into our 3rd year of aggressive intensive replanting schedule, which will increase the production per hectare.

While we don't directly control the areas planted, without RSE workers to maintain sites expansion would not have happened in the area.

Yes, expanded slightly but more importantly service and tend to the huge expansions we did in 2011-2015.



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

Business is probably at a size that I'm comfortable with.

For us they are brilliant - injecting is a back-breaking job and tedious, and requires some understanding of what and why we inject. I spend time explaining the reason for the job, which always helps.

Have sold part of business and will no longer be in RSE scheme.

If the RSE Scheme does not grow and develop, businesses will not progress. Although yes to employing more New Zealanders, there actually aren't New Zealanders available for many jobs - either skilled or unskilled. Recruitment and training costs could go either way - more training for RSE workers as they take on new and different tasks.

It is so hassle free having RSE workers. Other seasonal workers have so many issues. The biggest problems are always with the NZ seasonal workers.

Pastoral care cost increases due to better staff coverage.

Pastoral care is utmost. We have got additional costs with our staff as we drug test our staff. We are spending a huge amount in pastoral care for all our employees. We are offering sports, hobbies out of work, weekly lunches cooked, morning afternoon teas provided, flu injections, health talks on nutrition etc.

Pastoral care is very important, I would never take shortcuts here, I think the need for good pastoral care is the same every year.

Please be aware that we have never operated our business without RSE. Pastoral care and recruitment costs remain higher than for local New Zealanders and remain fairly consistent year to year.

Returning RSE workers help to lift the overall quality by NZ workers which is great for the ongoing business.

See previous.

We expect training and recruitment to increase due to general inflation/regulatory pressures.

We only employ two workers for a maximum of 80 hours in total each year so this is insufficient to have an impact on any business investment.



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 lot of time and training is put into our employees. It's great to see their growth. Their productivity increases but it is important we pay them more for their skills. It is a win-win situation!

All good workers and are like part of the family.

Already trained and experienced RSE and New Zealanders.

As mentioned before. More reliability and performance.

Because these workers are fully trained and are familiar with the way we work and are asset to our company, definitely we will bring the same group back for years to come and add more workers to the existing numbers.

Consistency for clients' expectations.

Dependable workforce.

Employing returning RSE staff reduces our training costs but also they understand our business and how we operate. On arrival they can virtually hit the ground running as they have the experience.

Have put an enormous effort in training and for the first season not very productive. Need successive seasons to be able to get the benefit of training these staff.

High productivity / stable returning workforce.

If you can get experienced guys back year on year the job gets easier.

It is easy for them to come as they understand the entry process. They are familiar with all members of our family and will happily work on any three local [organisation] orchards. They know what is expected from them and they give of their very best. They understand how to send money back to families in Vanuatu. Other members of their family come to NZ on holiday visas just to see why they are so happy here. These visitors unfortunately cannot work as they are on short holiday visas.

It makes for a more consistent quality of product.

It may be we can't get anyone next year, as it is uneconomic to have a third "supervisor" sitting around doing nothing. We will explore other possibilities.

It works!



Productivity, work attitude, good behaviour, punctuality etc.

Reliable workers who know what they are doing.

Returning staff know our business.

The RSE staff we use are very experienced and fast. They produce quality work and our vineyard production is consistent across the entire block. The ease in which I organise the work, it's carried out, and I'm billed is perfect.

They already know the requirements of the business and we know they are dependable and do a good job.

They are experienced and dependable.

They are reliable, hardworking, productive, drug free, do a good job. Know the job & do the job. Pleasant. Want to work.

They are reliable.

We are then certain of the base number of workers that we can rely on. Additional workers are then recruited locally, but mostly we have a high turnover of these employees.

We invested good time and training in these workers.

We put a lot of time and money in to training last year and don't want to start again from scratch with new inexperienced staff. We wore the cost on the understanding we would get the same group back next season.

A mix of returning and new workers

A couple of our workers were not quite suited to the role of apple picker due to age and poor skills with ladder/balance etc.

Age, health, compatibility within a small team, issues at their home (abroad) usually mean 1 new person annually.

Because it is good to bring new people out and give them a chance to earn some money as well and by bringing the experienced workers to help train the newer workers.

Experienced team help support newbies.

Having the stability of the RSE workforce in the business allows us the ability to focus on getting our NZ workers better trained and into full time positions. I would be a bold to say low maintenance RSE workers subsidise our Work and Income workers. As we increase RSE numbers we are trying to ensure that our mix is proportionate to the demand of the business needs.



I accept that helping our smaller neighbouring countries should be a priority. However, we have also used many Thai staff over the past 5 years and they have been excellent.

I have agreed to give others a chance to work under the RSE scheme.

I would like some of the old workers to return.

Like to have some turnover of workers and to spread the wealth earned for the Islands.

Need new workers to keep them keen and productivity high.

One of the workers had an issue and will not return.

Our pastoral care policy is to allow the maximum opportunity to the RSE country to work and grow with us.

Repeated processes improve productivity, right from recruitment through to pastoral care and work in the field. It is always good to be able to bring on a few new workers, so that the existing pool know they have to perform to keep in work.

Rotating workers allows more workers to participate in the scheme and minimises disruption to the home villages as each worker has an incentive to goal set for a planned time.

RSE are more productive as they have a greater incentive to work. However, we also wish to see more NZ in work at the same time, especially youth. Without NZ workers the industry will not survive.

Slight turnover is good to give others opportunity, while trained workers are essential for efficiency.

Some of the people who have been coming for a number of years are starting to get "bossy" - the new people were very appreciative of the chance so it may be good to spread the money around.

Some of the workers have been very good so we would like to see them back.

Some people are not suited or don't enjoy working in the vineyards. We also believe other people should get a chance.

Some struggled with the work so won't be returning also some are going on to do different things.

Spreading the opportunity to earn and upskill whilst in New Zealand. We've seen the benefits of people participating in the RSE scheme not just from a financial prospective. It also gives us certainty around what we can do in terms of training and upskilling our Kiwi workforce. The biggest thing is knowing what our capabilities are and what we will need in terms of personnel to deliver this i.e., new Kiwi in roles such as supervisors, QC's, housekeepers, drivers, pastoral care workers etc.



The RSE scheme is fantastic and although employing the same guys each year would be an advantage for us having 2-3 new ones each year helps a larger number of people from the Islands.

There are always some workers that cannot return for different reasons. Ideally would like New Zealand workers but there aren't enough [who are] available and reliable.

They are reliable and productive.

They are so keen to work. Plus, when we employ them it is at a time of the season that they don't have a full week's work from their RSE recruiting company.

We employ a mix of new and returning local workers each year and have a core team that return each year for work in the packhouse. It is very difficult to find local workers to work in the orchard each year. Our core team of RSE workers returns each year, with only minor changes due to individual circumstances. Our RSE workers are from the same village in Vanuatu.

We employ seasonal New Zealanders, backpackers and RSE workers. By far the best are RSE but we also like to support locals and have a few backpackers for variation. We are employing more RSE than backpackers each year (changing the ratio). Backpackers are hard to select (some like to party too much).

We want the best we can get and will always bring back the most productive and also workers with a good attitude toward work and their team and good behaviour in their accommodation and outside work hours. Working with some that are already known to you allows that relationship to build and their knowledge and understanding of expectations helps the new workers to behave the same way.

We would like to recruit from the same Pacific Islands but to share the revenue to more than one village to enable more families to benefit from the money earned from the RSE Scheme.

Works well for my company.

Other recruitment preferences

Need to build our community.

Our business is growing - we cannot rely on the RSE scheme - we need New Zealanders in our businesses.

To spread the wealth to other village families so they can progress with education, housing, etc. Always try to employ Kiwi workers first and foremost but they prove to be unreliable, but we keep trying as every now and again you get a keeper.

This should not be a single response question - the answers should not be mutually exclusive - I will recruit from countries I am recruiting from at present and potentially several new countries.



I plan to get workers from Fiji as well as Tonga, as there [were] thoughts expressed at the RSE conference to spread around the recruitment to all of the Pacific. The facts about male Tongan workers in NZ were staggering, i.e., predictions about the effects to the male population by 2020 in Tonga.

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

Satisfied/very satisfied

[Name] has always been there to help and solve our problems and has always supported us and guided us since she has taken on the role of RSE Relationship Manager.

[Name] has done a good job learning the new role and has been very helpful when we have needed advice.

[Name] is great!

[Name], has taken time out to visit our business, understand our growth. [Name] provides feedback and help which I value.

Always at the end of the phone - always positive, caring and helpful.

Always replies with helpful information.

Always there to answer questions and offer good advice.

Any queries were answered immediately. Good understanding of both cultures. Very approachable and friendly.

Approachable and has a good common sense attitude with good empathy to our business labour requirements.

Being available at any time to help and advice. Responses were well thought out and appropriate.

Both mangers [are] very accessible, and help getting advice and solving issues.

Built up a great relationship with our Relationship Manager and I do not hesitate to send an email or ring if I have any queries.

Communication between us and our relationship manager is extremely good.

Easy to deal with, always communicating anything that may be wrong with ATR's or where things are at.



Everything was handled well. More online applications and process, plus better transparency around progress would help improve rating.

Extremely quick responses to assisting with issues.

Had my questions answered.

Happy with our relationship, and getting helpful advice.

Happy with the service provided.

Have found RSE Relationship Managers have been very supportive, helpful we work as a team.

Helpful and prompt responses.

I can contact by email or phone and am always given advice and support.

I have found them very helpful and I have been able to be very straight up with any frustrations I have had.

I have had no issues.

Knowledgeable, responds quickly have built a great relationship.

Limited interaction.

Move relatively quickly.

Much better communication than with past Relationship Managers.

My calls and queries were answered in acceptable time, and [they were] pleasant to deal with.

No issues but a good support person.

No problems.

Numbers provided once adequate information was sent.

Our Relationship Manager is in regular communication with us, passing on information that's relevant and always available for advice. He's been a particularly valuable resource in helping us to set up our RSE programme.

Prompt advice which is always very practical and helpful.

Response, guidance and information.



The RM is always available, if not in person then on the phone. He has an excellent understanding of our business and of the RSE Policy. He participates in all key meetings and adds value to all discussions.

Very helpful.

Very interested, passionate and involved in the RSE scheme. Objective in their approach. Firm but fair. Good person.

We do not interact with an RSE Relationship Manager.

We find [name] to be very passionate and knowledgeable about the scheme and understanding from an employer's prospective.

We got the job done.

We have a good strong relationship with [name].

We have an excellent long-term relationship with our Manager. He has an excellent understanding of our business.

We were new to the RSE programme.

Neutral

I do not have direct contact with this person, it's done through my contractor.

I had no dealings with this person.

I have no direct communication with him, but emails are regularly sent to the RSE employers.

Not using RSE workers so question doesn't apply.

There was not continuous information, just once and a while. More notice of accommodation changes would have been helpful.

We deal only with staff supplier, Pick Hawke's Bay.

Dissatisfied/very dissatisfied

He does not keep it touch. Comes to [place] for visits but does not visit contractors. Will not answer emails about ATR, always said it is not his business regarding [the] RSE unit in Wellington.

Our relationship manager has contacted me minimally since I first gained RSE status 3 years ago. He has no idea about my business, nor does he care about my RSE programme or the people within it. When requested for information regarding delays to ATR responses, we are completely fobbed off. We are scared to make enquiries with him due to the threat of retaliation.



It appears that unless you are favoured by him then you don't even get on his radar. It concerns me that he has no issues with sharing information with other employers inappropriately, which makes me wonder what he says about my business to others. Confidentiality seems to be an issue for him.



Appendix C: Methodology

The following section describes the approach that was undertaken to develop and conduct the RSE Monitoring Survey for 2017.

Questionnaire development

The questionnaire for the survey was initially developed in consultation with a core evaluation group put together by the Department of Labour (now the Ministry of Business, Innovation and Employment) in 2008, 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 being launched.

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

The survey questionnaires for the 2010, 2011 and 2012 surveys were based upon 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.

Some further questions were introduced by the Ministry of Business, Innovation and Employment 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 Monitoring 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, MBIE decided to only survey employers who were official be approved under the RSE scheme, and as a result a small number of questions that were not relevant to official RSEs were omitted.

In 2017 the survey population was opened back up to include non-RSEs from the other sources. Subsequently, the questions that had been omitted in 2016 were added back into the questionnaire so that it was similar to the 2015 survey. 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 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.

However, for the 2017 Monitoring Survey, the final sample that was selected for the survey was comprised of all eligible RSEs with known email addresses and contact details (n=129), and a randomly selected sample of Hort. NZ growers (n=678). New Zealand Wine also put a link to the survey on their website so that its members could register to complete the survey.



Surveying

Based on the list provided by the Ministry of Business, Innovation and Employment, a total of 129 RSEs were sent a pre-notification letter on Immigration New Zealand letterhead on 23 August 2017, along with a randomly drawn sample of 678 Horticulture NZ members. Individuals with a known email address were also sent an email invitation from Research New Zealand to complete the survey.

Two reminder emails were sent on 5 and 11 September to those respondents who had not yet completed the online survey or contacted Research New Zealand to opt out of this year's survey.

A link to the survey was published on New Zealand Wine website on published 6 September, which resulted in n=3 NZ Wine member completing the survey before it closed on 18 September 2017.

Response rates

Fifty-seven percent of official RSEs completed the survey, which is lower than the 75 percent response rate achieved in the 2016 survey. The response rate for Horticulture NZ's members was 18 percent. The response rate for New Zealand Wine members is unknown (Table 49).

Table 49: Response rates

	RSE Counts	Hort. NZ Counts	Wine NZ Counts
Completed the survey	68	65	3
Refused	12	29	-
No response to the survey (eligibility unknown)	43	509	-
Non-qualifier (opted out because did not employ seasonal workers last 12 months)	6	75	-
Total approached to participate	129	678	-
Response Rate (percentage)	57	17	-



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 large enough to provide statistically valid results, particularly given the size of the eligible population of employers currently participating in the scheme, any statistics based upon sub-samples of less than n=30 respondents should be viewed as indicative only.
- ◆ The results based on the full sub-samples are subject to the following maximum margins of error at the 95 percent confidence level, and so a certain degree of caution should be exercised in extrapolating these results to the broader populations of non-RSEs in particular:
 - a. Official RSEs in total (n=64 out a population of n=129) \pm 8.7 percent.
 - b. Other RSEs: unknown.
 - c. Non-RSEs (n=59) \pm 12.8 percent.



Appendix D: 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/RSE2017>

Username: <IDNO>

Password: <Password>

Alternatively you can access the survey by scanning the QR code below 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.



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 rseurvey2017@researchnz.com.

Yours sincerely

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



RNZ Ref: <IDNO>

RSE – SEASONAL EMPLOYERS RESEARCH

Research New Zealand P/N #4913

April 2017

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 rsesurvey2017@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 or farm owner
- 2 Orchard or 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 numbers 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 Check sample, if not an official RSE employer and Q4 sub C or D > 0 (Grid question above) ask, else skip. And where did you source your seasonal workers under the RSE scheme from?

Select all that apply

- 1 An RSE cooperative (e.g. Seasonal Solutions, Pick Hawke's Bay)
- 2 An RSE labour contractor
- 96 Other **(Please specify)**
- 98 Don't know **E;**
- 99 Would rather not say **E;**

Q6 Check sample, if not an official RSE employer ask, else skip. Would you consider becoming a Recognised Seasonal Employer in the future?

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

Q7 If Q6 coded 1/2 ask: What are the main reasons why you **[insert from Q6: would/would not]** consider becoming a Recognised Seasonal Employer?

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

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

Q8 Thinking only 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, 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 only 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, 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 only 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, 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 only 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, 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 Thinking only 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, 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 Q23

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 time associated with '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?

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 **E;**
- 98 Don't know **E;**
- 99 Would rather not say **E;**

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 Q23, 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 question asked of non-RSE employers (Q4 sub c and d both 0)

Q23 Have your company's own labour requirements changed significantly in recent years? If so, in what ways have they changed?

- 1 Yes **(Please describe)**
- 97 No significant changes in labour requirements
- 98 Don't know
- 99 Would rather not say

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 Q32.**

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 **Check sample, if official RSE employer and Q4 sub C or D > 0 ask, else skip.** 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/ N/A
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 (ATR) final RSE worker approval numbers 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/ N/A
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 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

If official RSE employer ask, else skip to Q39.

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.