



Recognised Seasonal Employers Survey 2018  
Working Report

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## Confidential

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### Recognised Seasonal Employers Survey - 2018 Working Report

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# 1.0 Executive Summary

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This report details the results of the RSE Monitoring Survey for 2018. It is based on online interviews completed with a sample of n=220 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 2018 survey was the tenth iteration of the monitoring survey, and was designed to provide an overview of the scheme's impact on the industry as it reached its eleventh 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 2018 survey was completed as an online survey during May 2018. In total, n=220 employers responded to the survey, including 83 "official RSEs" (i.e. those with RSE status), 29 other employers that contracted in RSE workers, and 108 employers who did not employ any RSE workers in the last 12 months, but used seasonal workers from other sources ("non-RSEs").<sup>1</sup>

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<sup>1</sup> n=1 individual 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

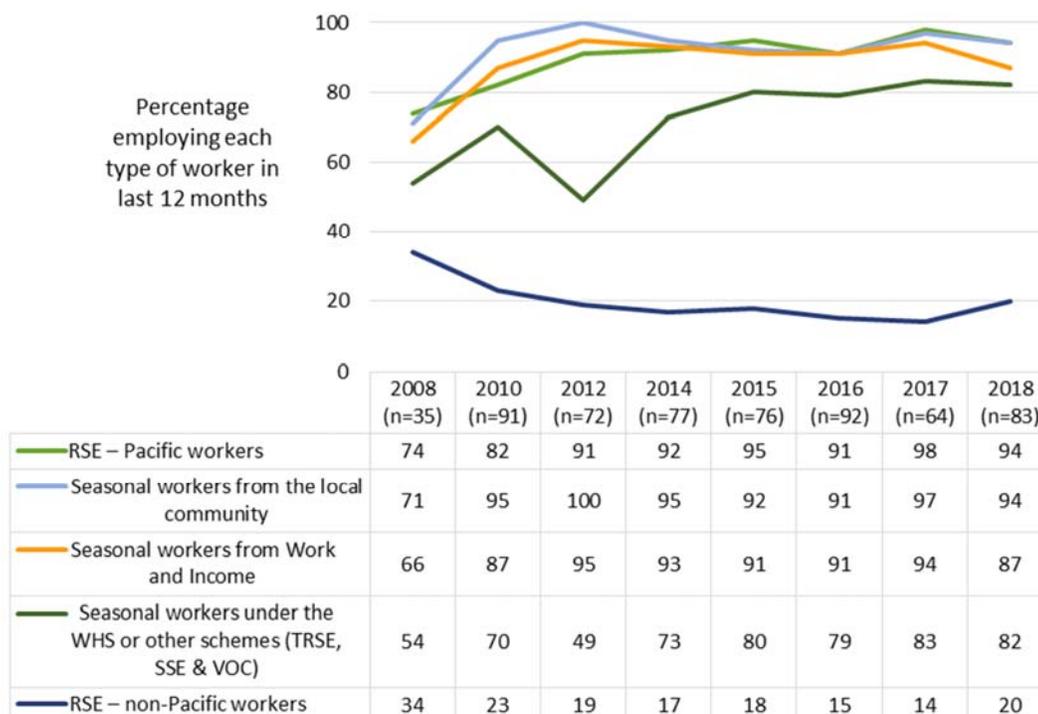
Most of the results of the 2018 survey are highly consistent with those of the previous six surveys in 2012, 2014, 2015, 2016, and 2017 as detailed below. The survey has undergone a number of revisions in recent years and therefore references to earlier surveys are only made where this is possible.

### Recruitment of seasonal workers

The large majority of responding RSEs had made use of Pacific workers in the last 12 months (94 percent), with a median of 30 such workers per employer. The trend of using fewer non-Pacific RSE workers has continued in 2018, with only 20 percent of RSEs reporting they did make use of this resource (with a median of 59 non-Pacific RSE workers per employer).

The median number of workers obtained from each source in 2017 (Figure 2) are statistically, unchanged from 2017 levels.

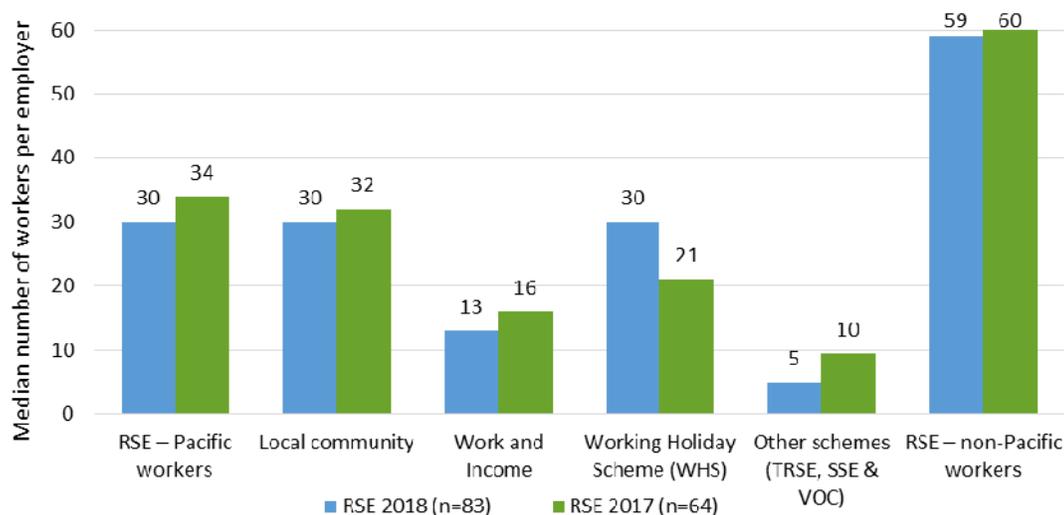
Figure 1: Types of seasonal workers employed by official RSEs in the last 12 months



\*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 2018 and 2017.

## Performance of new workers

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

## Management of Pacific RSE workers

Among RSEs who employed Pacific workers, roughly two-thirds reported that 70 percent or more of their Pacific workers this year had worked for the business last year as well, and this is similar to the 2017 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 (94 percent), which is similar to 90 percent of RSEs with returning Pacific workers in 2017. Most new workers were trained in one week or less.

Ninety-two 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 88 percent as reported in 2017. Among those who found it easier this year, the most frequently mentioned themes related to: returning workers knowing what was expected of them (38 percent), and/or being more familiar with the area, community or local 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 identical 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.



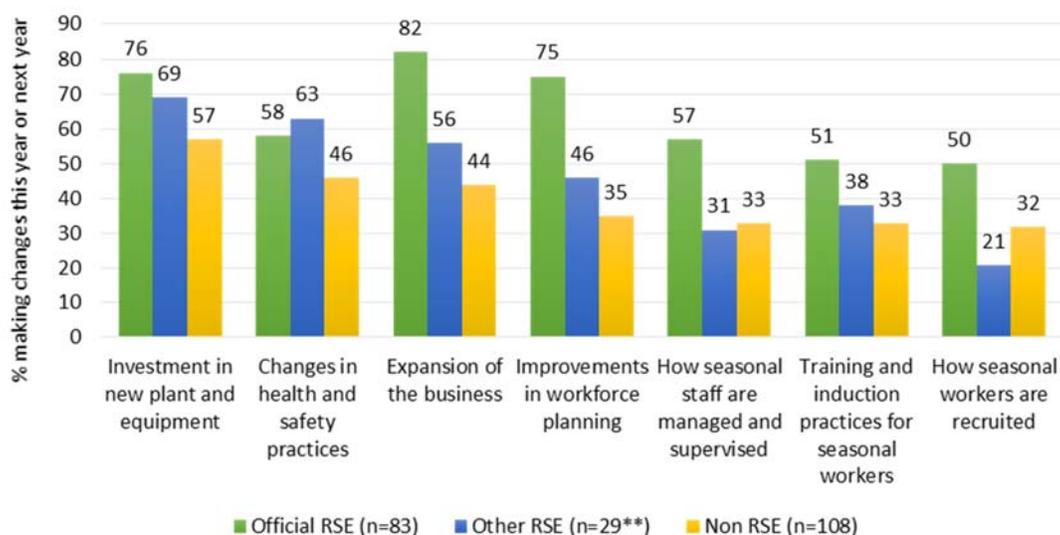
Just 15 percent of RSEs experienced character-related issues with their Pacific workers during work hours this season, which is similar to 11 percent in 2017. More had experienced at least one issue outside of working hours (27 percent, which is comparable to 38 percent in 2017), with alcohol-related 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 illustrates that most RSE employers are continuing to make improvements to their business practices. About eight-in-ten said that their business had expanded (82 percent) and/or they had invested in new plant and equipment this year or planned to do so next year (76 percent).

Official RSEs were significantly more likely than non-RSEs to have made/be planning to make each of the changes shown below, with the exception of *changes in health and safety practices*. These results are largely unchanged from those of the previous two surveys in 2017 and 2016.

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, 95 percent of RSEs have been able to expand their area under cultivation which is not significantly different from 92 percent of RSEs reporting as much in the 2018 survey. In 86 percent of cases, 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, 80 percent of RSE employers said they were able to employ more permanent New Zealand workers, in addition to RSE workers, and 77 percent were able to employ more seasonal New Zealand workers. These findings are consistent with those of previous surveys. Of those RSE employers who have been able to employ more New Zealand workers, on average<sup>2</sup> each employer has been able to employ five additional permanent workers and 20 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.

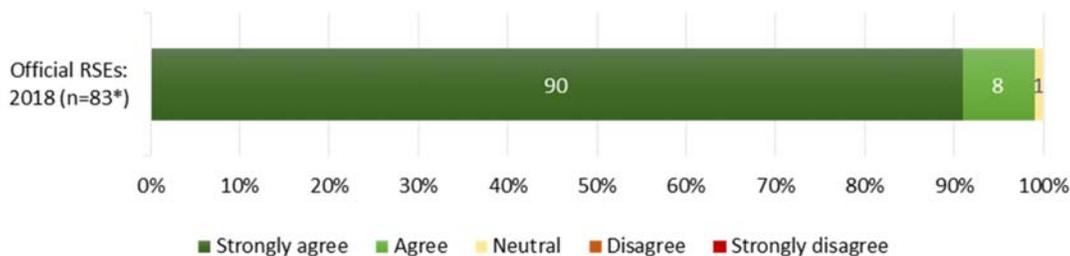
<sup>2</sup> Based on the median numbers of workers estimated by employers.



In 2018, almost all RSEs believed that the benefits of participating in the scheme outweighed the costs, with 90 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?*

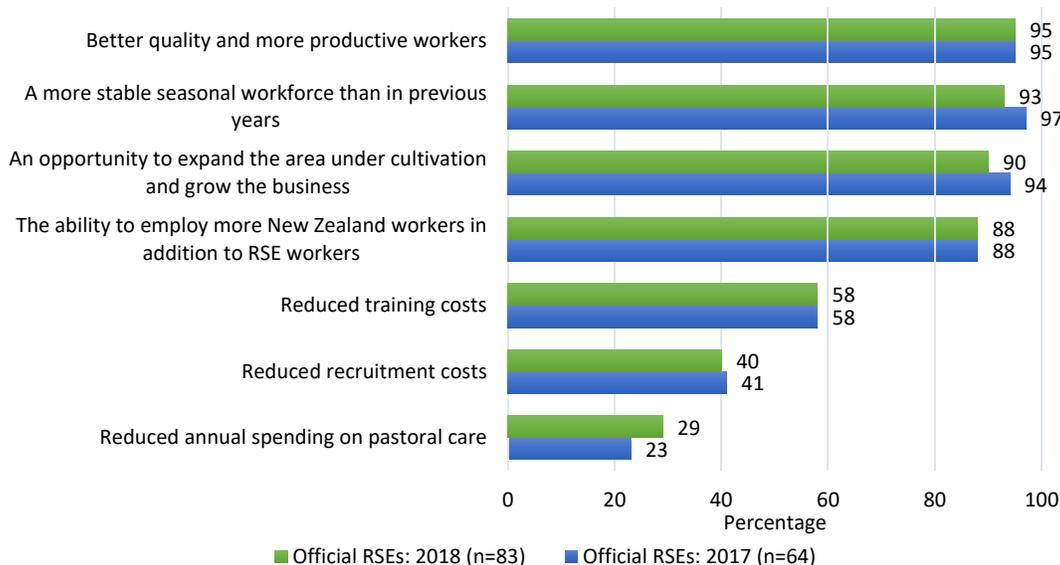


\*Sub-sample based on official RSE employers. Excludes 'don't know' and 'not applicable' responses.

Most RSEs also envisaged further improvements in their business operations in the future, as a result of participation in the programme – particularly having better quality and more productive workers, having a more stable and productive workforce, being able to expand the area under cultivation and grow the business, and being able to employ more New Zealand workers (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 employers<sup>3</sup>

Forty-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 35 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:

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

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, 20 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 (five percent).

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<sup>3</sup> 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

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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 2018 across the different sample groups.

Overall, the profiles of responding sample groups in 2018 are unchanged, when compared against earlier surveys.

- ◆ The large majority (77 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 (79 percent) than the viticulture section (21 percent) (Table 1).
- ◆ Over half of official RSEs described themselves as 'orchard or farm owners' (54 percent). In addition, approximately one in five official 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 7).
- ◆ 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 2017. Non-RSEs in 2018 compared with non-RSEs in 2017 were significantly more likely to be an owner (90 compared with 76 percent).



## Business demographic and respondent profiles

Table 1:

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

	Official RSE	Other RSE	Non RSE
Base =	83	29**	108
	%	%	%
Horticulture (e.g. fruit and vegetable growing, processing or packing)	89	79	99
Viticulture (e.g. grape growing, wine production)	23	21	2
Or something else	2	3	3

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 =	83	29**	108
	%	%	%
Horticulture	77	79	98
Viticulture	11	21	1
Both	12	0	1
Other	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 3:

### Q2. And are you a ...?

	Official RSE	Other RSE	Non RSE
Base =	83	29**	108
	%	%	%
Orchard or farm owner	54	55	87
Orchard or farm manager	17	24	15
Vineyard owner	6	10	3
Vineyard manager	2	10	1
Packhouse owner	22	7	12
Packhouse manager	10	7	5
Contractor working for an orchard or farm owner	14	0	2
Contractor working for a vineyard owner	17	3	0
Contractor working for a Packhouse owner	11	0	0
Administration/HR Manager	10	3	1
Other	7	7	5
Would rather not say	0	0	0

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 =	83	29**	108
	%	%	%
Owner	58	66	90
Manager	8	28	6
Contractor	19	0	0
Other	14	7	5
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 =	83	29**	108
	%	%	%
Northland	6	3	16
Auckland	8	0	9
Waikato	4	0	8
Bay of Plenty	11	21	24
Hawkes Bay	30	28	8
East Coast	4	3	10
Central/Horowhenua	7	0	5
Wairarapa/Wellington	0	0	2
Marlborough	14	17	2
Nelson	22	10	6
Canterbury	2	3	6
Otago/Southland	4	14	5
Other (please specify)	2	0	1

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 =	83	29**	108
	%	%	%
Auckland/Northland	10	3	24
Waikato	2	0	7
Bay of Plenty	11	21	23
Eastern/Central North Island	31	31	24
Other North Island	0	0	1
Nelson	20	10	6
Marlborough	11	17	2
Other South Island	5	17	10
Business operates in multiple regions	10	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 7:

*X3. North or South Island*

	Official RSE	Other RSE	Non RSE
Base =	83	29**	108
	%	%	%
North Island only	59	55	81
South Island only	37	45	19
Both North and South Island	4	0	0
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>

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 =	83	29**	108
	%	%	%
Less than 5 years	4	3	5
Between 5 and 10 years	11	7	11
Between 10 and 20 years	22	31	29
More than 20 years	64	59	55
Don't know	0	0	0
Would rather not say	0	0	1
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>

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 =	83	29**	108
	%	%	%
\$0 to \$249,999	0	10	29
\$250,000 to \$499,999	2	7	18
\$500,000 to \$749,999	2	10	9
\$750,000 to \$999,999	2	14	4
\$1,000,000 to \$1,499,999	5	0	6
\$1,500,000 to \$1,999,999	4	3	6
\$2,000,000 to \$2,499,999	1	0	5
\$2,500,000 to \$2,999,999	8	0	5
\$3,000,000 to \$3,499,999	6	7	3
\$3,500,000 to \$3,999,999	2	0	3
\$4,000,000 to \$4,499,999	4	0	1
\$4,500,000 to \$4,999,999	0	3	1
\$5,000,000 or greater	37	24	1
Don't know	10	10	3
Would rather not say	16	10	7
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>

Total may not sum to 100% due to rounding.

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



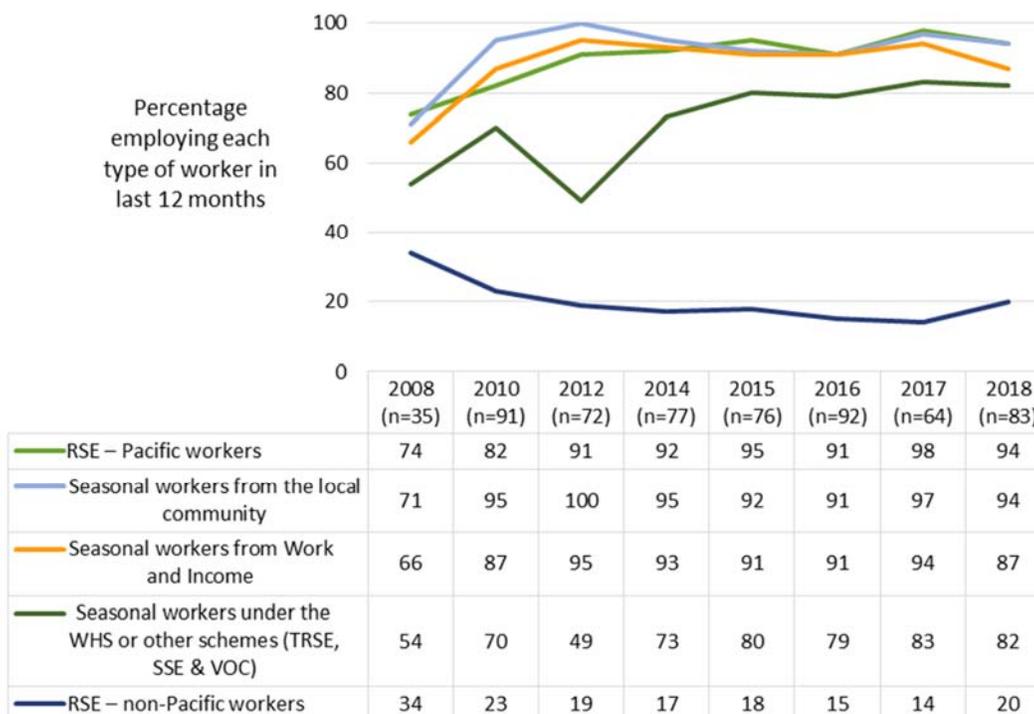
## 3.0 Recruitment of seasonal workers

The following section provides an overview of the findings for the RSE Monitoring Survey for 2018, 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 (94 percent), with a median of 30 such workers per employer. The trend of using fewer non-Pacific RSE workers has continued in 2018, with only 20 percent of RSEs reporting they did make use of this resource (with a median of 59 non-Pacific RSE workers per employer).

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



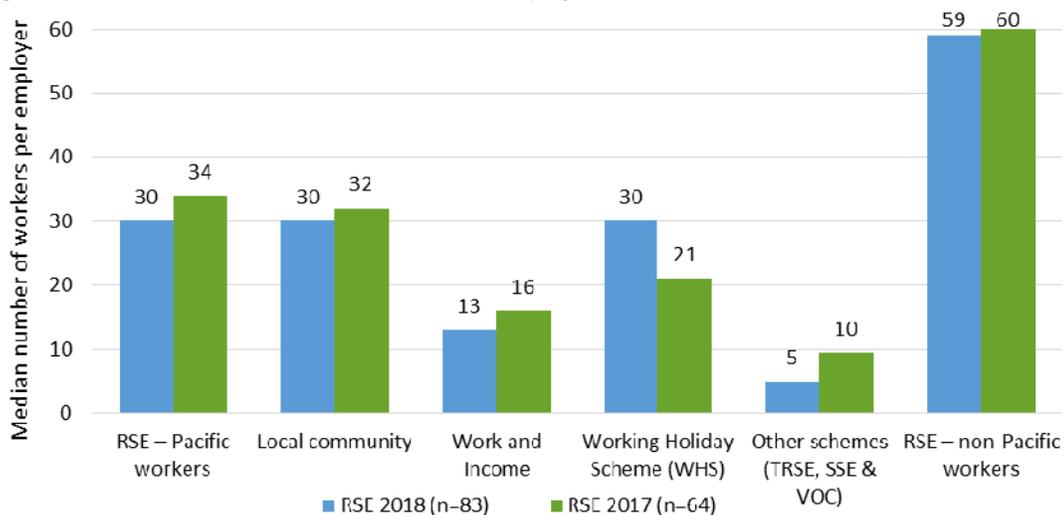
\*Sub-sample based on official RSE employers (i.e. those with Recognised Seasonal Employer status)

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-two 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 2018 and 2017. The average number of workers employed by official RSEs from different sources were not statistically different from reported 2017 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 2018 and 2017.

In 2018, RSE employers that sourced Pacific RSE workers employed roughly 86 such workers on average, with the median being 30 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 – 37.6
- ◆ Seasonal workers from the local community (non-Work and Income) – 99.9
- ◆ Recognised Seasonal Employer Scheme (RSE) – non-Pacific workers – 67.3
- ◆ Seasonal workers under the Working Holiday Scheme (WHS) – 93.7
- ◆ Seasonal workers under other schemes (TRSE, SSE & VOC) – 8.0



As was found in 2017, 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.

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?*

	Percentage of RSEs who have employed workers from specific source last 12 months 83* %	Average number of workers 2018 $\bar{x} =$	2017 average	2016 average
Seasonal workers from Work and Income	87	37.6	29.8	36.8
Seasonal workers from the local community (non-Work and Income)	94	99.9	99.0	124.5
Recognised Seasonal Employer Scheme (RSE) – Pacific workers	94	86.3	108.6	80.4
Recognised Seasonal Employer Scheme (RSE) – non-Pacific workers	20	67.3	57.0	70.9
Seasonal workers under the Working Holiday Scheme (WHS)	82	93.7	92.9	72.7
Seasonal workers under other schemes (TRSE, SSE & VOC)	6	8.0	11.5	9.8

Total may exceed 100% because of multiple response.

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



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 numbers of workers employed from each source in 2018 is statistically similar to both the 2017 and 2016 survey results.<sup>4</sup>

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?*

	Percentage of Other RSEs who have employed workers from specific source last 12 months 29* ** %	Average number of workers 2018 $\bar{x} =$	2017 average <sup>^</sup>	2015 average <sup>^</sup>
Seasonal workers from Work and Income	31	11.0	11.0	10.3
Seasonal workers from the local community (non-Work and Income)	72	44.3	12.7	30.7
Recognised Seasonal Employer Scheme (RSE) – Pacific workers	90	29.0	13.8	30.0
Recognised Seasonal Employer Scheme (RSE) – non-Pacific workers	24	46.4	19.5	43.4
Seasonal workers under the Working Holiday Scheme (WHS)	41	165.8	18.8	37.0
Seasonal workers under other schemes (TRSE, SSE & VOC)	10	14.3	-	9.3

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.

<sup>^</sup>Non-RSEs were not surveyed in 2016.

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

<sup>4</sup> Only official RSEs were surveyed in 2016.



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?*

	Percentage of non-RSEs who have employed workers from specific source last 12 months 108* %	Average number of workers 2018 $\bar{x}$ =	2017 average <sup>^</sup>	2015 average <sup>^</sup>
Seasonal workers from Work and Income	12	5.9	9.9	5.1
Seasonal workers from the local community (non-Work and Income)	65	16.8	24.5	16.4
Recognised Seasonal Employer Scheme (RSE) – Pacific workers	-	-	-	-
Recognised Seasonal Employer Scheme (RSE) – non-Pacific workers	-	-	-	-
Seasonal workers under the Working Holiday Scheme (WHS)	32	23.1	21.6	30.6
Seasonal workers under other schemes (TRSE, SSE & VOC)	0	-	27.0	10.0

Total may exceed 100% because of multiple response.

\*Sub-sample based on non-RSE employers.

<sup>^</sup>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 through an RSE cooperative, such as Seasonal Solutions or Pick Hawkes Bay (28 percent) and/or an RSE labour contractor (59 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 29** %
An RSE cooperative such as Seasonal Solutions or Pick Hawke's Bay	28
An RSE labour contractor	59
Other	17
Don't know	7
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 (64 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 (38 percent) or an RSE cooperative (35 percent).

Notably, these results are in line with those reported by employers of Pacific RSE workers in 2017 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 78* %	Other RSE 26* ** %
An RSE cooperative such as Seasonal Solutions or Pick Hawke's Bay	6	35
An RSE labour recruiter	19	38
A Pacific Government-sponsored work-ready pool	21	0
Direct recruiting by the business	64	15
Using returning workers to recruit for the business	41	4
Or some other way (Specify)	6	31
Don't know	1	0
Refused	0	0

Total may exceed 100% because of multiple responses.

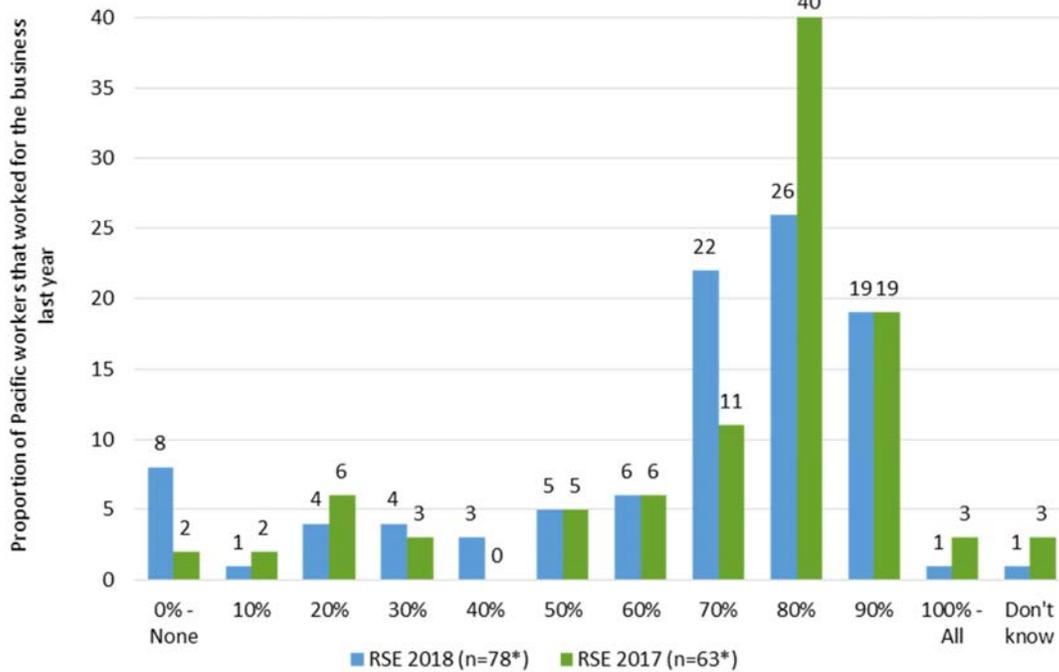
\*Sub-sample based on those who employed Pacific RSE workers in the last 12 months.

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



As detailed in Figure 9 below, roughly two-thirds of RSEs reported that 70 percent or more of their Pacific workers this year had worked for the business last year as well, and this is similar to the 2017 result.

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 one-half of the Other RSE employers that sourced seasonal workers under the RSE scheme through some other source in 2018, and one-third of the non-RSEs that did not source any seasonal workers from the RSE scheme in 2018 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 29** %	Non RSE 107 %
Yes	48	35
No	41	37
Don't know	10	27
Refused	0	1
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:

- ◆ To guarantee availability when needed/provide certainty or flexibility – 29 percent.
- ◆ Hard to find reliable/willing workers locally – 18 percent.
- ◆ Shortage of labour locally/through other sources – 18 percent.
- ◆ RSE workers are reliable– 18 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 – 29 percent.
- ◆ Using a contractor is working well – 17 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 51 %	Would not consider 52 %
To guarantee availability when needed/provide certainty or flexibility	29	0
Hard to find reliable/willing workers locally	18	0
Shortage of labour locally/through other sources	18	0
RSE workers are reliable	18	0
RSE workers are well trained/good at their job	8	0
To enable business growth	4	0
Other reasons for considering	14	0
Business is too small/it is not our core business	0	29
Using a contractor is working well	0	17
Able to meet labour needs locally/through other means	0	12
No need	0	8
Not enough ongoing work through the year/might not need seasonal workers every year	0	8
Too complicated/too much effort or paperwork	2	6
Do not have the required infrastructure (e.g. accommodation, transport)	0	2
Costs are prohibitive	0	2
Other reasons for not considering	0	17
Other	6	0
No reason	4	8
Don't know	2	0

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 one-half of the respondents in the sub-sample reported that their labour requirements had not changed, one-in-five reported that their business had grown/needed more workers (20 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), 73 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 23 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 108* %
Business has grown/need more workers		20
Fewer workers needed		5
Difficulties find staff		6
Other changes to labour requirements		13
No significant changes in labour requirements		53
Don't know		4
Would rather not say		0

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	Difficulties find staff	Other changes to labour requirements	No significant changes in labour requirements	Don't know
Base =	22** %	5** %	6** %	14** %	57 %	3** %
Yes	73	0	17	50	23	0
No	5	80	50	36	47	0
Don't know	23	20	33	14	30	67
Refused	0	0	0	0	0	33
Total	100	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

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The following section of the report examines employers' perception of the performance of seasonal workers that were new to their business in 2018, 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 9.26 and 8.43 out of 10, respectively) than WHS workers (mean 6.70) or workers from the local community (mean 5.47).
- ◆ **enthusiastic while working** (mean 9.17 and 8.17 out of 10, respectively) than WHS workers (mean 6.95) or workers from the local community (mean 5.69).
- ◆ **productive** (mean 8.67 and 8.17 out of 10, respectively) than WHS workers (mean 6.63) or workers from the local community (mean 5.62).



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=	104*	28* **	115*	171*
	%	%	%	%
Rated 0-3	0	7	10	19
Rated 4-7	7	18	47	56
<b>Rated 8-10</b>	90	57	41	22
Don't know	3	18	2	2
<b>Total</b>	100	100	100	100
Base= <sup>^</sup>	101	23	113	167
<b>Mean (2018)</b>	9.26	8.43	6.70	5.47
Std. Deviation	1.189	2.465	2.546	2.448

Total may not sum to 100% due to rounding.

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

<sup>^</sup>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=	104*	28* **	115*	171*
	%	%	%	%
Rated 0-3	0	4	8	19
Rated 4-7	8	25	50	56
<b>Rated 8-10</b>	89	54	40	23
Don't know	3	18	2	2
<b>Total</b>	100	100	100	100
Base= <sup>^</sup>	101	23	113	167
<b>Mean (2018)</b>	9.17	8.17	6.95	5.69
Std. Deviation	1.150	2.167	2.087	2.295

Total may not sum to 100% due to rounding.

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

<sup>^</sup>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=	104*	28* **	115*	171*
	%	%	%	%
Rated 0-3	0	4	10	19
Rated 4-7	20	25	49	57
<b>Rated 8-10</b>	77	54	39	22
Don't know	3	18	2	2
<b>Total</b>	100	100	100	100
Base= <sup>^</sup>	101	23	113	167
<b>Mean (2018)</b>	8.67	8.17	6.63	5.62
Std. Deviation	1.457	2.329	2.284	2.256

Total may not sum to 100% due to rounding.

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

<sup>^</sup>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 earlier 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 (94 percent), which is similar to 90 percent of RSEs in 2017.

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 71* %	Other RSE 22* ** %
Yes	94	68
No	3	9
Did not have any new workers this year	1	0
Don't know	1	23
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.

Roughly two-in-five official RSEs reported that it takes on average two days or less to train a new Pacific RSE worker, while one-in-five reported that it takes about three days to one week (Table 23). One-quarter of official RSEs reported that it takes more than one week.

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 78* %	Other RSE 26* ** %
Less than one day	10	31
One to two days	32	12
Three days to one week	22	19
More than one week	24	0
Not applicable - no new workers	3	15
Don't know	9	23
Refused	0	0
Total	100	100

Total may not sum to 100% due to rounding.

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

\*\*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.<sup>5</sup> In all, 15 percent of official RSEs reported that such issues had occurred, while eight percent 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 78* %	Other RSE 26* ** %
Yes	15	8
No issues during work hours this year	82	81
Don't know	3	12
Total	0	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.

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.

Twenty-seven percent of the official RSEs reported that their business had experienced a character related issues among their Pacific RSE workers after hours, while 12 percent of other RSEs reported also having experienced issues.<sup>6</sup>

<sup>5</sup> 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.

<sup>6</sup> 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 19 percent of all official RSEs and eight percent of non-RSEs that employed Pacific workers sourced through the RSE scheme). Official RSEs also experienced drug-related issues (four percent) and/or altercations and antisocial behaviour (four 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 78* %	Other RSE 26* ** %
Alcohol-related issues	19	8
Drug-related issues	4	0
Altercations/Antisocial behaviour	4	4
Other issues	9	4
No issues outside of work hours this year	67	62
Don't know	5	27
Would rather not say	1	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 78* %	Other RSE 26* ** %
0% - All arrived in good health	76	62
10%	17	12
20%	4	0
30%-90%	1	0
100% - All did not arrive in good health	0	0
Don't know	3	27
Would rather not say	0	0
Total	100	100
<hr/>		
<u>Health related matters experienced</u>		
Dental problems	53	0
Boils	47	0
Skin rashes or allergies	24	0
Having injuries on arrival	18	0
Being pregnant on arrival	18	33
Hepatitis	0	0
TB	0	0
Other health matters	6	33
Don't know	6	33
Would rather not say	0	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 years' 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 (92 percent) reported that managing pastoral care for their returning Pacific RSE workers was easier this year than last year (Table 27). Forty-one percent of 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 71* %	Other RSE 22* ** %
Yes	92	41
No	4	0
Don't know	4	59
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 (38 percent), and/or being more familiar with the area, community or local culture (28 percent).

Only three 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 =	74*	3* **
	%	%
Returning workers know what to expect/what is expected of them in terms of the system/rules	38	
Returning workers are more familiar with the area or community/more accustomed to local culture	28	
We are more experienced/have developed our approach	20	
Returning workers are more self-sufficient	11	
Returning workers help new workers	9	
We have a greater understanding of their culture/needs	1	
Other reasons for becoming easier	14	
Requirements are the same/have not changed		67
More workers or new workers this year		0
Other reasons for not becoming easier		33
Other	0	0
No particular reason	14	0
Don't know	0	0
Refused	0	0

Total may exceed 100% because of multiple responses.

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

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

*The overall ease of management of pastoral care has been the same as all the previous years.*

*Just the same.*

*More time consuming.*



## 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

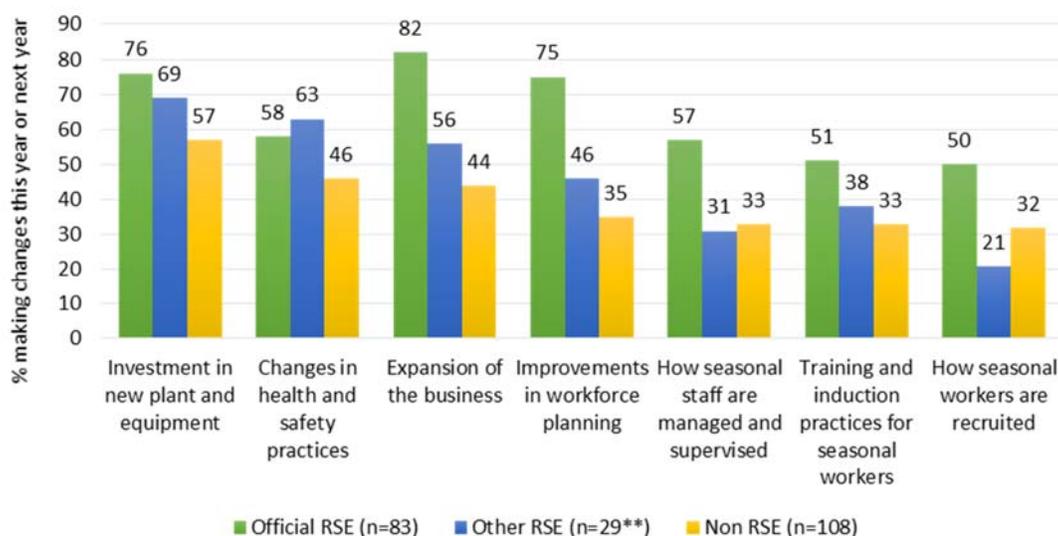
All employers were asked if their business had made any changes to their business practises in general this year, or whether they planned to do so in the coming 12 months.

As detailed in Figure 10, most RSEs are continuing to make improvements to their business practices. For example, about eight-in-ten said that their business had expanded (82 percent) and/or they had invested in new plant and equipment this year or planned to do so next year (76 percent).

Official RSEs were significantly more likely than non-RSEs to have made/be planning to make each of the changes shown below, with the exception of *changes in health and safety practices*.

These results are largely unchanged from those of the previous two surveys in 2017 and 2016.

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 =	83	29**	108
	%	%	%
Made changes this year	46	14	17
Planning to make changes next year	36	31	21
Not made any changes and not planning to in the next year	23	41	49
Don't know	1	3	3
Not applicable to the business	1	10	13

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 =	83	29**	108
	%	%	%
Made changes this year	27	7	16
Planning to make changes next year	30	14	18
Not made any changes and not planning to in the next year	49	48	40
Don't know	1	7	9
Not applicable to the business	0	24	19

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 =	83	29**	108
	%	%	%
Made changes this year	36	21	21
Planning to make changes next year	28	14	15
Not made any changes and not planning to in the next year	42	59	46
Don't know	1	0	3
Not applicable to the business	0	10	18

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 =	83	29**	108
	%	%	%
Made changes this year	41	28	28
Planning to make changes next year	14	14	11
Not made any changes and not planning to in the next year	48	41	44
Don't know	0	0	6
Not applicable to the business	1	21	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 =	83	29**	108
	%	%	%
Made changes this year	51	52	37
Planning to make changes next year	16	14	15
Not made any changes and not planning to in the next year	40	31	43
Don't know	2	3	2
Not applicable to the business	0	3	9

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 =	83	29**	108
	%	%	%
Made changes this year	51	52	39
Planning to make changes next year	41	24	28
Not made any changes and not planning to in the next year	13	24	30
Don't know	6	0	3
Not applicable to the business	5	7	10

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 =	83	29**	108
	%	%	%
Made changes this year	48	34	27
Planning to make changes next year	49	24	26
Not made any changes and not planning to in the next year	10	34	42
Don't know	7	3	3
Not applicable to the business	1	7	11

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, 95 percent of RSEs have been able to expand their area under cultivation, which is not significantly different from 92 percent of RSEs reporting as much in the 2017 survey, but significantly greater than the 2016 survey result of 82 percent (Table 36).

In 86 percent of cases, 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.<sup>7</sup>

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 =	83	1**
	%	%
Yes	95	100
No	5	0
Not applicable	0	0
Don't know	0	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=1 official RSE employer 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 =	64*
	%
Yes	86
No	11
Don't know	3
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.

<sup>7</sup> 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 64* %	Non RSE 1* ** %
1 to 5 hectares	17	100
6 to 10 hectares	11	0
11 to 20 hectares	14	0
21 to 50 hectares	6	0
51 to 100 hectares	19	0
More than 100 hectares	14	0
Don't know/Refused	19	0
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 2017 survey (81 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 74* %	Other RSE 13* ** %
Able to employ more permanent New Zealand workers	80	62
Able to employ more seasonal New Zealand workers	77	85
Don't know	15	15
Refused	1	0

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 five 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 three additional permanent New Zealand workers (Table 40).<sup>8</sup>

<sup>8</sup> 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 ranges from seven workers among non-RSE employers who employ workers sourced through the RSE scheme to 20 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 56* %	Other RSE 8* ** %
1-2 workers	29	25
3-4 workers	18	62
5-10 workers	30	12
11-50 workers	21	0
More than 50 workers	2	0
Total	100	0
<b>Median</b>	<b>5</b>	<b>3</b>

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 permanent 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 53 %	Other RSE 10** %
1-2 workers	6	30
3-4 workers	11	20
5-10 workers	25	10
11-50 workers	40	40
More than 50 workers	19	0
Total	100	100
<b>Median</b>	<b>20</b>	<b>7</b>

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 seasonal New Zealand workers.

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

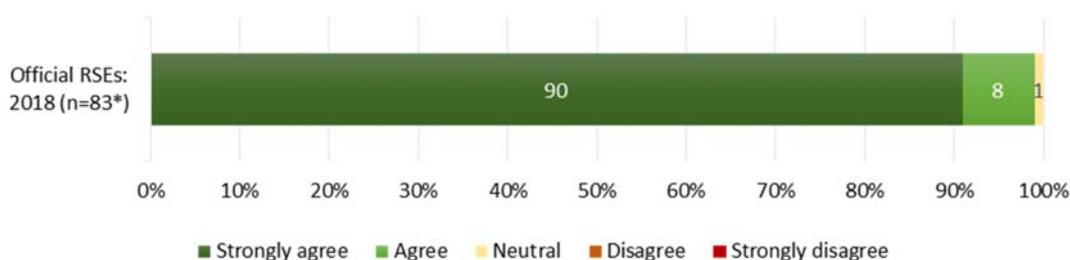


## 7.3 Perceived benefits of participating in RSE scheme

In 2018, almost all RSEs believed that the benefits of participating in the scheme outweighed the costs, with 90 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?*

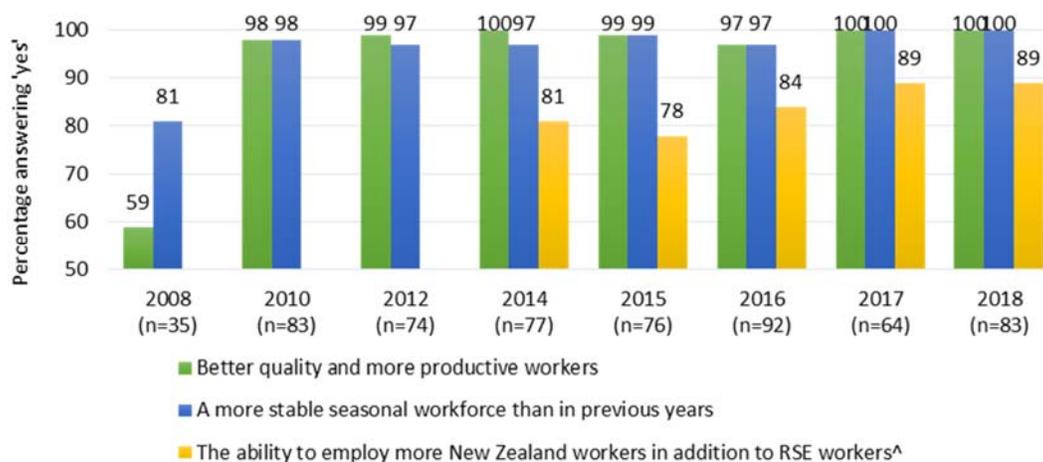


\*Sub-sample based on official RSE employers. Excludes 'don't know' and 'not applicable' responses.

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.



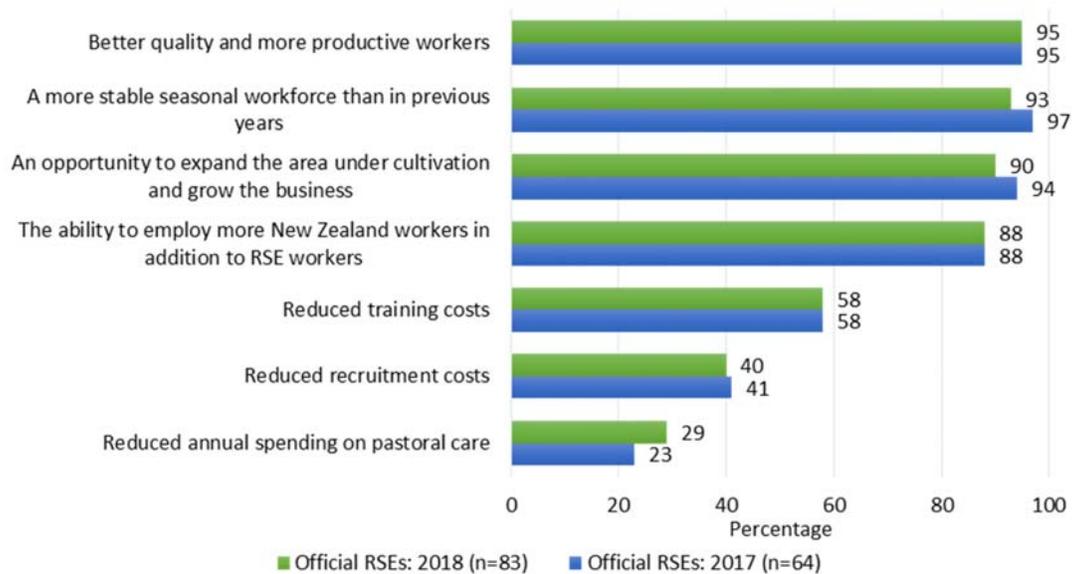
Eighty-nine percent of official RSEs also agreed that participation in the scheme had improved their ability to employ more New Zealanders in addition to RSE workers (Figure 12 above).

Most RSEs also envisaged further improvements in their business operations in the future, as a result of participation in the programme – particularly have better quality and more productive workers, having a more stable and productive workforce, being able to expand the area under cultivation and grow the business, and being able to employ more New Zealand workers (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 2017.

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 2018 wishing to recruit the same group of workers (45 percent) is comparable to the proportion of official RSEs in 2017 (36 percent). Similarly, the percentage of official RSEs in 2018 who expressed a preference to recruit a mix of new and returning workers from the same countries (47 per cent) is comparable to that reported in 2017 (53 percent).

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

◆ **The same group of workers:**

*I have invested a lot of time and money training these people and we only start seeing a return on that investment from the second year onwards.*

*They know the job and have proven to be productive, reliable workers.*

*Our RSE workers are reliable, great workers. They are always willing to work and respect other staff members.*

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

*To retain the experience of good RSE employees but also give the opportunity to new RSE employees so they have the chance to earn money to improve their livelihoods in their own countries. Seeing the benefits that employment in New Zealand makes to their way of life in Islands is a total plus for our company.*

*Every year there are a couple of workers who push the boundaries more than we would like or who are disrespectful to their supervisors or who deliberately break the rules we have in place. We feel it is important that these workers are replaced so the other workers know that this behaviour is not tolerated and if they want to have a continuing future in the RSE scheme they need to comply with the rules.*

*Some of our workers are getting older and less productive, and it is good to have some new ones learning alongside experienced workers.*

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 83* %	Other RSE 29* ** %
The same group of workers	45	41
A mix of returning and new workers from the same countries I am recruiting from at present	47	52
Workers from a country I am not currently recruiting from	1	0
Workers from several countries I am not recruiting from at present	0	0
Workers from non-Pacific countries	4	0
More New Zealand workers	2	3
None (Do not plan to use RSE seasonal workers next season/year)	0	3
Don't know	1	0
Refused	0	0
<b>Total</b>	<b>100</b>	<b>100</b>

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

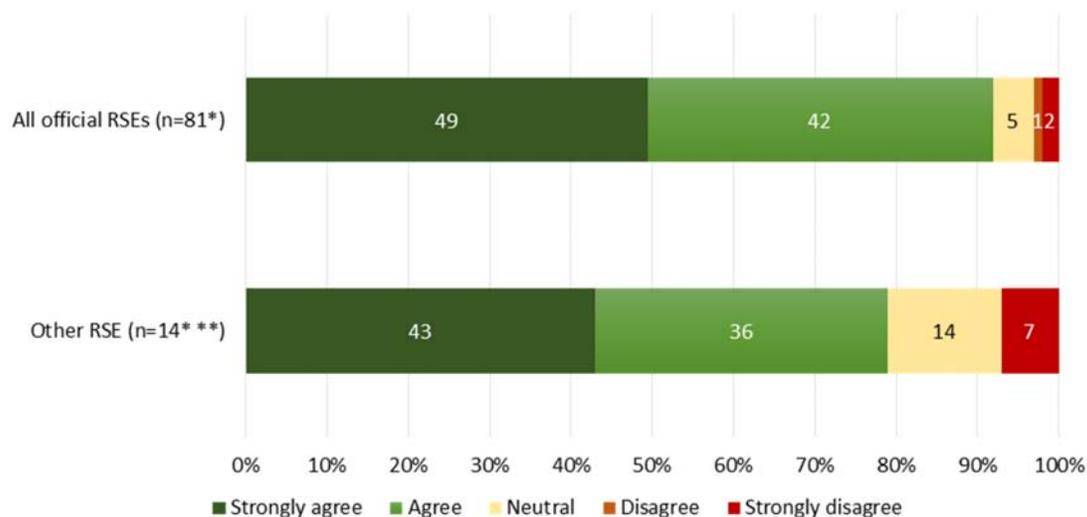
The following section of the report examines the perceptions of MBIE's RSE Relationship Managers among those who are officially part of the RSE scheme and other employers who reported that they have employed seasonal workers recruited under the RSE scheme in the last 12 months.

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 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 91 percent of official RSEs who agreed/strongly agreed with this statement 2017.

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. 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-four percent of official RSEs *agree/strongly agree* that their RSE Relationship Manager responds to their enquiries in an acceptable timeframe (Table 43), which is similar to 92 percent as reported in 2017.
- ◆ Eight-five percent of RSEs *agree/strongly agree* that their RSE Relationship Manager provides them with consistent information and advice. (Table 43), which is identical to 85 percent as reported in 2017.

While the results suggest that non-RSEs are less likely to strongly agree with the statement *My enquiries were responded to within acceptable timeframes by my Relationship Manager*, 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 81* %	Other RSE 13* ** %
<b>My enquiries were responded to within acceptable timeframes by my Relationship Manager</b>		
Strongly disagree	1	0
Disagree	2	0
Neutral	2	15
Agree	40	46
Strongly agree	54	38
Total	100	1000
<b>I received consistent information and advice from my Relationship Manager</b>		
Strongly disagree	2	0
Disagree	1	0
Neutral	11	15
Agree	36	62
Strongly agree	49	23
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. Excludes 'don't know' and 'not applicable' responses.

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



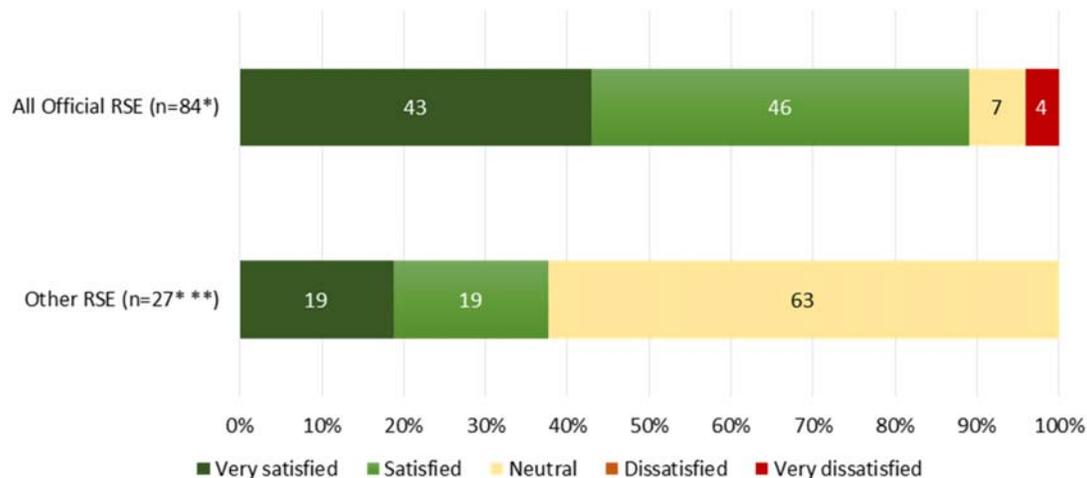
Since the 2012 survey, all employers of RSE workers have been asked to rate their satisfaction with the quality of service provided by their regional RSE Relationship Manager in the last 12 months (Figure 15).

A large majority of official RSEs reported being *satisfied/very satisfied* with the overall quality of service provided; 89 percent gave a rating of '4' or '5' out of 5, which is similar to 88 percent as reported in 2017.

Thirty-seven percent of non-RSEs who employ RSE workers sourced through the RSE scheme also reported being *satisfied/very satisfied*, with the remainder providing a neutral rating. 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=1 individual in the official RSE sample stated that they did not employ an 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 24 percent of all satisfied respondents.
- ◆ Good communication/regular contact, being approachable – 18 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 85 %	Neutral 23** %	Dissatisfied 3** %
Helpful/gives good advice or support		24		
Good communication/regular contact, approachable		18		
Prompt responses or information provision		13		
Listens/understands our needs		9		
Things are working/no problems		6		
Getting the answers I need		6		
Other positive comments		9	4	
No direct contact with RSE relationship managers			48	
New relationship manager so can't rate performance		1		
Negative comments			9	100
Other		1	4	0
No comment		40	13	0
Don't know		0	13	0
Would rather not say		1	9	0

\*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

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This summary report details findings from a longitudinal analysis of survey results for Recognised Seasonal Employers. A total of n=74 RSEs were identified that completed the 2018 survey and at least one of the annual surveys conducted between 2008 and 2017. This report is based on comparisons between these respondents' answers provided in 2018 and those of their **earliest recorded participation** in the survey. N=3 of these repeat respondents first completed the survey in 2008, n=11 in 2009, n=12 in 2010, n=6 in 2011, n=1 in 2012 and n=17 in 2014, n=10 in 2015, n=10 in 2016 and n=4 first completed it in 2017.

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=74 RSEs from the 2018 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. Three of the differences was found to be significant:

Compared with their earliest survey participation, in 2018 the n=74 RSEs in question employed significantly more Pacific seasonal workers under the RSE scheme. On average, RSEs employed 34 more Pacific workers than they did previously. They also employed significantly more seasonal workers under other schemes (TRSE, WHS & VOC) – 28 more on average. Overall, RSEs employed 94 more seasonal workers in 2018 on average than they did at the time of their first survey.

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 2018	t	df	Sig. (2-tailed)	n=
Seasonal workers from Work and Income	First survey	29.0					
	2018	34.1	5.0	.9	73	0.354	74
Seasonal workers from the community (but not employed through Work and Income)	First survey	73.7					
	2018	100.8	27.1	1.1	73	0.278	74
Pacific seasonal workers under the RSE scheme	First survey	53.4					
	2018	87.1	33.7*	4.3	73	0.001	74
Seasonal workers under the RSE scheme who are not from the Pacific	First survey	14.4					
	2018	15.5	1.1	1.0	73	0.305	74
Seasonal workers under other schemes (TRSE, WHS & VOC)	First survey	48.7					
	2018	76.3	27.6*	2.6	73	0.010	74
Total workers	First survey	219.5					
	2018	313.7	94.2*	2.7	73	0.009	74

\*Significant at the 95 percent confidence level.



## Key findings – changes implemented to business practices

Changes to business practices implemented in 2018 were compared with the changes implemented by RSEs at the time of their first survey participation.<sup>9</sup> 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*:

- ◆ Sixteen RSEs made changes at the time of their first survey and did so again in 2018 (bottom right cell).
- ◆ Seventeen had made changes at the time of their first survey, but did not make changes in 2018 (bottom left cell).
- ◆ Twenty-two did not make changes at the time of their first survey, nor did they make any in 2018 (top left cell).
- ◆ Sixteen did not make changes at the time of their first survey, but did make changes in 2018 (top right cell).

No statistically significant changes were found between responses to the first survey and the 2018 survey (using McNemar test).

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 2018	
			No	Yes
a. Improvements in workforce planning	No	38	22	16
	Yes	33	17	16
b. How seasonal workers are recruited	No	47	37	10
	Yes	27	18	9
c. How seasonal staff are managed and supervised	No	47	35	12
	Yes	27	13	14
d. Training and induction practices for seasonal workers	No	47	32	15
	Yes	27	10	17
e. Changes in health and safety practices	No	41	22	19
	Yes	33	15	18
f. Investment in new plant and equipment	No	33	20	13
	Yes	41	16	25
g. Expansion of the business	No	46	28	18
	Yes	28	11	17

Results are consistent if they lie within shaded cells.

<sup>9</sup> “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 2018, 70 out of n=70 RSEs<sup>10</sup> said that participation in the scheme had resulted in better quality and more productive workers – while 67 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 2018.
- ◆ Similarly, 69 out of n=69 RSEs said in 2018 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 2018 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	2018	
			No	Yes
Better quality and more productive workers	No	3	0	3
	Yes	67	0	67
A more stable seasonal workforce than in previous years	No	1	0	1
	Yes	68	0	68

Results are consistent if they lie within shaded cells.

<sup>10</sup> 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

RSEs were asked about anticipated future impacts of participation in the RSE scheme. Over the years this question has been updated and additional areas of potential improvements have been included. In the analysis below, if the respondents was asked about an area of potential improvement when they first completed the survey, then their initial answers are compared with their answers in 2018. If the area of potential improvement was not included in the questionnaire when they first completed the survey, then they are not included in that analysis.

No statistically significant changes were found between responses to the first survey and the 2018 survey (using McNemar test).

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		First survey total <sup>11</sup>	2018	
			No	Yes
Reduced training costs	No	19	10	9
	Yes	45	12	33
Reduced recruitment costs	No	22	11	11
	Yes	36	19	17
Reduced annual spending on pastoral care*	No	12	10	2
	Yes	8	5	3
Better quality and more productive workers**	No	1	0	1
	Yes	42	1	41
A more stable seasonal workforce than in previous years**	No	1	0	1
	Yes	43	1	42
An opportunity to expand the area under cultivation and grow the business**	No	4	1	3
	Yes	38	0	38
The ability to employ more New Zealand workers in addition to RSE workers***	No	3	0	3
	Yes	31	1	30

Results are consistent if they lie within shaded cells.

\*First asked in 2015.

\*\*First asked in 2011.

\*\*\*First asked in 2014.

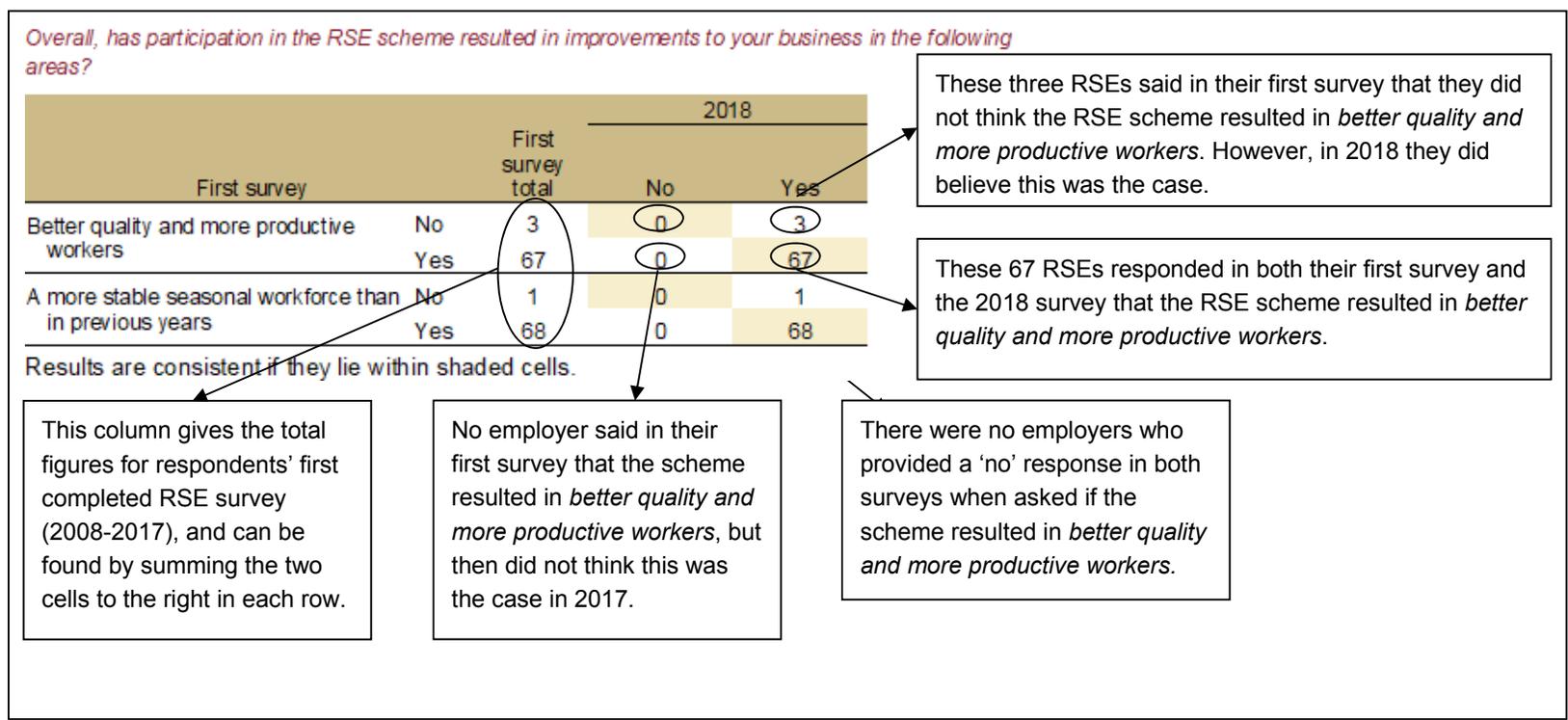
<sup>11</sup> Some RSEs did not provide a “yes” or “no” answer to these questions, hence the variable sample sizes.



## 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=70 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 2019. The example below is based on Table 47 in this report.

Figure 16: Explanation of McNemar Test tables





## Appendix B: Verbatim Report

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

*Annual arable cropping. Sheep and Beef production.*

*Apple, Pear and Kiwifruit growers.*

*Blackcurrants.*

*Export flowers.*

*Factory work.*

*Farming, forestry.*

*Feijoas.*

*Food Processing.*

*Hop growing.*

*Kiwifruit.*

*Kumara.*

*Pine nut orchard maintenance and harvesting.*

*Supplying contracted labour to the above and for Tulips/Lilies.*

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

*Indigenous Maori and Pacific Adult Education Charitable Trust Inc. (IMPAECT Inc.).*

*OPAC - Opotiki Packing and Coolstorage Ltd.*

*Own accreditation.*

*Own company.*

*We held our own ATR for 14 and did a Joint ATR with a labour contractor from Blenheim for the other 20.*



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

Would consider

*[I have] a lot of work.*

*90% of WINZ clients do not stick around. It is hard to employ New Zealanders due to being seasonal work. People on working holiday visa's sometimes only work a day or two and then never return. With RSE's you know you have that amount of staff for the whole season and they are here and wanting to work.*

*Already an RSE.*

*Backpackers and Kiwis struggle with the work and are unreliable.*

*Because finding staff to do our horticultural work is increasing becoming difficult.*

*Because local people do not want to work and the majority cannot pass a drug test. I grow citrus and 2 years ago it wasn't an issue in the Gisborne area, but large plantings of other horticulture, such as apples and kiwifruit, have led to real strain on harvesting of our fruit.*

*Because of the labour shortages our industry is experiencing.*

*Certainty of staff turning up to work. Allows for best planning. We have work up to 10 months of the year.*

*Continuity of good and dependable staff for the season. People from Work and Income are never any good.*

*Each year it seems to be harder getting workers. So I would consider it.*

*For dependability of staff numbers, particularly for kiwifruit production and expansion.*

*Government policy would need to change first. I have been part way down the track, to become an approved RSE Employer. Because of the time and money involved, just to become compliant, and then later be denied RSE workers (I have good advice telling me this often happens), I decided to channel my energy and money into employing Back Packers instead.*

*I have always relied on our local people for my garden. It is becoming increasingly hard to source locals that are willing to work. This year there have been 15 that have rung for a job but never shown up to work. I regularly get about half of my staffing requirements from locals that are fantastic and do a good job. The other half of my workforce is totally unreliable, cannot turn up on time, just walk off any time they feel and do not show up but never contact to say they are away. The lack of quality local staff is limiting my business*



*expansion plans. I need reliable people to continue to grow the business and provide a quality place to work for the rest of my staff.*

*I have found them to be reliable and do a good job.*

*I only require staff for about 5 hours per day and this is seasonal, lasting about 4 months.*

*If we have no local workers then we would look at it.*

*It is becoming more and more difficult to get reliable workers that will actually work. All workers are 40+ years old, and the young ones just don't want to work. Our per hour rate is well above the so called living wage, so I am not paying minimum wages.*

*It is getting too hard finding reliable, honest workers who don't come back at night and rip you off.*

*Mainly for my persimmon harvest. In the last two seasons the only labour has really been backpackers.*

*Security of being able to secure enough staff. Remove some of the issues related to having 40+ year old workers starting a job that none of them have experience with.*

*Security of labour for harvesting. Currently it's a struggle to harvest all product in time, which affects returns.*

*Shortage of harvesting staff.*

*So I can have staff availability when needed.*

*So we could use some of the Vanuatu workers.*

*The lack of local folk available for orchard work.*

*The lack of local seasonal workers.*

*The nature of orchard seasonal work.*

*Their history of having a good work ethic and there honesty and reliability.*

*There is not enough labour available. Our orchard needs about 100-150 seasonal workers from mid-January to late-March. Last season we were short by about 40 workers.*

*They are really competent workers that are both willing and able to complete any tasks assigned.*

*They are reliable labour that comes back year on year, so they get skilled.*



*To ensure consistency of labour to ensure orchard activities are carried out in a timely manner.*

*To ensure my kiwifruit gets picked at the correct time.*

*To ensure seasonal work can be completed on time.*

*To ensure we get our crop of apples picked, given the very tight timeframes to pick the fruit at its optimum.*

*To get a good supply of returning and willing staff.*

*To get a reliable workforce that will turn up each day and are prepared to work.*

*To have a reliable harvest team who are motivated to work hard and make money.*

*To have staff when you need them, and I found this season the backpackers did not want to work for longer than 2 or 3 weeks.*

*To recruit our own employees. To ensure they arrive when we need them. To avoid the additional management fee.*

*To reduce the amount of administrative duplication. To have more control over the arrival and departure of the men. I see little need in the service that SSCO provide other than obtaining the ATR.*

*To save admin costs and to have better control of timing and numbers of RSE staff. To enable more hands-on pastoral care.*

*To secure labour required, rather than rely on contractors. There is a serious shortage of labour in the area, and the government needs to increase the availability of RSE workers for the kiwifruit industry to just meet current requirements, let alone grow.*

*We already are.*

*We are currently a RSE Employer.*

*We would probably consider looking at this option in conjunction with others as we only need them for thinning and harvesting, and this would fit in with other industries that could use these workers for their harvesting.*

*Willingness to work. Productive. Good time keepers. Hard Workers. Pleasant. Polite. Not on drugs.*

*Would not consider*

*[I am] too old.*



*Because it is family business.*

*Costs.*

*I am a small grower with intermittent labour requirements - I prefer to use an RSE labour contractor.*

*I am lucky in my area I can still get the few extra staff I require.*

*I am not interested in heading into that area of contracting.*

*I am semi-retired and I have a contractor who helps me when I need help, otherwise I would be happy to employ seasonal workers.*

*I don't employ any workers.*

*I don't have enough work.*

*I don't see the need.*

*I don't use enough seasonal workers and I currently can get enough local workers.*

*I feel the RSE program depresses the wages in the horticulture industry and thus causes the shortages the industry has today.*

*I have always been able to source labour locally.*

*I have spent a lifetime employing and trying to motivate people to (a) turn up and (b) get them to work. I now pay extra and use a contractor.*

*I need full time staff not seasonal workers.*

*I only employ people for a few days at a time, and then only on three or four occasions.*

*I only have a small vineyard.*

*I only use staff for short lengths of time and can source them locally.*

*I use a contractor.*

*I will never grow a crop again. The stress is too much, [as well as] the weather and staff issues.*

*I will not have many seasonal workers from next year on as I have downsized the orchard.*

*Logistical difficulty.*

*My business is too small.*



*My packhouse supplies them.*

*Not required for my property.*

*Only need staff for a very short period and can get enough by employing travellers.*

*Our focus is on growing and selling premium wine - we don't have the expertise or skill in this area. The company we work with is very well equipped to do this, provides excellent service and we trust them to do the job we need.*

*Our labour demands to harvest and process pears and peaches fits very well with the available RSE labour looking to utilise the void between thinning and harvesting of the pipfruit crops.*

*The business is too small. We need one or two workers on an ad hoc basis.*

*The orchard is managed via another company.*

*This is a family-owned business not requiring any extra workers.*

*This is a family-run business that is small and just requires a bit of help at peak times.*

*This is a small family business, so we don't need it.*

*Time constraints.*

*Too small.*

*Too small.*

*We are a small grape grower who would rather use a contracting firm.*

*We are a small grower only.*

*We are not big enough so I don't require additional labour.*

*We do not need extra staff.*

*We don't have good enough quality facilities to employ RSE workers, nor can we supply the pastoral care needed. Consequently we rely heavily on backpackers and locals, but get severely stretched at times to get enough people to do the job.*

*We don't need seasonal workers.*

*We have removed our orchard.*

*We have specialised work i.e. hydraladder operation.*



*We have the same employees each year from our community.*

*We normally use contractors, whom may employ RSE workers.*

*We operate 4.2ha of kiwifruit and are too small to set up under the scheme.*

*We use a contractor who sources the labour and it works well.*

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

*A contractor did this.*

*Also with joint ATR with other RSE employers.*

*BCA Professional Services.*

*I am answering these questions on the basis that the company I use (Vinepower Ltd) is a recruiter.*

*Indigenous Maori and Pacific Adult Education Charitable Trust Inc. (IMPAECT Inc.).*

*Joint ATR.*

*Our company has previously employed all through Pick Hawke's Bay, but due to getting bigger and younger plantings coming on Pick Hawke's Bay could not increase our numbers. The returnees from Pick Hawke's Bay are very upskilled and some are now team leaders. We also get work and income workers from Pick Hawke's Bay (last year we got 12) on top of work and income workers we employ. A combination of local and RSE's works great. We are increasing our permanent positions with New Zealander's. Having three quite different crops, we can have work all year around. Our ratio of permanent positions to casual is very high. [This is] quite different from most orchards. Kiwifruit pruning is far more labour intensive, especially pruning and thinning.*

*Packhouse.*

*Relationships with recruiters in Vanuatu.*

*RSE workers were supplied by OPAC for various orchard tasks. We have used a local labour crew for the majority of our vine work and harvesting this year.*

*These RSE workers were recruited by the Labour contractor employing them.*

*They were supplied by the Kiwifruit packhouse [Organisation]. I do not directly employ them. They arrive as a contract gang and have been trained by [Organisation]. However they are largely the same gang from the same village and have been returning for the last*



*4 years with a small turnover. These new members are monitored and mentored by the team leader and Eastpack staff.*

*TongaWorks.*

*Using an agent from the list that is provided by RSE Labour.*

*We use a Viticulture Labour Contractor.*

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

*A cold, cough, and sore throat.*

*Gout.*

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

*A few workers were disrespectful to the female orchard QCs at times.*

*I sent one worker home after 1 week of being here. This was his fourth season working for us. He was sent home on bad behaviour. We have zero tolerance for this.*

*Lack of productivity.*

*Minor issues of not wearing safety gear when required.*

*One altercation with another worker.*

*One bullshit artist who lied to me about being able to drive. He also has been fasting for religious reasons and performing very poorly.*

*Only a few not showing much enthusiasm to be slowed down for quality purposes.*

*There was an allegation where a few workers got a bit aggressive, but we were able to sort this out.*

*There was one altercation with another staff member.*

*Two RSE workers smoking marijuana at the worksite.*

*Two were picked up in random drug testing for marijuana. [This was] very concerning, I found out a local Work and Income worker had been offering this to our RSE workers. Work was not effected but we have nil tolerance for drugs on our workplace.*



*We had one day where two employees were intoxicated. This was dealt with internally and did not reoccur.*

*We had one guy who was ignoring the supervisor and so needed disciplining.*

*With our large numbers we always experience come alcohol related issues. However, this year was the best year we have had since the start of the scheme. We have had no drug related issues and no other "socially disruptive" issues.*

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

*A few moans and groans but so far so good, we had alcohol problems with a handful of pacific RSE staff last year.*

*Alcohol causes disruption among the group and leads to senseless behaviour. A pattern is emerging that on hearing bad news from home they consume alcohol as a way of grieving. I now have procedures in place to deal with this.*

*Alcohol, and a window was broken.*

*Drinking alcohol.*

*Drinking at the RSE accommodation. Warnings letters of Serious Misconduct were issued to 34 RSE workers stating that they were in breach of their employment agreement if they drink and that any breaches would result in them being sent home. We know there was only a couple drinking, however, it was not completely clear who did and didn't drink, so they were all warned. We had a good talk and discussion with them enlightening them to what could happen if it occurs again.*

*Inappropriate behaviour, and smoking marijuana.*

*One alcohol related incident - the worker returned to Vanuatu. Police were involved with two other incidents of forced theft from our workers bank accounts.*

*One case of drinking but [it was] under control. Their behaviour was very good but we are very strict with our rules and pastoral care is our utmost [concern].*

*One concerned call from a dairy owner about a worker being under the influence of alcohol or kava. I spoke to the worker concerned, his behaviour since then has been incident free. A vehicle incident on the farm where an unapproved RSE staff used van to visit the other accommodation block and hit a post.*

*One had an argument with his wife back home and went walk-a-bout (around the orchard) for a few hours but returned home safely.*

*One instance of an alcohol fuelled fight.*



*One person found drunk by police.*

*One staff member was sent home for not living in designated accommodation, and unauthorised driving without a license.*

*Only one incident - a RSE Pacific worker had a relative working for another RSE employer and invited him around to drink, so he drove the company vehicle to their residence, drank all day and then proceeded to drive back home drunk. Minor fighting amongst themselves [due to] cultural differences within their own country. One island has different expectations than the other.*

*Predominately drinking issues, but we only had one reported incident with three staff members. On one other occasion there was disruptive behaviour of throwing rocks on a roof of the women's accommodation after consuming alcohol.*

*Purchasing stolen alcohol (and consumption). Purchasing illegal marijuana (and consumption). Stealing food from others at accommodation site. Disappearing from accommodation over weekend.*

*See above. [With our large numbers we always experience come alcohol related issues. However, this year was the best year we have had since the start of the scheme. We have had no drug related issues and no other "socially disruptive" issues.]*

*Some antagonistic behaviour between groups from different villages or religions. Nothing that caused any major disruptions though. Husbands and wives wanting sleepovers when accommodation is for women only and men only. Slovenly living habits - not using rubbish bins provided. Not tidying up after themselves.*

*Some of the workers drank alcohol and were then offered kava. Our strong preference is that this shouldn't have happened but the matter was dealt with internally and no workers were sent home.*

*The men were drinking too much and making other staff in our accommodation feel uncomfortable so we made an alcohol ban.*

*Three employees were drinking in the accommodation block, which had to be sorted out.*

*Two people used marijuana outside of work hours. They were sent home.*

*Very minor issues - but men changed teams and the problems went away.*

*We had issues with prostitutes pressuring workers for paid sex, and young gang members trying to sell drugs and stolen property to RSE workers.*



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

Has become easier

*[It is] about the same, [there have been] many management changes.*

*[They've] had more experience driving on New Zealand roads independently.*

*[They] understand and help us develop systems.*

*A good Senior Team Leader and having a good percentage of our own accommodation.*

*Because we only invited last year's good workers back. These four are smart men with good English and have fitted well into New Zealand society.*

*Better understanding of our code of conduct and expectations as an employer. We have become less tolerant of serious breaches of our code of conduct. We did not re-employ many workers with known behavioural issues.*

*Better understanding of our culture and code of conduct expectations.*

*Communication has become better.*

*Communication is improved due to building trust relationships and just knowing each other better, and knowing that the RSE workers are more familiar with local communities and services.*

*Each year we are building a stronger leadership structure, in terms of quality, numbers and a rewards system.*

*Establishing relationships with the workers who return each year.*

*Ever year they get better at their internal leadership and self-governing.*

*Every year we are able to learn more and have improvements, plus having returning workers makes the system flows easier. Basically we learn and they learn more every year.*

*Everyone knows how things go the second time round and are better prepared. Bank accounts are already open etc.*

*Experienced pastoral caregiver.*

*Familiar with house rules and work routines.*

*Familiarity with doctors, banks, shopping. They know their way around orchards, and they know other staff members from last season. They know what to expect.*



*Familiarity with pastoral care, expectations and western cultures.*

*Familiarity with the environment.*

*Familiarity with the region and established links with local church.*

*Familiarity with their positions.*

*Familiarity.*

*Having a dedicated person who understands the Tongan culture.*

*Increased pastoral care team. Weekly meetings with leaders, which has resulted in better communication within the group. A RSE Liaison recruiter is employed by the company from Vanuatu between March and July.*

*Just through the experience of managing it before and lessons learned from the first round of workers.*

*Last year we had a few issues with leadership and the culture within the group. We changed the leaders and so have not had any issues relating to this.*

*Reduction in alcohol related issues.*

*Returning workers are more experienced and understand their obligations and the rules. Also, as employers we have come to know many of them personally and understand their culture and concerns. We are in a lot better space.*

*Returning workers were familiar with the rules.*

*Team leaders are very good.*

*The director provides pastoral care personally with the help of supervisors from Indonesia and Vanuatu and senior RSE workers.*

*The guys have been coming for the past ten years now - they know their way around and just fit into the local community.*

*The men are more familiar with banking, shopping, money transfers home and are equipped for New Zealand weather conditions.*

*The returnees know the rules and have good work ethics. They know they can make good money and the money that goes back to the island makes a huge difference to their lives. Little things, like how to use an eftpos card, or washing machine etc., they now know and they help show any new RSE workers. Also the returnees are more open to come forward if have any issues. [They are] building up a relationship with our company and are becoming very loyal. Many of our RSE workers are team leaders in the orchard, they are using iPads to record production, quality etc.*



*The returning men are familiar with the surrounding, and aware of systems and processes that are in place, as well as the services that they are entitled to.*

*The returning RSE workers have a better understanding of New Zealand and therefore what is expected of them in a social sense. It also is not so much of a culture shock to them.*

*The returning workers are familiar with the environment and culture and are now independent. Therefore, they do not need the same level of pastoral care as new workers.*

*The workers are more comfortable living in New Zealand and have more confidence in looking after themselves.*

*Their experience and [they have a] better understanding of the area and people. Overcoming language barriers.*

*There seems to be a better calibre of new staff compared to last year.*

*They already knew and understood the town layout and what is expected of them in terms of keeping the property tidy, house rules etc. and where the local doctors/hospital/amenities are. They are more confident, not afraid to ask questions, and are a bit more relaxed when someone new asks them questions or requests them to do something.*

*They are aware of the requirements of the scheme and tend to follow the rules without constant supervision.*

*They are familiar with the expectations and process.*

*They are self-monitoring.*

*They are used to domestic life in a household, become more confident and contribute better to the wellbeing of the group.*

*They have been here before, they know procedures. As employers we have learnt from previous years what worked and what didn't.*

*They have gained local knowledge e.g. supermarkets, specialty shops for food and clothing, churches and health providers. This information is feed to new arrivals.*

*They know the drill and what we expect and how to do the work.*

*They know the local roads for banks, shopping, and orchards they will work. They clean the house, cars and dishes.*

*They know what to expect form themselves and from the company.*

*They now know where to go for things in the community, understand banking procedures, understand about doctors and chemists and know our internal procedures.*



*They understand the behaviour and accommodation expectations. They keep better communication about any problems or concerns.*

*They understand the expectations and responsibilities required to be part of our team, and their inclusion into our town and community.*

*They understand the expectations and they understand how they can make more money by being experienced and picking more bins. They understand their pastoral care obligations, and are more aware of New Zealanders social behaviour.*

*They understand the process, [and are] very helpful with settling in new workers.*

*We are doing the pastoral care ourselves.*

*We are getting better and used to recognising any issues that might eventuate.*

*We found managing of provision of pastoral care easy in the first year and imagine it will be the same in the subsequent years.*

*We have a dedicated RSE carer.*

*We have a person in our group that manages pastoral care outside of work. This involves getting them to church, organising sporting events and BBQs. We have people within our business who handle going to the bank, visits to the doctors and dentists. Returning RSE workers are easier from my point of view to manage. They know what the procedures are if someone is sick they will inform you right away.*

*We have prepared them better this year, made them fend for themselves a bit more (as they are adults). Having the returning RSE workers and having the right leader amongst them has certainly helped with this.*

*We have put rules in place, which they have to abide by.*

*We have reorganised accommodation to improve living space and allow more involvement with individual choices, which has made the team leader and buddy involvement easier. Providing free Wi-Fi in accommodation has allowed full contact with home at no cost and also provided a self-paced leaning tool, which transcends normal friendships and allows new friendships to be made. RSE workers are taking more responsibility for their own pastoral needs.*

*We mostly have returning staff so they know what is expected. The accommodation is far cleaner than when we first employed them.*



*Has not become easier*

*Just the same.*

*More time consuming.*

*The overall ease of management of pastoral care has been the same as all the previous years.*

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*

*Area of planting have increased requiring more labour units.*

*Condensed picking timeframe with much more to pick.*

*Increased area of production so required more help.*

*Increased our acreage grown.*

*Increased Production.*

*Increased requirement.*

*Increasing or same.*

*More land being converted to horticulture.*

*More volume.*

*New varieties require more labour.*

*Orchard is slowly doubling in size from 20ha to 40ha with full production of a new area starting next season.*

*Require more labour for critical work i.e. picking.*

*The operation is bigger so we require more good labour. Most WINZ referred workers are unreliable, sometimes aggressive and their work ethic is very poor.*

*The seasonal labour is working for more extended periods as the volume of work is greater and more intense in given periods. Particularly harvest and spring thinning.*

*They have increased due to growth in hectares, but also increased returns have led to a greater ability to add value from better timing of tasks etc.*



*We are growing faster than 5%, so yes, we just need more people.*

*We have doubled our size in the last 5 years and require more people.*

*We have grown our business, especially in the area of hydroponic production, where we require about 22 FTE per hectare.*

*We need more staff because we are producing more crop every year to harvest.*

*We were just growing mandarins but 2 years ago we purchased another 10.7ha. On this land there was an existing 2.6ha of Persimmons in production requiring a lot of labour at picking time and we will plant more mandarins over the next 2 years on the remaining 7ha.*

*Yes, doubled. Employed permanent staff.*

*Yes, we are increasing our production. We now require seasonal employees from April to December for harvesting citrus. Two years ago we had 10 people picking. Today we have 30 and in 3 years we will need 50.*

#### *Fewer workers needs*

*Crop area over the years has decreased.*

*Downscaling.*

*Due to the rising cost of minimum wage we are investing in machinery that uses less staff.*

*My business is smaller.*

*We have downsized our horticulture business due mainly to market and climate change.*

#### *Difficulties find staff*

*[Difficulties] finding good reliable staff who are willing to work. Locals are too lazy. Staff are my biggest headache.*

*[It is] hard to get full time skilled workers - nobody seems to want, or needs, to work.*

*As new varieties of kiwifruit came into production, and as we learn to cope with Psa disease conditions, much more work has eventuated. The biggest problem for kiwifruit growers is that each task needs to be completed in a relatively short time window, which means we can't provide full time employment. Hence, it's an "on then off" kind of demand pattern, which is harder to manage in a remote location.*

*Not really. There was a pool of workers that used to do and other grape work and other pockets of harvesting over the summer and then start again next season etc., but now they obtained full time positions with organisations such as ourselves. This left a huge hole and the only workers available are basically a whole lot workers with a poor work ethic and poor attendance.*



*They also have a whole lot of baggage with social welfare and the court system and they demand a disproportionate pay rate. Their reliability is shocking because they think the crop maturity will wait for their court and social welfare appointments, and you would not want to drug test them as most would be on illegal substances.*

*We have found it difficult to recruit sprayer operators, tractor operators and truck drivers. Despite advertising on the WINZ website and TradeMe, we did not find enough staff this season.*

*We need more team leaders, more workers and tractor drivers.*

#### *Other*

*All my work is done by contractors, I do not hire and fire.*

*As my wife and I are aged 64 and 68, we are unable to do as much work as before. Because of this we must employ about 4 or 5 workers to compensate.*

*Depends on the season. Weather is a big factor in fruit growing.*

*I have a small block of kiwifruit and a small retirement block of hydrangeas for export flowers. I have always done the work employing casual staff until recently. Now I employ very casual people and also have help from a contract gang who come in when I need work done on the kiwifruit, sometimes 8 or 15 people come to do the catch up work.*

*Length of employment has increased significantly.*

*Orchard was removed.*

*The orchard is under development, I expect that we will require more people in future years.*

*Their work permit periods are too short, i.e. 3 or 6 months. Sometimes when they're fully trained, their work permit nearly due. That's really a big cost for me.*

*We are making more of an effort to find suitable backpackers, and keep them.*

*We have reduced our crop area grown significantly but our harvest cost has at times gone up 8 fold per bin due to the weather conditions.*

*We have terminated the employment of our 3 day per week worker as he was unreliable. So we are relying now on backpackers that we employ on a daily basis when required.*

*We lost a lot of our crop through disease and poor management, we have replanted so will require seasonal staff from next year on.*

*We now employ permanent staff that have been trained through a New Zealand horticultural course over a three year period.*



*We now use more labour sourced through a labour provider i.e. a contractor.*

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

*[Name] has been getting established for the last 20 years. Our orchards are now starting to show serious increases in productivity, which means the labour component of our business is becoming increasingly important.*

*Again, my business is smaller, but I still need staff and intend being more proactive.*

*ANZ screwed me, so I lost RSE workers for two years because of them, [with the] Ministry not understanding the fight. There were no rules for what ANZ did.*

*As business has expanded, we have needed more bins and needed another mower.*

*As our business grows and we become more focused on the Health and safety of our workers, we are constantly changing what we do to ensure that our workers are kept safe. In our business, Health and Safety has become one of our core principals and we have invested in new processes, planning, and plant and equipment to meet these needs.*

*As our business grows, it had given us the ability to arrange our management staffing levels to be more specific in their roles. We have identified the importance of good equipment for our workers, i.e. punning loppers, going away from Chinese to French made. A decision to have vehicles that are no older than 2008 for our workers, specifically the Toyota 12 seat hi roof. Utilizing the experienced RSE workers to assist with initial training for new recruits.*

*Assumed pickers would be available this year, as in previous years. It has been much harder to put a crew together this year.*

*Being able to provide backpackers with suitable accommodation - i.e. investing in more cabins.*

*Better training around Health and Safety, and vineyard hazards.*

*Built a new packhouse. This year, tried Facebook for recruiting. Early work force planning. Added toolbox safety meetings. Some new plantings and replacements.*

*By using a trained quality controller to manage the RSE workers (from the same race).*

*Changes are always ongoing.*

*Changes are around Health and Safety, ladder training, personal hygiene, and employer responsibilities.*

*Changes are made in our training and Health and Safety practices every year - they reflect the feedback from workers and clients, and ideally are improvements to reduce accidents*



*and/or improve the work environment. For example, we have recently been asked to provide chainsaw operators for pruning, so we have created safety training for specific workers to undertake this type of work. All our training and Health and Safety sheets are reviewed and updated every year.*

*Changes are made to make labour units more productive. Realisation of likely labour shortage at peak times means we will invest in technologies that reduce the number of labour units required. Changes to training and induction are aimed at getting labour units up to high productivity levels as quickly as possible and supporting them better once on board.*

*Changes in laws and minimum standards. Very little changes in terms of output or efficiencies. Increased costs of compliance and training.*

*Changes in legislative and customer requirements.*

*Changes made for security of work force, because risk of compromising crop value is so high.*

*Continually looking for improvements.*

*Continuous improvement and changing business direction.*

*Cultural adjustments. Provide more activities to keep busy outside work times. Recruit employees with smaller body size for packing work to better fit our equipment in packhouse.*

*Downsizing our operation because of staffing issues.*

*Employed a person to carry out HR full time - working with WINZ and their referrals and working with RSEs, this person also has taken over the Health and Safety. These changes were made so we had one go-to person for all employees, and for WINZ to have a permanent constant contact to liaise with.*

*Employing backpackers from overseas to compliment what workers [the] labour contractor can supply. Changes prompted by purchasing more land to develop into horticulture.*

*Expansion of the business requires more forward planning in work detail and training.*

*Extra labour requirements due to variable climatic conditions entailed using another labour contractor and more workers. Labour requirements are generally increasing each year as family labour leaves home. Local labour is scarce, unreliable and low productivity. RSE contractors are reliable and efficient, and RSE workers are productive and happy.*

*Fine tuning the induction processes, making sure all understand the content. We have a leader who speaks to the workers in their own language. Health and Safety checked to cover all eventualities. First aid course completed by two staff.*



*General improvements.*

*Getting seasonal staff on a direct basis was very difficult this year, so we had to use more contractors. Getting reliable seasonal staff is going to get more difficult with the increase in volume predicted to occur over the next few years.*

*Growing the business with more hectares for summer and winter season, and also more machinery for harvest. Getting more permanent staff for improvement in systems, supervisions and office tasks as well.*

*Growing the business.*

*Growing wines sales - both domestic and export - have meant increasing the size of our vineyard holdings.*

*HACCP plan review for 'food safety' regarding BRC Global Standard Issue No 8.*

*Have been more thorough in the training and induction process. More awareness of Health and Safety.*

*Have implemented monthly Health and Safety meetings. We have a new orchard manager who manages seasonal staff.*

*Have introduced Hi-Vis to orchard. Developing another 20ha, building more coolstores and accommodation. Spent more time on recruiting bigger groups of WHV to prevent any shortfall, aggressively trying to find.*

*Health and Safety - which leads into staff training - was the biggest change and is ongoing. We have expanded by purchasing 10ha of kiwifruit, which means more staff, more leadership, and some tractor skills requirements around spraying and mowing.*

*Health and Safety Act. New plant needed to try to make [the] harvest season run better.*

*Health and Safety changes were just updating to meet New Zealand law. Seasonal staff supervision changes included having clearer roles and better support for supervisors. Investment in plant was a refit of our coolstore system to provide more efficient and effective cooling. Expansion = planting more apple trees.*

*Health and Safety had to be reviewed in order to be compliant with new government rules and regulations.*

*Health and Safety record keeping is major and takes up a lot of time. I have always had a practice and a place with an excellent record, but having absolutely everyone check in and sign in is very demanding and pedantic. Great for employers, but every tradesman, every guest...*



*Health and Safety should always be revised and changed each year, new plant purchased to cover more harvesting requirements.*

*Health and Safety, because we are scared of WorkSafe fining us - we are a small family orchard.*

*Hired HazardCo for tips and tricks, use their induction recommendation and forms to train everyone equally. This routine we now use is easier for training staff.*

*I advertised on a local Facebook page to find local workers, with some success. I advertised for backpackers with work permits through [Name] with absolutely no inquiries, which has never happened before. The biggest change is not "we will not be growing a crop again".*

*I will be getting my contractor to do more work on the kiwifruit. Health and Safety practices are well in place and have been for many years. Also, induction, supervision, and staff earnings are well managed by Zespri audits. I am looking to make a few changes to better suit my retirement.*

*If we get allocated more RSE workers, we will expand further.*

*Implemented a new employment initiative with MSD to get people work ready/integrated back into the workforce. New [plant and equipment] to make tasks faster/smarter. Purchase of land for market demand. Upskilling and training and development for frontline supervisors/managers. Continually adjusting the training and induction practices for all seasonal workers.*

*Improved employer/employee engagement.*

*Improved Health and Safety. Also, increased Health and Safety costs (as well as minimum wage) means we no longer do transplanting for other growers. Also, have invested in new equipment that will halve the number of staff required for our own transplanting.*

*Improvements to the grading line required, new training plan for staff operation of equipment.*

*Increased communication and meetings with MSD to assist with seasonal recruitment. Site tour with work brokers and senior MSD to understand our business. Mutual partnership worked extremely well. Increased internal staff training has been successful.*

*Increased use of technology for induction and training, due to expansion of the business with new plant and equipment, and the need to employ more staff.*

*Invested in upgraded frost fans, as without them our orchard crop would fail. More hands-on training makes staff feel more comfortable in doing their job.*



*Investment in packhouse equipment vision technology, as seasonal pack house labour is difficult to find. Picking of fruit for fresh market can currently only be done by hand, as no suitable technology exists to carry this out.*

*Just how we supervise and assist these.*

*Keeping up with the law really - mainly Health and Safety.*

*Our business has purchased new land and properties, so we are expanding. We have invested in new accommodation, vehicles and more resources, like a full time HR person. Health and Safety has always been a high priority for us. We ensure that staff are properly trained, and have completed SOPs. Hazards are pointed out to all staff. Incident reports are completed when something happens.*

*Our business should always be improving. Giving pastoral care for all our employees, including New Zealanders. We do not want a great turnover of staff. We are offering more fulltime work to New Zealanders. To hold onto our staff, we believe we need to look after them and want them to feel valued. We are paying higher pay rates, spending more on training, increased Health and Safety, and providing education on Health and Wellbeing. Overall, we want a productive, safe, positive work environment. We want our buyers overseas for our products to be confident they are dealing with an environmentally [friendly], sustainable, and caring company. This is a win-win situation for all parties involved.*

*Planning around numbers of workers required in a central location and recruiting as a group for our 3 sites, sharing resources where we can to close any gaps. New induction video, more graphics and voice over to assist with learning. Invested \$40m in upgrading sites this year - business is in growth mode. Looking at recruiting an agent in Vanuatu for next year. Part of the ACC Partnership Programme, always looking for continuous improvement.*

*Prompted by having consistent staff. Impact more efficiency.*

*Raise the proportion of RSE workers.*

*Redevelopment of old orchards.*

*Son is now a partner in the kumara business, so we have increased acreage to accommodate this move. With increased acreage, it is proving more difficult to get enough reliable seasonal staff to run our business.*

*Spend more time and effort with induction. If a person fails to perform after a number of training sessions and our feedback to them on the issues, we no longer allow them to work.*

*Strong business growth.*

*The business has a good reputation, so we are being contracted by many provider growers and by packhouses, which makes us buy new machinery, hire more full-time staff.*



*The business is having to adapt to the ever-changing market and regulatory changes.*

*The company is under new management - the previous general manager has left, replaced with new CEO. A dedicated RSE and Health and Safety manager and production manager have also been appointed.*

*Up-skilling staff and improving processes to become more streamlined.*

*Updated our induction videos, so there is one for the seasonal workers (backpackers/New Zealanders) and one for the RSEs. As we have planted more fruit trees over the last couple of years and will be planting more this year, our crop will increase, so will the need for more plant, equipment and staff. Employing seasonal workers (backpackers and New Zealanders) is a long, difficult job. Need to look into how we can improve this to secure staff. Half of the names of staff we get to turn up to induction don't [show up].*

*Updated policies and procedures, and will be making more changes too. New managers. Improved training and training procedures. More staff needed in certain areas for next year.*

*Use a recruitment video for training and induction. New Supervisors - getting the right people for the job is very important.*

*Very hard to find casual local staff, to the point of losing productivity. Unreliable employees [are] the most major issue we face in our whole operation, with no consequences for not turning up for work from WINZ. We are looking at putting in accommodation to house seasonal backpackers. Although we would love to employ 100% locally, unfortunately we are sick of getting let down year in - year out. I think this is a serious issue that needs to be addressed over the whole New Zealand horticulture industry. It's too easy not to go to work when a job is on offer.*

*We are continually making changes to the business to continue to improve the working environment for our people, and trying to improve all aspects of our business operation. We spent a lot on infrastructure recently to make our staffs' jobs easier.*

*We are continuously looking at ways to improve our business and recruitment. We have invested in a purpose built HR system to track our staff and make improvements every year to the way we recruit staff.*

*We are developing new blocks with cherries and have installed three wind machines for frost fighting. Further installation of under-tree irrigation, together with water monitoring gauges. Will be trying to increase our RSE numbers by at least two to cope with the increased production. Also investigating purchase of replacement cherry sorting equipment in packhouse, with a view to further expansion in the next five years.*

*We are expanding our orchards, as young vines come into production. We have purchased another orchard as well. We have brought a new tractor, and we plan on doing so again (Automatic ones that are easier to drive). We will be expanding our supervision as well. We will try and implement a process to simplify our most skilled winter pruning tasks.*



*We are in a continuing development stage, with plantings meaning we must increase efficiencies to cope with increased volumes. Technology improvements and training are increasing efficiencies. Bonus system for harvest workers means increased individual responsibility towards Health and Safety.*

*We are planning to continue to work with the Red Cross to develop refugee opportunities. We are growing a wider range of crops to employ our seasonal workers for longer.*

*We are working alongside our RSEs to observe and determine what further training/supervision may be required, and to give more immediate feedback on performance. We are using RSE workers to create a backbone of staff across thinning, picking and pruning, as the labour shortage affects the whole year. We are going to Vanuatu to visit our existing workforce at home, and to meet prospective workers for the future.*

*We cannot fill our labour requirements ourselves. Our usual contractors are under too much pressure to supply staff to many horticultural operations. We now have to plan with more accuracy, and work with four contractors to get the workers we need. This has led to increased planning, Health and Safety, and inductions. We now employ our own supervisors to control the crews more closely, due to the standard of worker that we are receiving.*

*We continue to grow more kiwifruit and so need to continue to expand planning, investments and labour.*

*We do plan on up skilling some of our RSE workers into positions like tractor driving, running carton making machine, quality controlling out in the orchard/packhouse, etc. as they are reliable workers that will return each year.*

*We had to plan ahead this season as far as more labour needed. We made prior arrangements with a local contractor for four staff all the way through pruning and thinning, and then six for the R/G harvest. We are needing to align ourselves more with a contractor to get the work done when needed, as we can't rely on WINZ staff.*

*We have acquired more land for development. As the business grows, we have to ensure that our Health and Safety practices and inductions are more robust, ensuring that our staff understand how to keep themselves and others safe. Investment in new plant and machinery is a constant.*

*We have employed our first full-timer, plus doubled our size. Changes (improvements) have been made right across the business.*

*We have employed people directly, rather than via a contractor.*

*We have had to limit our expansion plans due to a labour shortage and more so [for] reliable staff.*



*We have put in place improved Health and Safety meetings and improved recording processes, focusing on mitigating risks. We will be putting HR on a new computer program, including onboarding records. We have put in place new training programmes for supervisors.*

*We have realised that for a big kiwifruit orchard in a remote location such as ours, we need three types of workers. (1) Locals, as many good types as we can find. (2) Backpackers with the necessary permits and visas, some to stay in our facilities, others in their own vehicles/vans. And lastly, (3) Workers brought in by carload and bus from distant towns, even [with] up to 1 hour travel times each way.*

*We have slightly increased our record keeping for Health and Safety. We are too dependent on one recruiter. Planning to diversify. We have and are intensifying the apple orchard through trellis changes/intensive changes. We're investing in a two dimensional canopy to be machine ready as robotics become available. Cost of labour is making the large investment to move to robotics/mechanical options worthwhile.*

*We intend to mechanise to reduce labour.*

*We met with our contact in Tonga from Internal Affairs whom helped us do the Code of Conduct in Tonga, the translation assisted in the teams understanding. Also paid for our team to have training done in Tonga by the Red Cross team.*

*We will be looking at working with local employment schemes in the making to get some of this pool of no-hopers in better work shape, and sharing an RSE scheme.*

*With permanent staff available, I use them to train and supervise any seasonal staff that [are] required to complete tasks that [are] required to be done within a time frame. Time frames are mainly weather specific.*

*With the growth in Hawke's Bay in the viticulture and horticulture, it has prompted us to grow the business.*

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

*A basic workforce is maintained so the absences do not affect the business too much.*

*Allowed us to recruit more permanent staff in other areas of our business, due to the reliability of our RSE team.*

*As a growing business in an increasingly competitive labour market, our RSE workers give some stability to areas of our seasonal business. Work and Income have been supportive, although in Gisborne success has been very limited; this is in contrast to our operation in the Waikato, where workers and assistance from Work and Income has been successful. Getting enough workers, and especially reliable workers is an ongoing and increasing challenge. Even in areas where pay rates are high (i.e. contract rates that can exceed \$30/hr for squash*



*harvesting) getting reliable staff in sufficient numbers each year is getting more difficult. Reliability of local staff is a major issue, and attendance bonuses are used in parts of the business to incentivise workers to turn up each day of the week and on time. The end of the seasons is becoming more challenging, with workers having mood options throughout the year; some workers are leaving before the end of the season and going to their next seasonal job, to attract more hours/week and get in first for the next seasonal job rather than finishing the roles they have been in. This has meant we have had to shut down production and reorganised staff to try and complete the season - this is a significant problem. Workers appear to have more options, and confidence that they will still get plenty of ongoing employment even if they leave an employer before a season finishes (and still get work next year as they may be good workers, or even just know the employer has little option but to employ anyone prepared to work). Even with retention and attendance bonuses, this appears to be an increasing challenge.*

*As a small family business where both key owners need to work off-orchard, the ability to use contract managed labour that are already trained and dependable has a distinct advantage over seasons prior to RSE being available. Our production has increased and our productivity has also increased over time, which has in turn meant packhouses locally have been able to employ more permanent local people and/or employ local seasonal staff for far longer periods of time.*

*As we have expanded, there are more opportunities for local people as well. We need more skilled operators in all areas.*

*Being part of the RSE programme has made us more vigilant about ensuring as much opportunity is given to New Zealanders. We continue to experience issues where Horticulture isn't a desirable industry and the younger generation are more interested in the digital industries or professional career paths.*

*Being part of the scheme has made us better employers. By evaluating what we do more regularly.*

*Better results mean benchmarks lift and the business can be more profitable, and invest into more infrastructure to support business growth.*

*By growing the business, we require further New Zealand permanent workers, which we are struggling to find.*

*Despite efforts to recruit a more stable local workforce, our RSE team are the only group of employees that see the season out in its entirety. They complete all the tasks that they are assigned with competence, enthusiasm and efficiency. Having the assurance of a workforce through the RSE scheme has given us the ability to grow the business and provide more jobs for locals. They are seen as the benchmark in the crews and other staff try to equal the level of KPIs that the RSE workers can achieve.*

*Generally there are not enough locals to help with the harvest.*



*Having a reliable team carrying out the daily harvest (RSEs) ensured the employment of a full team of packhouse staff (New Zealanders).*

*Having a stable seasonal workforce enables us to expand the growing side of our business. It enables us to get the fruit off in premium condition, hence getting a better return.*

*Having access to RSE workers is not making it any easier to employ New Zealanders, mainly because it has always been difficult to employ Kiwis. It could be our location, or Kiwis don't want a job for only a few months of the year, or it has become a 'lifestyle' for some Kiwis to not work (and receive the benefit)! Why would they want to work hard to earn money when they are getting a benefit anyway? We did employ more high school students and university students then we have for many years this past season, which is great to see. But we pay them minimum wage, and they pick way less or thin fruit far slower than the RSE workers.*

*Having the RSE workers to harvest the increasing volumes of our crop gives us the ability to expand our business further, which means more permanent jobs available for New Zealand workers. We will need more skilled New Zealanders to train, supervise, quality control and drive tractors for the larger seasonal crews required for our expanding orchard.*

*I am finding that - over the years - my labour contractor provides me with more foreign workers now than in the past.*

*I can provide higher quality permanent roles to New Zealanders by having a solid base of RSE workers available, but the scheme needs to be expanded.*

*I have not been able to give relevant responses to the questions, as although we use both local and RSE workers, we do not recruit or employ them directly but instead do so through a contractor.*

*If it wasn't for the RSE scheme we would not be still orcharding! The scheme has given us the ability to grow our business and therefore employ more New Zealand workers. We are worried what the future holds for us though, as we don't have enough workers to get our crop harvested in the optimal time now, and when you look at the apples that have been planted just in our area over the last three years, it's not going to get any easier!*

*If there were more New Zealanders willing and able to work seasonally, we would always employ them first. We struggle with reliable workers for our nightshift, especially with local New Zealand workers.*

*If we did not have the RSE scheme we would not have a business. We have always struggled with a shortage of local labour, and every year it has dramatically got worse. Our company is growing 20% annually due to new plantings. We have got some very exciting times ahead, but our biggest issue is having a labour shortage. We try our [utmost to employ] and offer full-time work to New Zealanders. We decided three seasons ago we would not employ backpackers - why train people you will never see again? Our employees are working long hours, most Saturdays and some Sundays, due to product urgently needing to be harvested due to shortage of pickers. This is a big concern for Health and Safety, and [the] wellbeing of our employees.*



*If we didn't have RSE workers, we could not have our market garden operation, due to reliability issues with the locally available work force.*

*In my experience the RSE workers are more ready to work, enthusiastic and reliable. Without them I would not be able to run my business. We need more RSE workers - they are the backbone of the wine industry in Marlborough, and it is important to remember - things need to be done on time in this industry or the crop is threatened.*

*In our experience the New Zealand seasonal workforce (especially the WINZ supplied staff) is very unreliable, with poor productivity. The RSE workers are a critical part of the industry, which would find it very difficult to operate without them.*

*It's great to have the guarantee of workers that are well trained and ready for the busy times of the year.*

*It's helping to grow the business, so the more it grows, the more people we can employ.*

*New Zealand workers needed to support RSE workers during harvest. I have a permanent New Zealand worker to do this.*

*Our business is growing rapidly, and we need more skilled staff across our entire workforce. This workforce includes both seasonal and permanent staff. We need the seasonal staff for a peak 14 week period, and without these seasonal staff we would not be able to expand and employ more permanent staff. Since the inception of the scheme, we have doubled our size and increased the permanent staff from 160 to 500.*

*Our business is seasonal, so it's pretty hard to find an extra 700 people to work for 12 weeks.*

*Retaining contracts due to supplying of continuous workers has helped the company grow, therefore we were able to employ a full time office staff member to do the HR role.*

*RSE has allowed us to develop, knowing a percentage of our seasonal workforce will be trained, allowing other seasonal workers to be integrated into the workforce seamlessly. Productivity bonuses provide the incentive for new workers to have a positive approach to training and safety. Increased production has provided more roles, especially in the packhouse, where there is the ability to train kiwi staff in work ready skills that help them move into the permanent workforce throughout New Zealand.*

*Seasonal labour sourced through Work and Income are generally unreliable, unenthusiastic, are being made to work by Work and Income, don't turn up for work after two days, and have a very low productivity.*

*The ability to employ more New Zealanders to permanent positions is due to having RSEs. Having RSEs return year after year provides for high productivity. MSD and NZIS Ministers need to understand that less and less New Zealanders are wanting to pick apples, and encouraging them to work is becoming harder and harder. Also in a booming industry, it is a*



*labour job - machines can't pick apples, so it is better for the industry and our Pacific Island neighbours to bring in short term labour.*

*The ability to employ New Zealand workers has become harder, but it is good that some New Zealand workers and backpackers work with the RSE workers.*

*The contractor we use has a relationship with Work and Income that requires employment of New Zealand staff as a priority, so by default more work is available to New Zealanders.*

*The grower has a lot of confidence in having a regular workforce to depend on. More RSE workers mean more Kiwi managers are needed to manage them.*

*The growth of our business has allowed us to give more sustainable work for New Zealanders in specific roles - e.g. supervision, tractor drivers.*

*The RSE scheme is ranked number 1 in terms of allowing our business to grow through increased productivity, quality, net returns, and therefore continued investment. RSE gives this business a competitive advantage against international competition.*

*The RSE workers are so willing to please and reliable. We would be lost without them.*

*They turn up all days asked.*

*They were supplied by the kiwifruit packhouse [Name]. I do not directly employ them. They arrive as a contract gang and have been trained by [Name]. However, they are largely the same gang from the same village and have been returning for the last four years with a small turnover. These new members are monitored and mentored by the team leader and [Name] staff.*

*This is our first year recruiting RSE employees. It hasn't affected our New Zealand workers or the number we need, and we don't plan on it having an effect on this area. But it does mean we will recruit less people with working holiday visas, as we find these people very unreliable. The small number of RSE workers we have had this year have been amazing.*

*Unless we are able to employ more RSE workers, we will be unable to employ more New Zealand workers, as we must get our harvest picked or we cannot employ more New Zealand workers to pack and process (New Zealand workers do not want to work outside).*

*We can grow our business safe in the knowledge that we have an excellent working relationship with our contractor, who will continue to provide the standard of service we need in terms of skills and dependability.*

*We find it extremely difficult to employ New Zealand people for the tasks RSE people do.*

*We only employ RSE workers in the orchard for harvest. Harvest work has been difficult to recruit reliable locals for. It is hard physical work and transport is a big issue for our local seasonal workers. We need a reliable team to pick the fruit to enable the flow-on effect of regular employment for locals in the packhouse.*



*We would like to employ more New Zealand workers, but have had no success in engaging workers to commit to permanent or seasonal work for fixed periods.*

*Where able to recruit two permanent WINZ workers, one into a newly created role. Also, other local businesses have grown through our growth, such as a transport company, an electrician, [and an] engineering firm.*

*Without the RSE workers in the peak season (and our casual New Zealand workers) our business would not have the ability to employ 40 full time permanent staff.*

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

*[Being] able to expand the business is more important.*

*A multi-million dollar post harvest development is being built/established for the 2019 season - a direct result of the "RSE factor".*

*A stable workforce means we have the confidence to increase our plantings further, which means we need additional coolstorage, tractors, sprayers, etc. to grow/manage the crop.*

*By being able to secure our labour force in areas, we can grow as a business.*

*Development of new ventures.*

*Having sufficient skilled labour available is essential to carry out orchard management tasks in a timely manner and to achieve high orchard productivity. As profit flows from high productivity, we are then able to invest in further orchard improvements e.g. new artificial shelter and repairs and maintenance of orchard pergola support structures and invest in other productivity initiatives.*

*I have all the plant and equipment I need, but a stable workforce gives me confidence to remain in the industry, and feel confident to invest when I do need more equipment or an upgrade.*

*Increased development has increased turnover, which has all been reinvested into plant and equipment that meets compliance. This in turn increases productivity and safety for machinery operators.*

*Installed new grader, and planning for further automation.*

*It gives us confidence that the business will continue without the threat of labour shortages.*

*It means we can harvest on time.*

*Knowing we will have a set number of hard working staff each year enables us to plan for a bigger business module and have the confidence to invest in plant and equipment. If it was a*



*constant battle to find staff to get the fruit thinned or picked (as it was before the RSEs came) then I think we'd have given up growing fruit.*

*Last year we built a new packing line to manage the growth in our industry.*

*More vehicles, more pruning gear.*

*Mostly certainly! We have spent \$2 million on a coolstore plant [in the] last 24 months. We are not a big grower or corporate. Spending on plant, equipment, services is a huge impact on our local community economically. We have found that the RSEs have shown New Zealanders how to raise the bar with productivity, and that you can earn good money in our industry.*

*Not directly, but an efficient workforce is part of the equation for a stronger business, which allows for more reinvestment.*

*Only in extremely small steps, due to the unknown amount about of NZ labour, WHV people and any RSE increase.*

*See next answer. [I believe the RSE workers will be critical to the ongoing expansion of the kiwifruit industry. Having access to these RSE workers has been a major reason for personally investing several million dollars in another development. If the scheme is not increased, the industry will not have the labour to match the increased production forecast.]*

*The investment includes buying vineyards, increased machinery purchases and increased New Zealand labour force with our machinery operators. Further, we are then able to increase our wine production with investment in machinery and people within the winery.*

*The RSE scheme has given me the confidence to make significant investments. That has created work in horticulture and other sectors, and added to regional growth.*

*This is quite difficult to determine. The plans to grow the business and invest more has always been part of the business strategy.*

*Use contractors less.*

*We are able to take on two more orchard leases this year knowing we will have the workforce to allow us to continue to build our business, and also to redevelop areas of our orchard that need redeveloping.*

*We are more confident to expand our orchard plantings knowing we can get it picked. We are looking at automation (picking platforms) to assist with picking as well so more "middle aged" New Zealanders can pick apples as well.*

*We can't do this without reliable seasonal workers. We try and create long term employment options where possible. We have expanded significantly, but without security that we will get sufficient, suitable seasonal workers, it is difficult to commit to further expansion, and each year*



*getting past seasonal staff to return is more challenging, as employers in the region compete for staff more and more.*

*We have been able to invest in housing for our staff.*

*We have been replanting aggressively for a number of years - without a reliable labour pool, we wouldn't have felt we could.*

*We have expanded planted area for both kiwifruit and apples. With the increase in area, we have had to invest in additional tractors and other equipment, some of which have been built locally.*

*We have expanded the amount of vineyards we manage.*

*We have invested in more land and development, which has meant more investment in plant, machinery and people.*

*We still require more labour to cope with the exponential growth in the next 2-5 years.*

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

*As a contractor, we are always privy to this information.*

*As before. [The investment includes buying vineyards, increased machinery purchases and increased New Zealand labour force with our machinery operators. Further, we are then able to increase our wine production with investment in machinery and people within the winery.]*

*As per answer to Q26. [We are more confident to expand our orchard plantings knowing we can get it picked. We are looking at automation (picking platforms) to assist with picking as well so more "middle aged" New Zealanders can pick apples as well.]*

*As per the previous question. [We have invested in more land and development, which has meant more investment in plant, machinery and people.]*

*As stated above, our business has expanded; however getting reliable seasonal staff is becoming more challenging, and is a major focus for the business. Employees have more options, both in the district and outside, and this is making it more difficult to get seasonal staff to return in sufficient numbers and to find sufficient new employees to fill the demand of expansion.*

*Every year it is getting more difficult to invest/plan, [due to] the unpredictability of whether the cap will get increased and how much of the quota you are going to get. It's all about supply and demand. How can we supply if we can't get labour?*

*Growers are planting more and we need to grow with them in our RSE recruitment.*



*Having a more stable workforce has enabled us feel more secure about investing in plant and machinery for our business.*

*I believe the RSE workers will be critical to the ongoing expansion of the kiwifruit industry. Having access to these RSE workers has been a major reason for personally investing several million dollars in another development. If the scheme is not increased, the industry will not have the labour to match the increased production forecast.*

*In 2008 at the beginning of the scheme, we had 95ha - we are now 150ha. But during that time, we have replanted most of the farms in high intensity plantings. Production has just about doubled since then.*

*Increased area is a business expansion decision not directly related to labour supply, but a stable labour supply has ensured this is not a constraint to being able to expand.*

*It will [help us expand] if we can have more RSE workers to harvest, so we can employ more New Zealand workers to pack and process inside.*

*More productive staff gives confidence we'll be able to harvest effectively. Our plans are to grow our RSE programme.*

*My vineyard area is fully planted so there's nowhere else to go.*

*Not applicable - no expansion planned.*

*See previous answer. [We still require more labour to cope with the exponential growth in the next 2-5 years.]*

*The RSE scheme has enabled me to purchase reverted and non-producing land and bring it into production.*

*We built more glasshouses and have plans to build a further 12-14ha over the next 2-10 years.*

*We did have to get bigger to be more viable. It is very hard being a small orchardist. We did buy more land and planted more trees. The cost per hectare is around \$100,000 to develop and come into production in 5 years' time. The development work has increased our workload - e.g. building fruit structures, wiring, irrigation, tree training, etc. Now we need more labour to prune, thin, summer prune and harvest, then the cycle starts again. The biggest reason we had to get bigger [was that] our company needs an HR manager, Health and Safety trainer, accountant, inventory, orchard technician - we even have a full time tea lady to supply morning tea, including baking. We would not be able to increase this expertise unless we were on a bigger scale.*

*We have added 14 hectares over the course of 10 years in the RSE scheme and changed from 1/3 cherry, 1/3 apple and 1/3 nectarine, to 1/2 cherry and 1/2 nectarine, which are more labour intensive than apples.*



*We have confidence in our industry to be able to expand our plantings, as we know we have regular staff coming through the RSE scheme. But by expanding, we will need more staff than we currently have.*

*We have expanded planted area for both kiwifruit and apples. Without our RSE workers, it is unlikely we would [have] done this, and therefore create more jobs for New Zealanders.*

*With a consistent labour supply, our orchards are able to invest in expansion without the worry of who will work the land.*

*Yes, we are looking to plant more as soon as trees are available, and we are always interested in purchasing neighbouring blocks of land that come on the market if the land is suitable for horticulture.*

*You can do so with the confidence knowing that you will get everything picked and other jobs completed, e.g. thinning.*

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

*As a business owner, I have lost confidence in the way MBIE is controlling the scheme. I can state categorically that MBIE has cost a New Zealand worker a full time job in my business and has caused me to rethink further investment.*

*Don't know about the costs of recruitment, and [there] may be reduced training costs if the same employees will keep working for our company.*

*I have responded "N/A" to some of these questions as we are not the primary RSE employer - that is the role of our contractor.*

*I think there is a definite cost that comes with employing and looking after staff under the RSE scheme to a level that we feel happy with. But the cost is well worth it.*

*I would like to employ more New Zealand workers if they were work ready, reliable, willing, and come with a positive attitude.*

*If we can plant more trees, we can employ more New Zealanders to do the pruning, tree training, thinning, picking and packing of the apples.*

*Improvements can only be obtained if there is a consistent increase in RSEs, [for example,] when an employer can demonstrate their expansion and/or demonstrate the current workers are being overworked.*

*More RSE workers means more training, recruitment and pastoral care costs.*

*Not planning to expand.*



*Our intention is to ensure a high quality of pastoral care is given, so I wouldn't want to reduce spending in this area. Workers will continue to receive the same level of training, and we will continue to be closely involved in the recruitment of workers.*

*Pastoral care is very important, and a good investment for the ongoing relationship.*

*Pastoral care recruitment and training costs apply to all workers, and costs are stable.*

*Productive area is at its maximum at the present. However, continual improvements throughout the business has increased productivity and the continual need for seasonal staff. Ongoing investment in our staff always brings a return.*

*Recruitment, training and pastoral care costs will increase. Certified training course [costs] have gone up. We put all our tractor drivers on a two day tractor course for training and Health and Safety. That course was around \$280 last season, now \$500, and that does not include the hours you are paying them to do course. Also, for insurance purposes they must have a full license and F endorsement, which again we are helping with. We are spending around \$8000 a year on drug testing, as we want a safe positive workplace. We want our employees to grow and be more skilled so our business is more productive. We need more team leaders, experienced pest monitors, QCS, tractor drivers, forklift drivers, and truck drivers.*

*The more we can trust that we can pack the fruit in short timeframes, the more confident we are to expand the business.*

*They are very reliable. This gives a degree of certainty the jobs will be completed.*

*Using RSE workers provides a more stable workforce, especially during busy times of the year. It improves the levels of productivity and efficiency of the business. They are worth paying a premium because of the quality of their work.*

*We are a family company at a size that is comfortable for us, and we are currently not seeking to expand. So for the questions I have indicated as "N/A", I would potentially indicate them as "yes" if we were choosing to expand. I don't believe we would be able to reduce costs any further than we have at this point in time. For the question "A more stable seasonal workforce than in previous years", as our previous years have all included RSE, I was unsure how to answer this. It's certainly more stable than without RSE workers.*

*We would like to increase our RSE workforce, and so do not anticipate spending less on pastoral care.*



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*

*[I have] put a lot of effort into training them.*

*Already trained and reliable.*

*Because they are all trained and are assets for the company.*

*Because they were very capable and less training [would be] required next year.*

*Because we already spent time and money to train them and consistency of the workforce is extremely important.*

*Continuity of experience and reduced training input.*

*Experienced staff are more productive and need less training and supervision.*

*For continued experience and reliability.*

*Great people.*

*Having an already trained workforce is highly productive.*

*I have invested a lot of time and money training these people and we only start seeing a return on that investment from the second year onwards.*

*I know what I am getting.*

*I would love to employ more News Zealanders and have them stay as permanent workers.*

*It is a good mix of people.*

*More training [would be] needed.*

*Most of the RSE workers I use through my labour contractor have been working for me for 6-7 years now. They are good, friendly workers and are now very skilled workers. They have watched my kids grow up as they come to the vineyards with me on the weekends!*

*Our RSE workers are reliable, great workers. They are always willing to work and respect other staff members.*

*Productivity, quality of job for growers, lower training costs, workplace company culture.*



*Reliability, productivity, quality of performance, cost effective, allows managers to concentrate on improvements as opposed to managing day-to-day issues.*

*Reliability.*

*Samoans are very suited to berry picking and mix well with our labour force.*

*Stable workforce.*

*Stable, consistent, already trained and familiar with our operation.*

*Staff returning have been trained, and will help with new staff.*

*The 2018 team is a reliable team.*

*The investment in their training and their understanding of the business.*

*The mix we had worked really well overall.*

*The RSE scheme is working well but we would like more people from the Pacific Islands (or elsewhere) as we have expanded, but we are limited to the same number of RSE workers as previously when we had less land under cultivation.*

*The training cost.*

*The training time involved is extensive for the style of work, quality control and health and safety.*

*Their compatibility with each other and the community, work ethic and friendliness.*

*These boys have been trained and are valuable members of the team. They understand the rules and how the company works.*

*They are a good group of guys to work with.*

*They are already trained and each season their skills and speed in the job tasks improve. We do have a small turnover of RSE staff not wanting to return for their own personal reasons, which allows us to get a few new RSE workers each year. This in turn benefits the home country allow the returning wealth to be shared.*

*They are already trained and work well as a team. There has already been some turnover.*

*They are familiar with the surroundings and know the company's systems.*

*They are reliable, hardworking and knowledgeable.*

*They have been with the company before and are very reliable and productive workers.*



*They know the job and have proven to be productive, reliable workers.*

*They turn up every day asked.*

*This group who worked for us were very good at the work.*

*We invest heavily in training and up-skilling our workers. Having returning workers is beneficial to ensure there is a lot less training required. We are wanting to expand the number of workers we get so we will be looking for increased numbers for 2019, and beyond, to support the growth in our industry.*

*We like them as workers and friends.*

*We want to continue using a combination of our local labour force and RSE workers.*

*A mix of returning and new workers*

*A culturally diverse group adds value as we all learn different skills and attitudes from different cultures.*

*Because they are now more experienced.*

*Clients are happy with the quality of work that our workers are doing.*

*Employing a reliable and effective workforce is basic to maintaining our business.*

*Every year there are a couple of workers who push the boundaries more than we would like or who are disrespectful to their supervisors or who deliberately break the rules we have in place. We feel it is important that these workers are replaced so the other workers know that this behaviour is not tolerated and if they want to have a continuing future in the RSE scheme they need to comply with the rules.*

*Have recruited from Thailand for 14 years and have established good relationships with them. They are ideally suited to the type of work that I require.*

*I am recruiting from Thailand and am very happy with all that they are achieving, for themselves and myself. I would like to recruit more so we can build on the quality and increase returns for the grower.*

*I believe it is good to have rotation within the RSE teams as it gives opportunities to other villages and individuals in the Islands.*

*I need more seasonal workers due to expansion. I am very happy to see additional workers added. This scheme works very well as the new workers are keen to be involved.*

*I really need more access to a greater number on RSE workers.*

*I recruited from three pacific countries this year to spread the earnings amongst the Pacific.*



*I would like to recruit more New Zealand workers rather than WHV workers. Some of our RSE workers aren't returning, so I would like to replace them with ones from the same country.*

*I would really prefer New Zealand workers but there isn't enough of a reliable New Zealand workforce available.*

*It is easier to recruit in a country that you know the process and have built relationships with, it also reduces cost in terms of time spent on recruitment. However, an option that is not given above is, I would like to recruit returning and new workers from the current countries and new workers from new countries. We currently recruit from two countries (only one pacific country) and I believe we need to spread our risk to ensure the labour supply is not affected by external factors, i.e. a cyclone or change in the pacific country's government policy to allow workers to work in New Zealand.*

*Our RSE workers are upskilling and are becoming key staff. We do have permanent staff who are New Zealanders, but we are always looking to increase. However, local casual employees are unreliable, no driver license and they fail drug tests. Very frustrating! There are great opportunities out there in our Industry. We do have a large permanent staff in our company for our orchard size. This helps us to maintain the reliable, skilled New Zealand labour.*

*Our team likes to recruit from all villages from our Pacific Island families to share the wealth and help make a better life for their families and villages. This works well.*

*Overall, we were happy with the quality of our RSE workers, particularly in the Hastings area. However, there were some lower performing workers who are not likely to be invited back. Out of the 25 RSE workers we will be recruiting 21 of the same workers.*

*Reliability and knowing you have workers for the whole season.*

*RSE workers from Thailand are an absolute pleasure and joy to work with, and I would like to see this expanded.*

*See previous comments. [Using RSE workers provides a more stable workforce, especially during busy times of the year. It improves the levels of productivity and efficiency of the business. They are worth paying a premium because of the quality of their work.]*

*So that we can gradually bring more RSE workers into the scheme and not rely on the same group every year.*

*Some of our RSE workers have been with us for the past 8-9 years and they have decided to decline the chance of work in New Zealand, either because of age or to give other families the ability to earn money in New Zealand so that they can educate their children, improve their access to better health, and build substantial (cyclone proof) homes.*

*Some of our workers are getting older and less productive, and it is good to have some new ones learning alongside experienced workers.*



*Some of the staff did not work well and were constantly slow, so it is good to have the ability to keep the ones who do work well and get new workers to replace the ones who don't. We would like to employ more New Zealanders, especially in management rolls. But to find a Kiwi interested in horticulture in Central Otago, who has good work ethics, management experience or an ability to learn and has an interest in learning is not easy!*

*Some of the workers unfortunately didn't have great motivation. I would also ideally like to hire more New Zealanders, however, the demand is not there.*

*Some turnover in the RSE workers is positive. There are often some that are not able to return for health reasons.*

*Spreading the love!*

*The current mix is very effective for our operation.*

*The workers are happy and productive, and we need to bring in a percentage of new workers each year to meet demand.*

*The workforce balance and culture this year has been great. Having a strong New Zealand employee base mixed with the Pacific Island RSE workers and WHV people from all over the world has made for a fun, vibrant season.*

*They are keen to work, reliable and productive.*

*They are trained, reliable and productive.*

*They are very good.*

*They do a good job, are reliable and are absolutely indispensable.*

*To retain the experience of good RSE employees but also give the opportunity to new RSE employees so they have the chance to earn money to improve their livelihoods in their own countries. Seeing the benefits that employment in New Zealand makes to their way of life in Islands is a total plus for our company.*

*We already have a large workforce of New Zealanders who have Pacific Island ethnicity and we need more RSE workers for outside work or we will have limited opportunity for inside work.*

*We are wanting to maintain a middle aged workforce.*

*We had a mix of RSE workers, travellers and New Zealand workers. I would like to employ more local people if they can commit to the job at hand.*

*We have a very good structure and relationship. We cannot get enough suitable harvesters from our local community.*



*We have been recruiting out of Samoa for the last 10 years. We have a good relationship with our gang leader - he picks the guys that will come and work for us out of his extended family group in Samoa. We have no plans to change that.*

*We have invested heavily in training the core group of proven workers. As new workers prove themselves, we intend to invest in training these guys. Having a skilled workforce is essential for the future of our business.*

*We need the experienced workers, such as grape pruners, to return as this is a big saving in training costs, and [we need] new workers to keep growing the business.*

*Yes I have had a good experience this year with the group, but I will change a few for new workers. Also, I will recruit more New Zealand workers as well, if more local labour becomes available.*

#### *Other recruitment preferences*

*If possible we would prefer to be able to recruit workers with a body shape more conducive to our equipment. Our RSE employees last year were fantastic in the field work but struggled to fit into the workspaces for inside work.*

*Certain tasks are more suited to different nationalities.*

*They are more productive. [I] need workers from same country when [they are] living together.*

*We find our non-pacific RSE workers to be more productive, cost efficient, require less pastoral care, and have less social issues than the Pacific RSE workers.*

*I like to give work to local people if they are prepared to do it and work well.*

*New Zealand workers come with less administrative cost and hassle. For example, we don't have to provide accommodation for New Zealanders; we don't have to invest as much time and money in pastoral care; we don't have recruitment costs.*

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

#### *Satisfied/very satisfied*

*[Name] is excellent, we had one of our team pass away very suddenly back in Tonga, and her assistance out of hours was invaluable. Consistent support from her, and her level of care and compassion is appreciated.*

*[Name] is the foundation of this programme, in my opinion, due to his deep understanding and commitment to the programme. He's easy to talk to and always gives high quality advice and direction.*



*All dealings occurred in a timely manner with professionalism.*

*Always available to answer any queries and offer advice.*

*Always available to assist with issues, and follows up - very good communication, and understands the pressures that businesses are addressing on a daily basis.*

*Always available when needed. Offers helpful advice. Good understanding of processes and requirements.*

*Answering questions, support, and understanding. I am extremely happy with the RSE Relationship Manager. Definitely Immigration NZ made an awesome decision of having that person in that position.*

*Because I am satisfied.*

*Enquiries are generally answered in reasonable time.*

*Good communication and easy to deal with.*

*Good communication.*

*He answered all my concerns.*

*He is always at the end of the phone or email for guidance and information, which has been very helpful.*

*He is always available to talk to if you have any issues.*

*I am in contact with [Name] and when I need to know anything about RSE's I call him or email him and he explains everything to me and gives me the right advice. I am quite happy with the information I get from him and he knows the local industry. When I recruited RSE workers for the first time I used a person in [Place] and she ripped me off and I was not happy with the services I got from her. But then I discussed everything with [Name] and he guided me in every step and now I can recruit the workers by myself, which is saves a lot of hassle, time, and money.*

*I can talk to someone if I have an issue. I always get a response.*

*I could get my fruit picked.*

*I engage with both Managers, and find them both very helpful in giving advice, and assistance with ATR queries.*

*I have known the [North Island] Relationship Manager for over 10 years – I always work well with him. He has a good understanding of our business. He always supports us to get a positive outcome from ATR applications and visa issues. He can see the "big picture" of what our business (and industry) is trying to achieve and takes all factors into account rather than what's*



*black and white in RSE policy. Dealt with [South Island] Relationship Manager several times also. Each time, they went above and beyond call of duty to facilitate positive outcome for my business.*

*I was a first time RSE employer. [Name] was able to put me in contact with other RSE employers to discuss their specific needs and help with making them comfortable in New Zealand. He kept me up-to-date with changes in policy and assisted me with application requirements.*

*I'm satisfied with the information my Relationship Manager provides and the timeframe.*

*My dealings have been very much from an Industry perspective and I have seen the Relationship Manager in my sector very engaged and connected to the Industry.*

*My queries were responded to very quickly.*

*Never had any problems.*

*No Complaints.*

*Proactive and responsive to queries.*

*Prompt replies and helpful information.*

*Regular meetings.*

*Responded timely and coached me on assisting with any RSE requirements.*

*Service was adequate for what we needed.*

*She tried to help where they could, and always replied to requests. They gave good advice.*

*She understands the needs and has a pragmatic approach to any issues/questions.*

*The manager changes frequently.*

*The relationship manager is always available to respond to queries and is helpful in resolving any problems.*

*They are usually quick to answer questions.*

*They are very trustworthy and we know that we are going to get good reliable staff.*

*They are very understanding.*

*They didn't bullshit me.*



*They have a good understanding of the issues we needed to deal with and they helped us deal with those issues. They are very easy to communicate with. There was always follow-up to make sure all was going ok. They have a good understanding of both our cultures.*

*They managed the group and all areas well.*

*They managed to sort out some issues we were having in a timely manner.*

*We don't have a lot of contact with our Relationship Manager but when we had a challenging situation with an RSE worker, our Relationship Manager quickly contacted us with the offer of support/help if required.*

*We had to send one of our guys home due to his wife becoming unwell - we liaised with the RSE unit in Wellington about getting another guy to replace the one going home and it was all organised at very short notice.*

*We have a good relationship with our RSE relationship Manager and New Zealand's Regional RSE Relationship Manager. Any questions, queries, issues, etc. are discussed and resolved.*

*We have a good, strong working relationship, and are kept up-to-date with the latest information.*

*We see our Relationship Manager and discuss the workers and their requirements. We then discuss the outcome and put into practice his suggestions. We have recently had a new manager and have only seen him at the end of last season!*

*We were kept well informed.*

*We were satisfied with them.*

*We, and our companies Immigration lawyer, are continuously taking on advice from our RSE Relationship Managers and they are really helpful every time.*

*When I have any queries or need advice, they have always been extremely helpful.*

### *Neutral*

*[Name] is excellent, we had one of our team pass away very suddenly back in Tonga, and her assistance out of hours was invaluable. Consistent support from her, and her level of care and compassion is appreciated.*

*[Name] is the foundation of this programme, in my opinion, due to his deep understanding and commitment to the programme. He's easy to talk to and always gives high quality advice and direction.*

*All dealings occurred in a timely manner with professionalism.*

*Always available to answer any queries and offer advice.*



*Always available to assist with issues, and follows up - very good communication, and understands the pressures that businesses are addressing on a daily basis.*

*Always available when needed. Offers helpful advice. Good understanding of processes and requirements.*

*Answering questions, support, and understanding. I am extremely happy with the RSE Relationship Manager. Definitely Immigration NZ made an awesome decision of having that person in that position.*

*Because I am satisfied.*

*Enquiries are generally answered in reasonable time.*

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*I can talk to someone if I have an issue. I always get a response.*

*I could get my fruit picked.*

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*I have known the [North Island] Relationship Manager for over 10 years – I always work well with him. He has a good understanding of our business. He always supports us to get a positive outcome from ATR applications and visa issues. He can see the "big picture" of what our business (and industry) is trying to achieve and takes all factors into account rather than what's black and white in RSE policy. Dealt with [South Island] Relationship Manager several times also. Each time, they went above and beyond call of duty to facilitate positive outcome for my business.*



*I was a first time RSE employer. [Name] was able to put me in contact with other RSE employers to discuss their specific needs and help with making them comfortable in New Zealand. He kept me up-to-date with changes in policy and assisted me with application requirements.*

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*We were kept well informed.*

*We were satisfied with them.*

*We, and our companies Immigration lawyer, are continuously taking on advice from our RSE Relationship Managers and they are really helpful every time.*

*When I have any queries or need advice, they have always been extremely helpful.*

**Dissatisfied/very dissatisfied**

*Inability to process ATRs quickly means workers are late and fruit doesn't get picked.*

*The Relationship Manager did not know the recruitment policy as it applies to non-Pacific States. Without going into all the details, it is a fact that due to the immovable position taken by the Relationship Manager and MBIE, in particular, a job offer to marginalized New Zealanders was withdrawn.*

*Very poor service in 2017. They could not keep to their deadlines and information was consistently late, resulting in delays in arrivals and significant costs to our business. They didn't seem to be able to handle the volume of work in a timely manner or have the right number of skilled annalists available. We were constantly waiting for approvals and communications were poor.*



## Appendix C: Methodology

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The following section describes the approach that was undertaken to develop and conduct the RSE Monitoring Survey for 2018.

### 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.

The questionnaire for the 2018 survey was the same as the 2017 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 2018 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=140), and a randomly selected sample of Hort. NZ growers (n=650). New Zealand Wine published a link to the survey in one of their newsletters 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 140 RSEs were sent a pre-notification letter on MBIE New Zealand letterhead on 2 May 2018. On 9 May 2018 a randomly drawn sample of 650 Horticulture NZ members were also sent a pre-notification letter on MBIE New Zealand letterhead.

One week after the pre-notification letters were sent, respondents were also sent an email invitation from Research New Zealand to complete the survey.

Two reminder emails were sent to those respondents who had not yet completed the online survey or contacted Research New Zealand to opt out of this year's survey. RSEs were sent these reminders on 16 and 23 July 2018, while Horticulture NZ members were sent these reminders on 21 and 25 July 2018.

A link to the survey was published in New Zealand Wine newsletter on published 1 May 2018, which resulted in n=7 NZ Wine member completing the survey before it closed on 28 May 2018.

## Response rates

Sixty-one percent of official RSEs completed the survey, which is similar to the 57 percent response rate achieved in the 2017 survey. The response rate for Horticulture NZ's members was 33 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	84	129	7
Refused	19	37	-
No response to the survey (eligibility unknown)	35	373	-
Non-qualifier (opted out because did not employ seasonal workers last 12 months)	2	111	-
Total approached to participate	140	650	-
Response Rate (percentage)	61	33	-



## 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=84 out a population of n=140)  $\pm$  6.8 percent.
  - b. Other RSEs: unknown.
  - c. Non-RSEs (n=108)  $\pm$  9.4 percent.



## Appendix D: Pre-notification letter and survey questionnaire

---

<Date>

<Name>  
<Organisation>  
<Address 1>  
<Address 2>  
<Address 3>  
<Address 4>

Dear <Name>

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/RSE2018>

**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 [rseurvey@researchnz.com](mailto:rseurvey@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 #5018

April 2018

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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 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 [rsesurvey@researchnz.com](mailto:rsesurvey@researchnz.com).

For more information about confidentiality and Research New Zealand's Code of Practice, click [here](#).

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.*

	<b>The last 12 months</b>	<b>Don't know</b>
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)  <b>TRSE:</b> Transition to Recognised Seasonal Employer <b>SSE:</b> Supplementary Seasonal Employment <b>VOC:</b> 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),  
all others skip.

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),  
all others skip.

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 code 2/11 at Q15 ask, else skip to Q17: 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 code 2/11 Q15 ask, else skip to Q23: 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 E;	98 E;	99 E;
b. How seasonal workers are recruited	1	2	3 E;	98 E;	99 E;
c. How seasonal staff are managed and supervised	1	2	3 E;	98 E;	99 E;
d. Training and induction practices for seasonal workers	1	2	3 E;	98 E;	99 E;
e. Changes in health and safety practices	1	2	3 E;	98 E;	99 E;
f. Investment in new plant and equipment	1	2	3 E;	98 E;	99 E;
g. Expansion of the business	1	2	3 E;	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 E;  
99 Would rather not say E;

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 (ATRs) 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	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
	1	2	3	4	5	1	2	3	4	5	98
a. My enquiries were responded to within acceptable timeframes by my Relationship Manager	1	2	3	4	5	1	2	3	4	5	98
b. I received consistent information/advice from my Relationship Manager	1	2	3	4	5	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					Unsure/ NA
1	2	3	4	5	1	2	3	4	5	99

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.**