



Recognised Seasonal Employers Survey 2015  
Working Report

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November 2015



## Confidential

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### Recognised Seasonal Employers Survey - 2015 Working Report

PREPARED FOR Pip Jamieson and George Rarere  
Ministry of Business, Innovation and Employment

PREPARED BY Mark Johnson  
Joe Hedditch

CONTACT DETAILS Mark Johnson  
Research New Zealand  
Phone 04 499 3088  
[www.researchnz.com](http://www.researchnz.com)

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# 1.0 Executive Summary

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This report details the results of the RSE Monitoring Survey for 2015. It is based on online and telephone interviews completed with a sample of n=251 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 2015 survey was the seventh iteration of the monitoring survey, and was designed to provide an overview of the scheme's impact on the industry as it reached its eighth season.

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

- u How recruitment of seasonal workers was undertaken this year and expectations as to how it will be done next year.
- u Perceptions of the performance of seasonal workers sourced from various schemes in relation to their dependability, enthusiasm while working, and productivity.
- u Whether there had been any character-related issues amongst seasonal workers.
- u 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.
- u Amongst employers of RSE workers, the short-term impacts and benefits of participating in the RSE scheme.
- u Satisfaction with the service provided by regional RSE relationship managers.

The 2015 survey was completed using a mixed (online and telephone) methodology from late July to early September 2015. In total, n=251 employers responded to the survey, including 76 "official RSEs" (i.e. those with RSE status), 63 other employers that contracted in RSE workers, and 112 employers who did not employ any RSE workers in the last 12 months, but used seasonal workers from other sources ("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. An online reporting tool containing more detailed results from the survey is also being provided to the Ministry this year.

## Summary of key findings

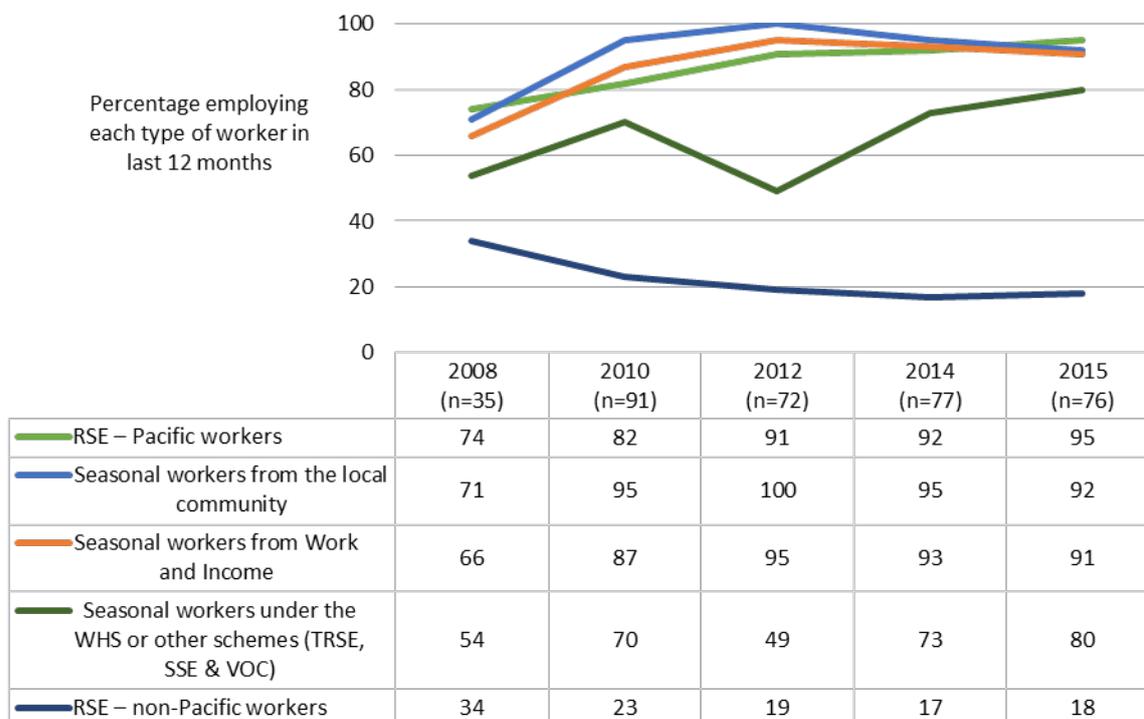
Most of the results of the 2015 survey are highly consistent with those of the previous two surveys in 2012 and 2014, as detailed below. The survey has undergone a number of revisions in recent years and therefore references to earlier surveys are only made where this is possible.

### Recruitment of seasonal workers

The large majority of responding RSEs had made use of Pacific workers in the last 12 months (95 percent), with a median of 24 such workers per employer. Although employers were much less likely to use non-Pacific RSE workers (only 18 percent of RSEs), those who did make use of this resource employed a far greater number of such workers on average (median 55 workers per employer). This is due in part to businesses employing non-Pacific RSEs tending to be larger organisations with a greater area of land under cultivation. These results have remained unchanged since 2012.

RSEs also continued to source seasonal workers extensively from sources outside the scheme and, as Figure 1 shows, more RSE employers are now employing workers from each source than was the case in 2008 – with the exception of non-Pacific RSE workers. The average number of workers obtained from each source in 2015 (Figure 2) remained unchanged from 2014 levels.

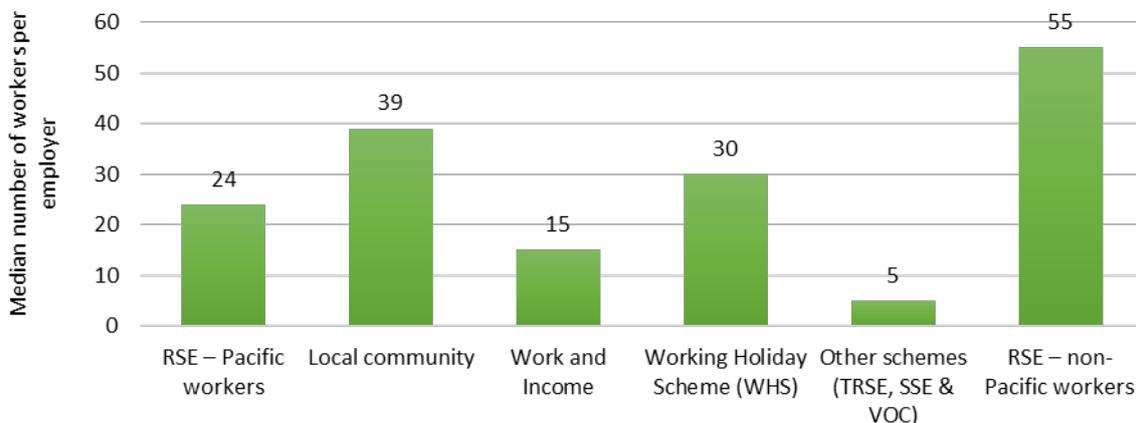
Figure 1: Types of seasonal workers employed by official RSEs in the last 12 months



\*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 (n=76)



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

## Performance of new workers

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

## Management of Pacific RSE workers

Among RSEs who employed Pacific workers, the large majority (88 percent) used returning Pacific workers from previous seasons. Where this was the case, returning workers typically helped with the training of new workers. Most new workers were trained in one week or less.

Eighty-four 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. However, this represents a decline from the 2014 survey, when 94 percent felt this was true. Those who disagreed either reported that effort requirements were the same this year as last year, or that they had increased their numbers of workers this season, thereby increasing the effort requirements associated with pastoral care.

Three-quarters of RSEs (76 percent) reported that all of their Pacific workers had arrived in good health this season. The remaining employers reported that typically 10 percent or less of their Pacific workers were affected by health issues. Dental problems, injuries and boils were the most frequently reported health concerns.

Just seven percent of RSEs experienced character-related issues with their Pacific workers during work hours this season. More had experienced at least one issue outside of working hours (26 percent), with alcohol-related incidents or disagreements with other workers being identified most frequently. Respondents' comments suggest these were mostly isolated incidents, typically affecting only a small number of workers.

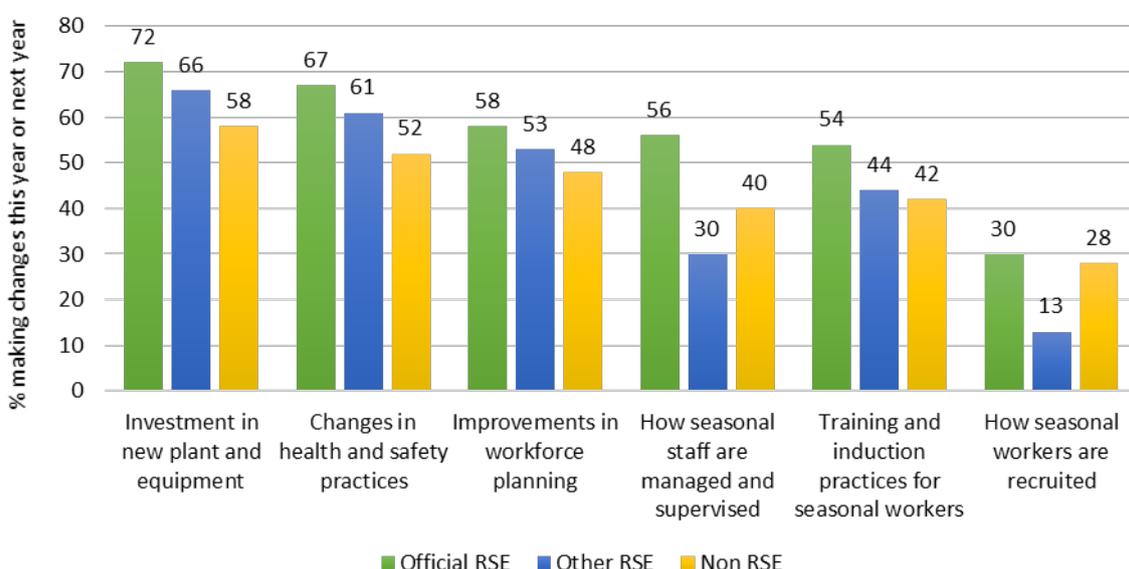


## Changes to business practices

As Figure 3 demonstrates, most RSE employers are continuing to make improvements to their business practices. More than seven-in-ten (72 percent) said they had invested in new plant and equipment this year or planned to do so next year, and two-thirds (67 percent) had made changes or were planning changes to their health and safety practices.

RSE employers were significantly more likely than “non-RSEs” (those who do not currently use any RSE workers) to have made/be planning to make each of the changes shown in Figure 3, with the exception of *how seasonal workers are recruited*. These results are largely unchanged from those of the previous two surveys in 2012 and 2014.

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



## Impacts of the scheme

Since 2007, 85 percent of RSEs have been able to expand their area under cultivation – compared with 48 percent of employers who do not use RSE workers. This also represents a significant improvement on the 2014 result of 76 percent for RSEs. In nine out of ten cases (89 percent), participation in the RSE scheme was regarded as a contributing factor to this expansion.

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

- u A more stable seasonal workforce than in previous years.
- u 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).

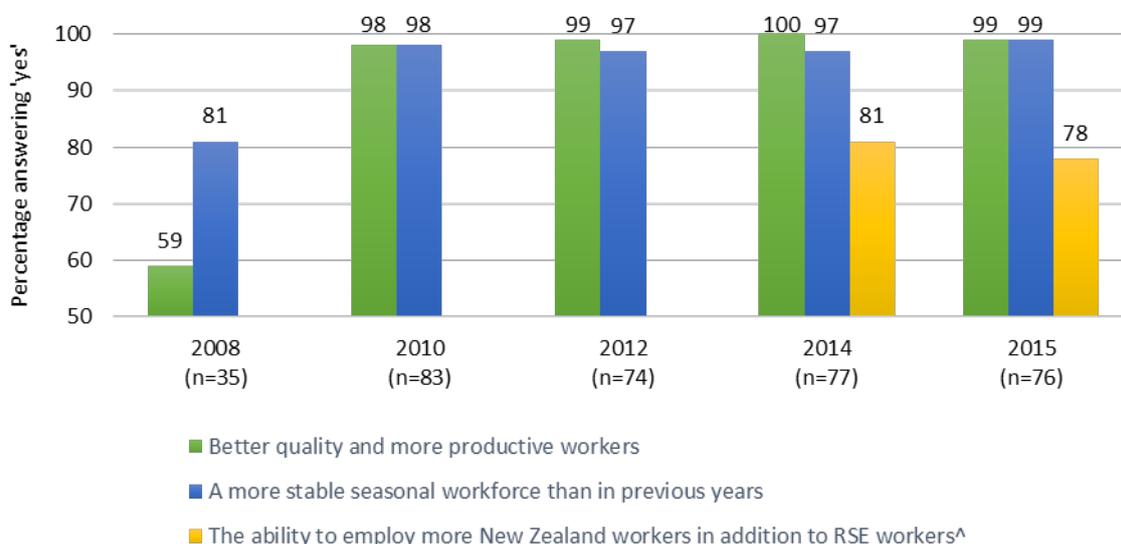


Participation in the scheme has also meant that around four-in-five RSE employers (78 percent) have been able to employ more New Zealand workers in addition to RSE workers. This is consistent with the findings of the 2014 survey, when this attribute was first measured (81 percent).

Of those who have been able to employ more New Zealand workers, on average<sup>1</sup> each employer has been able to employ four additional permanent workers and 18 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?*

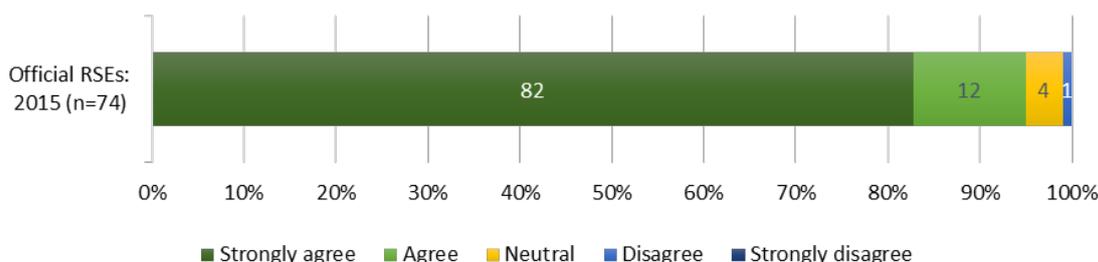


\*Sub-sample based on official RSE employers.  
<sup>^</sup>Statement included for the first time in 2014.

Overall, in 2015, almost all RSEs (95 percent) believed that the benefits of participating in the scheme outweighed the costs, with 82 percent *strongly agreeing* that this was the case (Figure 5).

Figure 5: Overall benefit vs. cost perception

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



<sup>1</sup> Based on the median numbers of workers estimated by employers.

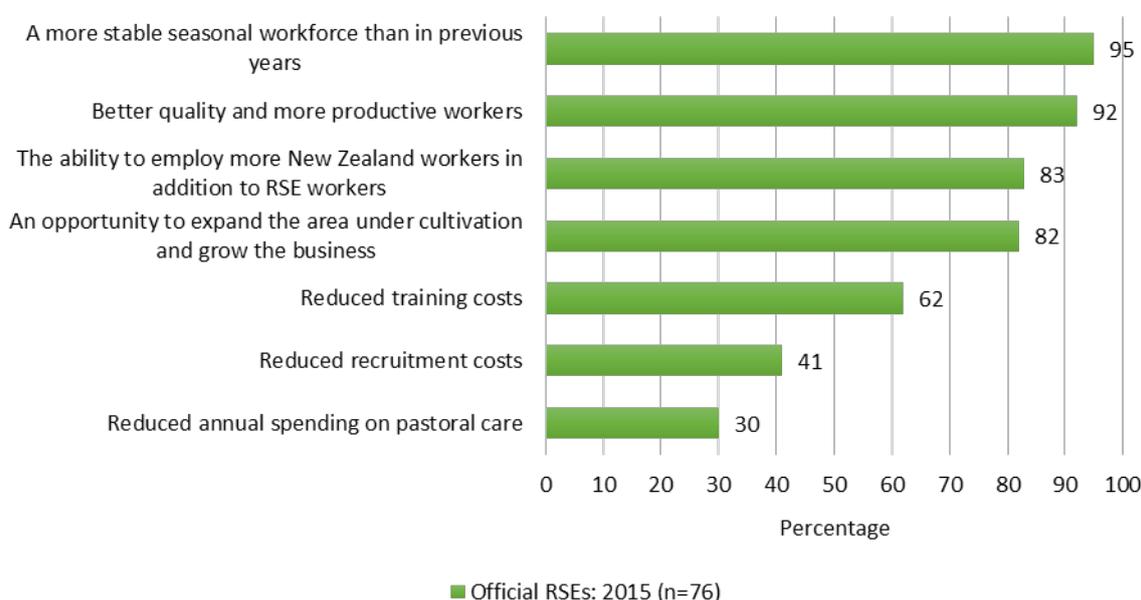


\*Sub-sample based on official RSE employers. Excludes 'don't know' and 'not applicable' responses.

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

Figure 6: Future benefits of participating in the RSE scheme

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



## Perceptions of the RSE scheme among other employers

The following areas of questioning were included in the survey for the first time in 2015.

Almost half (43 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 almost one-in-three (31 percent) 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:

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

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



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

When asked whether their labour requirements had changed in recent years, 24 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 (seven percent).



## 2.0 Methodology

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The following section describes the approach that was undertaken to develop and conduct the RSE Monitoring Survey for 2015.

### 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 improvements were made to the survey. 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:

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

Following these changes, the final questionnaire was then programmed into IBM SPSS Data Collection™ for administration as an online and CATI-based telephone survey.

## Sample frames and approach to sampling

As for previous surveys, the sample for the 2015 survey came from five sources:

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

The final sample that was selected for the survey was comprised of all eligible RSEs with known email addresses and contact details (n=102); a randomly selected sample of Hort. NZ growers with known email addresses and contact details (n=700); a sample of 400 New Zealand Wine members, comprised of 300 randomly selected organisations from the Marlborough region and 100 randomly selected organisations from other regions (this was done to reflect the fact that 75 percent of production comes from the Marlborough region); all 35 organisations from the SSCO database (once duplicates from other sources were removed); and all 12 organisations from the Master Contractors' list of growers (once duplicates from other sources were removed).



## Surveying

Based on the list provided by the Ministry of Business, Innovation and Employment, a total of 102 RSEs were sent a pre-notification letter on Immigration New Zealand letterhead on 21 July 2015, along with a randomly drawn sample of 700 Horticulture NZ members with known email addresses. This was followed by an email invitation from Research New Zealand to complete the survey, which was also sent to the 400 New Zealand Wine member wineries and grape growers, along with the organisations identified by SSCO and Master Contractors.

Two reminder emails were sent in late July and mid-August to those respondents who had either not yet completed the online survey, or not yet contacted Research New Zealand to advise that they had not employed any seasonal workers in the last 12 months.

These emails were followed by telephone reminder calls to RSEs (and a sample of non-RSEs) who had not completed the online survey by the end of August. Respondents were given the option of completing the survey by telephone if they preferred. A total of 12 RSEs opted to do so, along with 15 non-RSEs.

## Response rates

The survey achieved a high response rate, with 75 percent of those RSEs who employed seasonal workers in the last 12 months completing the survey. The response rate for Horticulture NZ's members was 24 percent, and for New Zealand Wine wineries and grape growers 14 percent (Table 1).

Table 1: Response rates

	RSE Counts	Hort. NZ Counts	Wine NZ Counts	SSCO Counts	NZMC Counts
Completed the survey	76	116	38	18	3
Refused	11	96	13	0	1
No response to the survey (eligibility unknown)	15	383	323	14	7
Non-qualifier (opted out because did not employ seasonal workers last 12 months)	0	93	26	0	1
Total approached to participate (excluding bounce-backs)	102	688	400	32	12
Response Rate (percentage)	75	24	14	56	31



## Limitations

- u 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.
- u 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.
- u 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=76 out a population of n=103)  $\pm$  5.8 percent.
  - b. Other RSEs: unknown.
  - c. Non-RSEs (n=112)  $\pm$  9.3 percent.



## 3.0 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 2015 across the different sample groups.

Overall, the profiles of responding sample groups in 2015 are unchanged, when compared against earlier surveys, and there are no significant differences when compared with the achieved sample of the RSE Monitoring Survey for 2014.

- u The large majority (86 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 (70 percent) than the viticulture section (33 percent) (Table 2).
- u Almost half of RSEs and other employers of RSE workers described themselves as 'orchard or farm owners' (46 percent). In addition, many responding RSEs (approximately one in five) were contractors working for orchard or vineyard owners. (Table 4).
- u The majority of responding employers were based in the Marlborough, Bay of Plenty, Hawke's Bay, and Nelson regions. RSEs were the most likely group to be based in the Nelson region, while other employers of RSE workers were the most likely to be found in Otago/Southland (Table 6).
- u RSEs were well represented in both the North and South Islands. In contrast, other employers of RSE workers were most likely to be based in the South Island, while non-RSEs were more likely to be North Island-based (Table 8).
- u Across all groups, the majority of businesses employing seasonal workers had been operating for at least ten years, and employers of RSE workers, either as official RSEs or other employers of RSE workers were the most likely to have been operating for more than 20 years (Table 9).
- u RSEs and other employers of 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 10).



## Business demographic and respondent profiles

Table 2:

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

	Official RSE	Other RSE	Non RSE
Base =	76	63	112
	%	%	%
Horticulture (e.g. fruit and vegetable growing, processing or packing)	86	70	80
Viticulture (e.g. grape growing, wine production)	20	33	24
Or something else	0	2	1

Total may exceed 100% because of multiple responses.

Table 3:

*X1. Sector*

	Official RSE	Other RSE	Non RSE
Base =	76	63	112
	%	%	%
Horticulture	80	67	76
Viticulture	14	30	20
Both	5	3	4
Other	0	0	0
Total	100	100	100

Total may not sum to 100% due to rounding.

Table 4:

*Q2. And are you a ...?*

	Official RSE	Other RSE	Non RSE
Base =	76	63	112
	%	%	%
Orchard or farm owner	46	59	71
Orchard or farm manager	16	24	15
Vineyard owner	1	25	18
Vineyard manager	3	10	7
Packhouse owner	18	17	9
Packhouse manager	11	14	5
Contractor working for an orchard or farm owner	11	2	5
Contractor working for a vineyard owner	20	5	3
Contractor working for a Packhouse owner	7	0	2
Other	5	2	4

Total may exceed 100% because of multiple responses.



Table 5:

*X2. Role of respondent (collapsed)*

	Official RSE	Other RSE	Non RSE
Base =	76	63	112
	%	%	%
Owner	49	78	87
Manager	20	19	10
Contractor	25	3	1
Other	7	0	3
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>

Total may not sum to 100% due to rounding.

Table 6:

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

	Official RSE	Other RSE	Non RSE
Base =	76	63	112
	%	%	%
Northland	11	3	12
Auckland	4	2	7
Waikato	4	0	7
Bay of Plenty	13	8	21
Hawkes Bay	18	24	6
East Coast	3	5	12
Central/Horowhenua	4	0	3
Wairarapa/Wellington	3	0	1
Marlborough	17	27	14
Nelson	25	5	6
Canterbury	5	5	4
Otago/Southland	4	30	10
Other	0	0	2

Total may exceed 100% because of multiple responses.

Table 7:

*X3. Region (collapsed)*

	Official RSE	Other RSE	Non RSE
Base =	76	63	112
	%	%	%
Auckland/Northland	12	3	18
Waikato	1	0	7
Bay of Plenty	11	8	19
Eastern/Central North Island	24	25	20
Nelson	24	3	5
Marlborough	13	22	13
Other South Island	8	33	13
Business operates in multiple regions	8	5	4
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>

Total may not sum to 100% due to rounding.



Table 8:

*X3. North or South Island*

	Official RSE	Other RSE	Non RSE
Base =	76	63	112
	%	%	%
North Island	51	37	65
South Island	49	63	35
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>

Total may not sum to 100% due to rounding.

Table 9:

*Q35. How long has this business been operating?*

	Official RSE	Other RSE	Non RSE
Base =	75	63	112
	%	%	%
Less than 5 years	3	2	7
Between 5 and 10 years	9	16	25
Between 10 and 20 years	24	21	29
More than 20 years	61	62	39
Don't know	1	0	0
Refused	1	0	0
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>

Total may not sum to 100% due to rounding.

Table 10:

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

	Official RSE	Other RSE	Non RSE
Base =	75	63	112
	%	%	%
\$0 to \$249,999	0	8	29
\$250,000 to \$499,999	1	10	14
\$500,000 to \$749,999	5	5	4
\$750,000 to \$999,999	3	11	4
\$1,000,000 to \$1,499,999	7	11	9
\$1,500,000 to \$1,999,999	7	8	5
\$2,000,000 to \$2,499,999	15	6	4
\$2,500,000 to \$2,999,999	4	3	4
\$3,000,000 to \$3,499,999	3	3	0
\$3,500,000 to \$3,999,999	3	0	0
\$4,000,000 to \$4,499,999	3	0	2
\$4,500,000 to \$4,999,999	3	3	0
\$5,000,000 or greater	31	16	7
Don't know	4	5	4
Refused	13	11	11
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>

Total may not sum to 100% due to rounding.



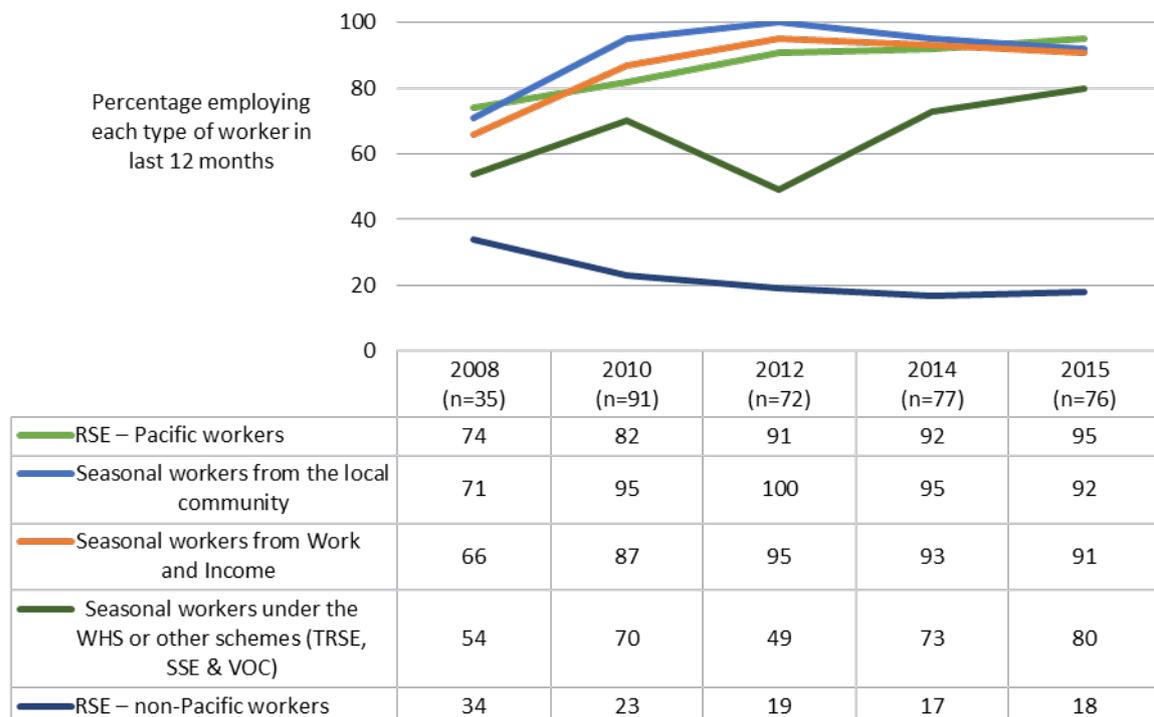
## 4.0 Recruitment of seasonal workers

The following section provides an overview of the findings for the RSE Monitoring Survey for 2015, 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.

### 4.1 Recruitment of seasonal workers - RSEs

The large majority of responding RSEs had made use of Pacific workers in the last 12 months (95 percent), with a median of 24 such workers per employer. Although RSEs were much less likely to use non-Pacific RSE workers (only 18 percent), those who did make use of this resource employed a far greater number of such workers on average (median 55 workers per employer). This is due in part to businesses employing non-Pacific RSEs tending to be larger organisations with a greater area of land under cultivation. These results have remained unchanged since 2012.

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



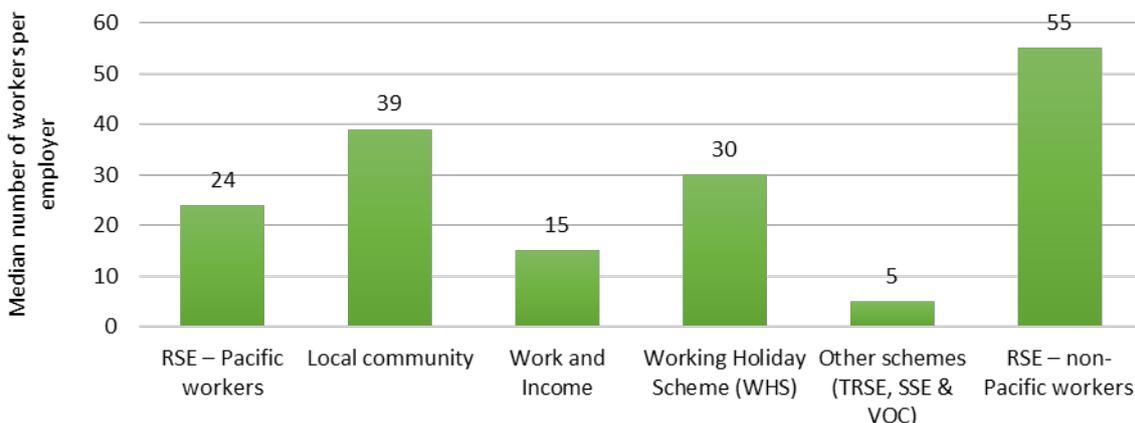
\*Sub-sample based on official RSE employers (i.e. those with Recognised Seasonal Employer status)

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



Figure 8 details the median number of workers obtained from each source in 2015, while the average number of workers employed by official RSEs from different sources were not statistically different from reported 2014 levels (Table 11 overleaf).

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



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

RSE employers that sourced Pacific RSE workers employed roughly 65 such workers on average in 2015, with the median being 24 workers. Among those employers who sourced workers sourced through other sources, the average number of workers employed were as follows:

- u Seasonal workers from Work and Income – 44.5
- u Seasonal workers from the local community (non-Work and Income) – 104.2
- u Recognised Seasonal Employer Scheme (RSE) – non-Pacific workers – 69.0
- u Seasonal workers under the Working Holiday Scheme (WHS) – 75.7
- u Seasonal workers under other schemes (TRSE, SSE & VOC) 7.8.

As was found in 2014, 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 12 and Table 13 overleaf, provide details of where other employers of RSE workers and non-RSEs sourced their seasonal workers from.

Of note, the average number of workers that other employers of RSE workers sourced from the local community (non-Work and Income) dropped significantly from 72.0 on average in 2014 to 30.7 in 2015 (Table 12), though the 2015 result is not statistically significantly different from that reported in the 2012 survey.



Table 11: 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?*

<b>Official RSEs</b>				
	Percentage of RSEs who have employed workers from specific source last 12 months	Average number of workers 2015	2014 average	2012 average
Base =	76*	$\bar{x}$ =		
	%			
Seasonal workers from Work and Income	91	44.5	35.0	42.4
Seasonal workers from the local community (non-Work and Income)	92	104.2	82.2	111.4
Recognised Seasonal Employer Scheme (RSE) – Pacific workers	95	64.8	77.9	63.0
Recognised Seasonal Employer Scheme (RSE) – non-Pacific workers	18	69.0	63.4	72.9
Seasonal workers under the Working Holiday Scheme (WHS)	80	75.7	87.4	61.2 <sup>^</sup>
Seasonal workers under other schemes (TRSE, SSE & VOC)	8	5.3	7.8	

Total may exceed 100% because of multiple response.

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

<sup>^</sup>In the 2012 survey, seasonal workers from the WHS schemes and other schemes (TRSE, SSE & VOC) were counted together. From 2014 onwards, they have been counted in two separate categories.



Table 12: 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?*

<b>Other RSEs</b>					
	Percentage of Other RSEs who have employed workers from specific source last 12 months	Average number of workers 2015	2014 average	2012 average	
Base =	63*	$\bar{x}$ =			
	%				
Seasonal workers from Work and Income	33	10.3	9.9	5.6	
Seasonal workers from the local community (non-Work and Income)	63	<u>30.7</u>	72.0	21.8	
Recognised Seasonal Employer Scheme (RSE) – Pacific workers	94	30.0	34.8	14.6	
Recognised Seasonal Employer Scheme (RSE) – non-Pacific workers	17	43.4	27.9	22.8	
Seasonal workers under the Working Holiday Scheme (WHS)	48	37.0	46.3	26.6 <sup>^</sup>	
Seasonal workers under other schemes (TRSE, SSE & VOC)	10	9.3	15.0		

Total may exceed 100% because of multiple response.

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

<sup>^</sup>In the 2012 survey, seasonal workers from the WHS schemes and other schemes (TRSE, SSE & VOC) were counted together. From 2014 onwards, they have been counted in two separate categories.



Table 13: 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?*

<b>Non-RSEs</b>				
	Percentage of non-RSEs who have employed workers from specific source last 12 months	Average number of workers 2015	2014 average	2012 average
Base =	112*	$\bar{x} =$		
	%			
Seasonal workers from Work and Income	15	5.1	8.8	4.7
Seasonal workers from the local community (non-Work and Income)	77	16.4	18.4	13.4
Recognised Seasonal Employer Scheme (RSE) – Pacific workers	-	-	-	-
Recognised Seasonal Employer Scheme (RSE) – non-Pacific workers	-	-	-	-
Seasonal workers under the Working Holiday Scheme (WHS)	36	30.6	16.4	30.7 <sup>^</sup>
Seasonal workers under other schemes (TRSE, SSE & VOC)	1	10.0	4.8	

Total may exceed 100% because of multiple response.

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

<sup>^</sup>In the 2012 survey, seasonal workers from the WHS schemes and other schemes (TRSE, SSE & VOC) were counted together. From 2014 onwards, they have been counted in two separate categories.



## 4.2 Non-RSE employers sources of RSE workers

Most frequently, non-RSE employers that sourced seasonal workers under the RSE scheme, did so from an RSE cooperative, such as Seasonal Solutions or Pick Hawkes Bay (46 percent) and/or an RSE labour contractors (43 percent) (Table 14).

While technically the increase in the percentage of non-RSE employers that sourced seasonal workers under the RSE scheme is statistically significant, it should be noted that the large majority of 2015 respondents who were not 'official RSEs' took part in the survey for the first time this year. Therefore the above change in results since 2014 might be a result of the changing sample composition this year, rather than a true change in how RSE workers are sourced by non-RSEs.

Table 14: 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 63 %
An RSE cooperative such as Seasonal Solutions or Pick Hawke's Bay	46
An RSE labour contractor	<u>43 (21)</u>
Other (Specify)	14
Don't know	2
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').



### 4.3 Recruitment of Pacific RSE workers

Among RSEs, the most common method of recruiting Pacific RSE workers was direct recruitment by the employers themselves (62 percent). Recruiting via returning workers from previous season was the second most popular approach (Table 15). In contrast non-RSE employers that sourced Pacific seasonal workers under the RSE scheme most frequently relied on an RSE cooperative (51 percent).

Notably, these results are unchanged from those reported by employers of Pacific RSE workers in 2014.

Table 15: Recruitment of Pacific RSE workers

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

Base =	Official RSE 72 %	Other RSE 59 %
An RSE cooperative such as Seasonal Solutions or Pick Hawke's Bay	6	51
An RSE labour recruiter	18	31
A Pacific Government-sponsored work-ready pool	14	2
Direct recruiting by the business	62	14
Using returning workers to recruit for the business	39	2
Or some other way (Specify)	7	0
Don't know	0	8
Refused	0	0

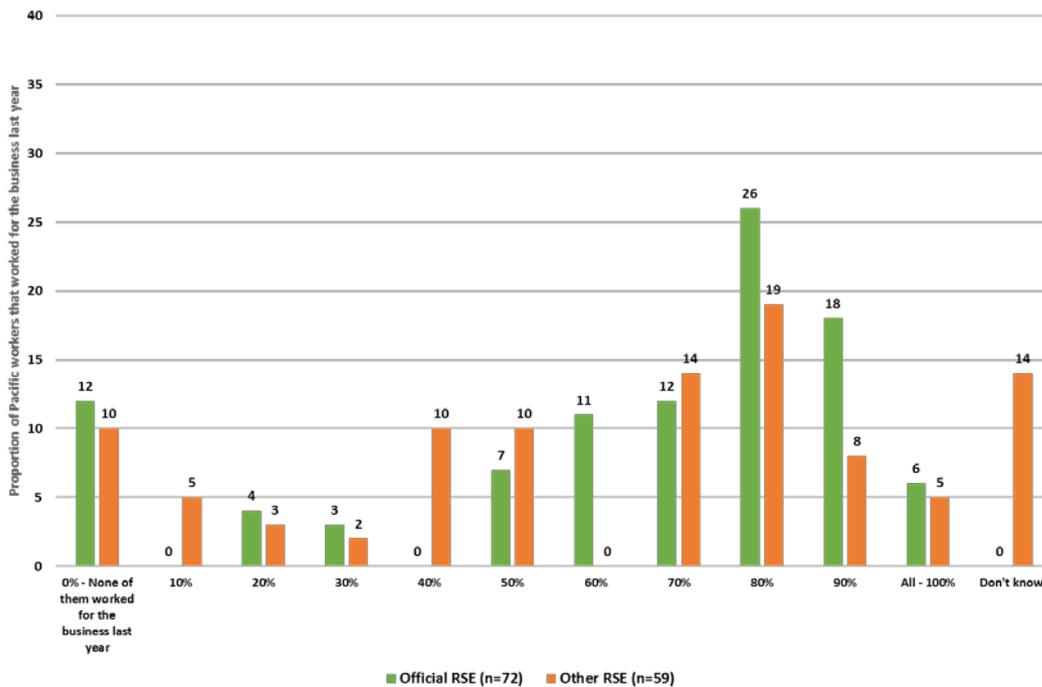
Total may exceed 100% because of multiple responses.

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

As detailed in Figure 9 overleaf, roughly six in ten RSEs reported that 70 percent or more of their Pacific workers this year had worked for the business last year as well. In contrast, less than half of non-RSE employers that sourced Pacific seasonal workers under the RSE scheme (46 percent) reported this was the case.



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



Total may not sum to 100% due to rounding.

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



## 4.4 Consideration of becoming a RSE in the future

For the first time in 2015, non-RSEs were asked whether they would consider becoming a Recognised Seasonal Employer in the future (Table 16). Roughly four out of ten non-RSE employers that sourced seasonal workers under the RSE scheme through some other source in 2015 reported they would consider becoming an RSE in the future. Thirty-one percent of non-RSEs that did not source any seasonal workers from the RSE scheme in 2015 also reported they would consider becoming an RSE in the future.

Table 16: 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 63 %	Non RSE 112 %
Yes	43	31
No	41	43
Don't know	16	24
Refused	0	2
Total	100	100

Total may not sum to 100% due to rounding.

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

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

- u To guarantee availability when needed/provide certainty or flexibility – 37 percent.
- u Shortage of labour locally/through other sources – 19 percent.
- u Hard to find reliable/willing workers locally – 19 percent.
- u RSE workers are well trained/good at their job – 18 percent.
- u RSE workers are reliable – 15 percent.

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

- u Using a contractor is working well – 32 percent.
- u Business is too small/it is not our core business – 24 percent.
- u Able to meet labour needs locally/through other means – 19 percent.
- u Not enough ongoing work through the year/ might not need seasonal workers every year – 16 percent.



Table 17: 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 62 %	Would not consider 74 %
To guarantee availability when needed/provide certainty or flexibility	37	
Shortage of labour locally/through other sources	19	
Hard to find reliable/willing workers locally	19	
RSE workers are well trained/good at their job	18	
RSE workers are reliable	15	
To enable business growth	3	
Other reasons for considering	19	
Using a contractor is working well		32
Business is too small/it is not our core business		24
Able to meet labour needs locally/through other means		19
Not enough ongoing work through the year/ might not need seasonal workers every year		16
Too complicated/too much effort or paperwork		9
Costs are prohibitive		8
Do not have the required infrastructure (e.g. accommodation, transport)		4
No need		4
Other reasons for not considering		5
No reason	6	4
Don't know	2	0
Would rather not say	2	4

Total may exceed 100% because of multiple responses.

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

All non-RSEs were also asked if their labour requirements had changed significantly in recent years, and if so in what way (Table 18). While roughly two-thirds of the sub-sample reported that their labour requirements had not changed, one in four reported that their business had grown/needed more workers (24 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 19), 56 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 18: 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 112 %
Business has grown/needed more workers		24
Fewer workers needed		5
Other changes to labour requirements		7
No significant changes in labour requirements		63
Don't know		1
Would rather not say		1

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

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

	Business has grown/ need more workers	Fewer workers needed	Other changes to labour requirements	No significant changes in labour requirements	Don't know	Would rather not say
Base =	27** %	6** %	8** %	71 %	1** %	1** %
Yes	56	17	38	23	0	100
No	26	50	38	49	0	0
Don't know	19	33	25	25	100	0
Refused	0	0	0	3	0	0
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.



## 5.0 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 2015, in relation to dependability, enthusiasm while working and productivity. Also examined are employers' experiences in managing and training Pacific RSE workers.

### 5.1 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. For 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.

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, the Working Holiday Scheme (WHS) and Work and Income.

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

- u **dependable** (mean 9.03 and 8.64 out of 10, respectively) than WHS workers (mean 6.57) or workers from the local community (mean 5.84).
- u **enthusiastic while working** (mean 8.63 and 8.47 out of 10, respectively) than WHS workers (mean 6.74) or workers from the local community (mean 5.96).
- u **productive** (mean 8.46 and 8.72 out of 10, respectively) than WHS workers (mean 6.40) or workers from the local community (mean 5.92).

Table 20: Perceptions of workers' dependability

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

	Pacific RSE Workers	Non-Pacific Seasonal Workers	WHS Workers	New Zealanders (local community incl. WINZ)
Base=	131*	38*	131*	199*
	%	%	%	%
Rated 0-3	3	3	13	6
Rated 4-7	7	11	45	71
<b>Rated 8-10</b>	85	82	40	24
Don't know	5	5	2	0
Total	100	100	100	100
Base=^	125	36	129	199
<b>Mean (2015)</b>	9.03	8.64	6.57	5.84
Std. Deviation	1.571	1.82	2.40	2.13

Total may not sum to 100% due to rounding.

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

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

Bold and shaded figures indicated statistically significant differences when compared with Pacific RSE workers.

Table 21: Perceptions of workers' enthusiasm for the work

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

	Pacific RSE Workers	Non-Pacific Seasonal Workers	WHS Workers	New Zealanders (local community incl. WINZ)
Base=	131*	38*	131*	199*
	%	%	%	%
Rated 0-3	3	3	6	8
Rated 4-7	13	21	55	70
<b>Rated 8-10</b>	79	71	37	23
Don't know	5	5	2	0
Total	100	100	100	100
Base=^	125	36	129	199
<b>Mean (2015)</b>	8.63	8.47	6.74	5.96
Std. Deviation	1.668	1.890	1.890	1.89

Total may not sum to 100% due to rounding.

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

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

Bold and shaded figures indicated statistically significant differences when compared with Pacific RSE workers.

Table 22: Perceptions of workers' productivity

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

	Pacific RSE Workers	Non-Pacific Seasonal Workers	WHS Workers	New Zealanders (local community incl. WINZ)
Base=	131*	38*	131*	199*
	%	%	%	%
Rated 0-3	2	3	8	5
Rated 4-7	16	13	57	72
<b>Rated 8-10</b>	77	79	33	23
Don't know	5	5	2	0
Total	100	100	100	100
Base=^	125	36	129	199
<b>Mean (2015)</b>	8.46	8.72	6.40	5.92
Std. Deviation	1.629	1.684	1.942	1.93

Total may not sum to 100% due to rounding.

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

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

Bold and shaded figures indicated statistically significant differences when compared with Pacific RSE workers.

## 5.2 Training Pacific RSE workers

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

While the results also suggest that there has been a statistically significant decrease in the proportion of non-RSEs this year that employed returning RSE workers who helped train new workers (78 percent, down from 94 percent in 2014, as noted in the table below), it should be noted that the large majority of 2015 respondents who were not 'official RSEs' took part in the survey for the first time this year.

Therefore the observed change in results since 2014 might be a result of the changing sample composition this year, rather than a true change in how RSE workers are trained by employers.

Table 23: Training of new workers by returning RSEs

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

	Official RSE	Other RSE
Base =	63 %	45 %
Yes	89	<u>78 (94)</u>
No	2	7
Did not have any new workers this year	8	7
Don't know	2	7
Refused	0	2
Total	100	100

Total may not sum to 100% due to rounding.

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

A new question was introduced in this year's survey to ascertain roughly how long it takes to train a new Pacific RSE worker. Roughly one third of official RSEs reported it takes on average two days or less to train a new Pacific RSE worker, while a similar proportion reported it takes about three days to one week (Table 24). One in five official RSEs reported 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, this may in part be a function of the fact that such workers are usually sourced from a collective such as Seasonal Solutions of Pick Hawke's Bay – i.e. the workers may have already been trained in part at another employer's worksite prior to being employed by the non-RSE employer.

Table 24: Average time taken to train each new Pacific worker

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

Base =	Official RSE 69 %	Other RSE 56 %
Less than one day	12	27
One to two days	19	25
Three days to one week	33	14
More than one week	20	9
Not applicable - no new workers	9	7
Don't know	7	18
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 Pacific RSE workers in the last 12 months.

## 6.0 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.

### 6.1 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>2</sup> In all, seven percent of official RSEs and the same proportion of other RSE employers reported that such issues had occurred. The responses of the nine employers who reported issues are detailed below.

Table 25: 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 72 %	Other RSE 59 %
Yes	7	7
No issues during work hours this year	93	85
Don't know	0	8
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.

*Three workers manipulated bin cards to get paid for bins they did not pick*

*Eight or nine of the workers who misunderstood the pay list. Workers working for my company for three years. They like did a stand-off and then tried to get others to stay home. But there was no mistaken payments and no mistaken payslips. They only did this because they were drunk the night before. They were influenced by other company workers from Manawatu. We sorted the issue, as soon as we finished we sent that group home because I did not want any drunk people here at work. I am going to do a disciplinary action towards the eight or nine workers and not bring them back to New Zealand.*

*Alcohol related. The Vanuatuan leader came to us and reported a problem and suggested that the people concerned should be sent home also, as a warning so all of*

<sup>2</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.

*them would take the no alcohol on the worksite, or being at work under the influence seriously.*

*One incident of inappropriate social behaviour from a male worker towards a female worker*

*One [issue of] not fitting in with group*

*Only getting the new RSE workers to understand the concept of contract picking.*

*Only one incident where a RSE leader told his men not to work because it was raining. Even though all the men had their wet weather gear on and wanted to work, their leader would not allow them, so we sent them back to their accommodation.*

*Some workers need [to spend] more time listening and not thinking they know everything.*

*There were some issues as the boys were from different geographical areas in Vanuatu and they did not relate well to each other.*

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-six 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 (Table 26).<sup>3</sup>

Most frequently these issues related to alcohol (experienced by 11 percent of all official RSEs and seven percent of non-RSEs that employed Pacific workers sourced through the RSE scheme) and/or disagreements or poor attitude (experienced by eight percent of official RSE employers and three percent of non-RSEs that employed Pacific workers sourced through the RSE scheme).

Eleven percent of official RSEs and five percent of non-RSEs that employed Pacific workers sourced through the RSE scheme reported experiencing other character related issues, outside of work hours, among their Pacific workers – with alcohol frequently involved in the incidents. The responses of the eleven employers in question are detailed overleaf.

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<sup>3</sup> The disparity between the proportion of official RSEs and other RSE employers experiencing character issues among their Pacific RSE workers outside of houses is 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 have a lower awareness of such issues occurring outside of work hours, given that in many cases pastoral care arrangements, such as accommodation and transport, are the responsibility of some other third party like Seasonal Solutions or Pick Hawke's Bay.

Table 26: 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 72 %	Other RSE 59 %
Alcohol issues	11	7
Disagreements or poor attitude	8	3
Other issues	11	5
No issues outside of work hours this year	67	66
Don't know	3	22
Would rather not say	4	0

Total may exceed 100% because of multiple responses.

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

*One sent home due to staying away from accommodation at night. One over stayer.*

*Alcohol based issue with one of the workers. We enforce an alcohol-free workplace (having done away with "shouts" and "parties", where as an employer we supply alcohol). The RSE worker decided to get drunk despite this and caused an issue at a local tavern. He was sent home and will not be returning. We have also made this a policy. No second chances. We also had an altercation between workers where accusations of financial irregularity were made against one of the RSE supervisors by an RSE worker. The supervisor punched the worker and broke his nose. The supervisor was sent home and will also not be returning. We are also aware of issues happening at the men's home [in the] islands which are starting to cause some social issues within their families and communities. We are currently allowing the men to self-manage this prior to creating a rotation policy (which we want to avoid).*

*Alcohol issues, with drinking outside of work hours at accommodation premises and inappropriate behaviour in one case.*

*Charged but not yet convicted of sexual assault - going through the courts. One worker.*

*Drug and alcohol issues affecting less than 1% of workers.*

*Fishing in our river without a licence. Will cover that in induction programme this season.*

*One of our two workers had to be sent home due to behaviour issues outside of work hours.*

*One worker left the district to play sport without permission and did not tell anyone he was going. [He] was hurt, attended hospital as a result of this injury and did not inform anyone. A week later [he] told the supervisor he hurt his arm at work - [and] still did not disclose the sporting injury. Was picked up from another source and when confronted, he admitted it.*

*Samoan group was a group of 19 and they had issues that involved eight of them. [From] the Vanuatu people we actually sent three of them home. We have a 0% alcohol [policy] on our premises. We had Solomon Islands [workers] and three of them received a warning letter for alcohol.*

*Sexual liaison with other workers.*

*Typical young men on an Overseas Experience, but manageable.*

## 6.2 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 quarter reported that at least one of their workers from the Pacific did not arrive in good health (Table 27).

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, pre-existing injuries and boils continue to be the most frequently observed health issues affecting Pacific RSE workers when they arrive to work in New Zealand.

Table 27: 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 72 %	Other RSE 59 %
None	76	66
10%	21	10
20%	3	0
<u>Health related matters experienced</u>		
Dental problems	14	7
Having injuries on arrival	12	0
Boils	10	3
Skin rashes or allergies	3	0
Cancer	1	2
Hepatitis	0	2
Being pregnant on arrival	0	2
Other health matters	3	2
Don't know	0	24
<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 Pacific RSE workers in the last 12 months.

## 7.0 Managing pastoral care

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

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

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

A large majority of official RSE employers (84 percent) reported that managing pastoral care for their returning Pacific RSE workers was easier this year than last year (Table 28). Sixty-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 28: 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?*

	Official RSE	Other RSE
Base =	63	45
	%	%
Yes	84	60
No	11	9
Don't know	5	29
Refused	0	2
Total	100	100

Total may not sum to 100% due to rounding.

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

As a follow-up question, employers were asked, on an unprompted basis, why they felt it has or has not been easier to provide pastoral care this year, when compared with last year (Table 29).

For about one third of those employers that found it easier, the most frequently mentioned themes related to: returning workers knowing what was expected of them; and/or being more familiar with the area, community or local culture. One in four also mentioned they are now more experienced in providing pastoral care to their workers.

Among the small sub-sample who reported it has not been easier, this was due in part to there being no changes in the pastoral requirements year on year, and/or that the employer had a greater number, or more new workers, this year compared to last year.

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

Table 29: 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*

Base =	Yes – has become easier	No – it has not become easier
	80	11**
	%	%
Returning workers know what is expected of them in terms of the system/rules	34	
Returning workers are more familiar with the area or community/more accustomed to local culture	32	
We are more experienced/have developed our approach	24	
Returning workers help new workers	11	
Returning workers are more self-sufficient	10	
We have a greater understanding of their culture/needs	4	
Other reasons for becoming easier	12	
Requirements are the same/have not changed		27
More workers or new workers this year		27
Other reasons for not becoming easier		36
No particular reason	16	9
Don't know	0	0
Would rather not say	1	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.

## 8.0 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, having access to a more stable and better quality workforce, as well as expansion of the business.

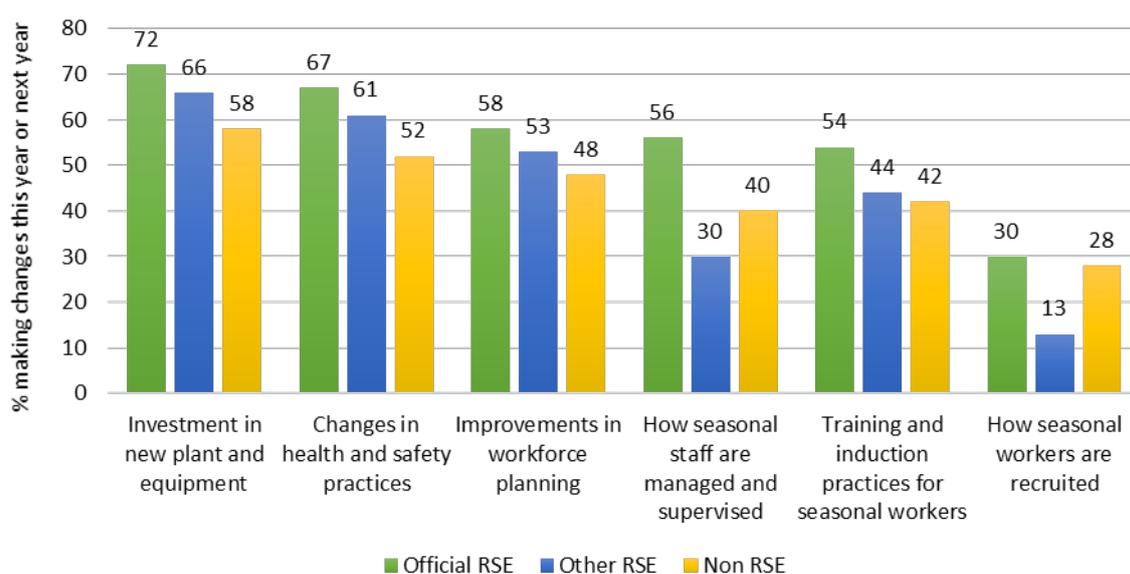
### 8.1 Changes to business practices

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

As detailed in Figure 10, most RSE employers are continuing to make improvements to their business practices. More than seven-in-ten (72 percent) said they had invested in new plant and equipment this year or planned to do so next year, and two-thirds (67 percent) had made changes or were planning changes to their health and safety practices. More than half of all official RSEs have also made changes in relation to workforce planning, how seasonal staff are managed and supervised, and their training and induction practices for seasonal workers.

RSE employers were significantly more likely than “non-RSEs” (those who do not currently use any RSE workers) to have made/be planning to make each of the changes shown below, with the exception of *how seasonal workers are recruited*. These results are largely unchanged from those of the previous two surveys in 2012 and 2014.

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



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 30 through Table 36 overleaf.

In addition, respondents' detailed comments as to what prompted the changes, and what impact these changes have had on the business can be found in Appendix B.

Table 30: Workforce planning

*Q24a. Improvements in workforce planning*

	Official RSE	Other RSE	Non RSE
Base =	76	63	112
	%	%	%
Made changes this year	42	33	26
Planning to make changes next year	33	22	25
Not made any changes and not planning to in the next year	36	33	43
Don't know	3	8	4
Not applicable to the business	3	6	5

Total may exceed 100% because of multiple responses.

Table 31: Recruitment of seasonal workers

*Q24b. How seasonal workers are recruited*

	Official RSE	Other RSE	Non RSE
Base =	76	63	112
	%	%	%
Made changes this year	13	6	14
Planning to make changes next year	21	8	15
Not made any changes and not planning to in the next year	67	62	58
Don't know	0	8	5
Not applicable to the business	3	17	9

Total may exceed 100% because of multiple responses.

Table 32: Management and supervision of seasonal staff

*Q24c. How seasonal staff are managed and supervised*

	Official RSE	Other RSE	Non RSE
Base =	76	63	112
	%	%	%
Made changes this year	39	17	23
Planning to make changes next year	30	13	22
Not made any changes and not planning to in the next year	43	51	51
Don't know	0	13	2
Not applicable to the business	1	6	7

Total may exceed 100% because of multiple responses.

Table 33: Training and induction of seasonal staff

*Q24d. Training and induction practices for seasonal workers*

	Official RSE	Other RSE	Non RSE
Base =	76	63	112
	%	%	%
Made changes this year	38	25	27
Planning to make changes next year	33	22	22
Not made any changes and not planning to in the next year	45	40	45
Don't know	0	5	3
Not applicable to the business	1	11	10

Total may exceed 100% because of multiple responses.

Table 34: Changes to health and safety practices

*Q24e. Changes in health and safety practices*

	Official RSE	Other RSE	Non RSE
Base =	76	63	112
	%	%	%
Made changes this year	47	40	32
Planning to make changes next year	37	32	25
Not made any changes and not planning to in the next year	29	29	41
Don't know	3	5	3
Not applicable to the business	1	5	4

Total may exceed 100% because of multiple responses.

Table 35: Investment in new plant and equipment

*Q24f. Investment in new plant and equipment*

	Official RSE	Other RSE	Non RSE
Base =	76	63	112
	%	%	%
Made changes this year	46	48	38
Planning to make changes next year	42	25	29
Not made any changes and not planning to in the next year	22	22	34
Don't know	1	6	4
Not applicable to the business	5	6	4

Total may exceed 100% because of multiple responses.

Table 36: Expansion of the business

*Q24g. Expansion of the business*

	Official RSE	Other RSE	Non RSE
Base =	76	63	112
	%	%	%
Made changes this year	49	37	29
Planning to make changes next year	51	30	19
Not made any changes and not planning to in the next year	13	30	50
Don't know	0	6	1
Not applicable to the business	5	5	6

Total may exceed 100% because of multiple responses.

## 8.2 Impacts of the RSE scheme

Since 2007, 85 percent of RSEs have been able to expand their area under cultivation – compared with 48 percent of employers who do not use RSE workers (Table 37). This also represents a significant improvement on the 2014 result of 76 percent for RSEs.

In nine out of ten cases (89 percent), participation in the RSE scheme was regarded as a contributing factor to this expansion (Table 38).

Table 39 details the extent that the sub-sample of all employers who have been able to extend the area under cultivation since 2007. In addition, respondents' detailed comments as to the extent and impact this has had on their business can be found in Appendix B.

Table 37: 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?*

	Official RSE	Other RSE	Non RSE
Base =	75	63	112
	%	%	%
Yes	<b>85</b> (76)	67	<b>48</b>
No	<b>9</b>	24	<b>50</b>
Not applicable	1	8	1
Don't know	3	2	1
Refused	1	0	0
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>

Total may not sum to 100% due to rounding.

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

Table 38: 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	Other RSE
Base =	56	40
	%	%
Yes	89	78
No	9	22
Don't know	2	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 and who reported their area under cultivation had increased since 2007/in the last 12 months.

Table 39: Growth in hectares under cultivation since 2007

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

Base =	Official RSE 44* %	Other RSE 37* %	Non RSE 50* %
1 to 5 hectares	16	24	38
6 to 10 hectares	16	16	16
11 to 20 hectares	18	22	12
21 to 50 hectares	23	14	16
51 to 100 hectares	5	14	6
More than 100 hectares	23	11	12
Total	100	100	100

Total may not sum to 100% due to rounding.

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

Participation in the scheme has also meant that around four-in-five RSE employers (both official RSEs as well as non-RSEs who employ RSE workers sourced through the RSE scheme), have been able to employ more permanent and seasonal New Zealand workers in addition to RSE workers (Table 40). This is consistent with the findings of the 2014 survey, when this attribute was first measured (81 percent).

Table 40: 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 =	Total 91* %	Official RSE 59 %	Other RSE 32 %
Able to employ more permanent New Zealand workers	69	64	78
Able to employ more seasonal New Zealand workers	74	69	81
Don't know	16	20	9
Refused	4	5	3

Total may not sum to 100% due to rounding.

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

Where this has been the case, it is estimated that on average, official RSEs have been able to employ an additional four 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 an additional two permanent New Zealand workers on average (Table 41).<sup>4</sup>

In addition, among those employers who believe having access to RSE workers has enabled them to employ more New Zealand seasonal workers, the median number of additional seasonal workers employed range from nine workers among non-RSE employers who employ workers sourced through the RSE scheme to 18 workers for official RSEs (Table 42).

<sup>4</sup> Based on the median numbers of workers estimated by employers.

Table 41: 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 34 %	Other RSE 21** %
1-2 workers	35	57
3-4 workers	21	19
5-10 workers	21	14
11-50 workers	18	5
More than 50 workers	6	5
Total	100	100
<b>Median</b>	<b>4</b>	<b>2</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 New Zealand workers.

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

Table 42: 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 39 %	Other RSE 25** %
1-2 workers	5	12
3-4 workers	5	16
5-10 workers	23	28
11-50 workers	54	40
More than 50 workers	13	4
Total	100	100
<b>Median</b>	<b>18</b>	<b>9</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 New Zealand workers.

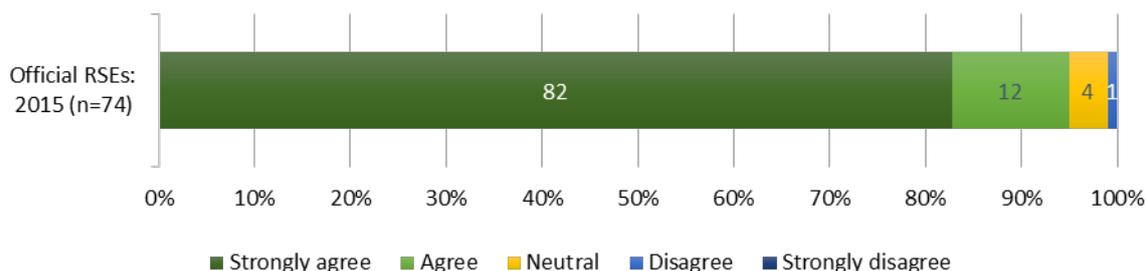
\*\*Caution: low base number of respondents - results are indicative only.

## 8.3 Perceived benefits of participating in RSE scheme

Overall, in 2015, almost all RSEs (95 percent) believed that the benefits of participating in the scheme outweighed the costs, with 82 percent *strongly agreeing* that this was the case (Figure 5).

Figure 11: Overall benefit vs. cost perception

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

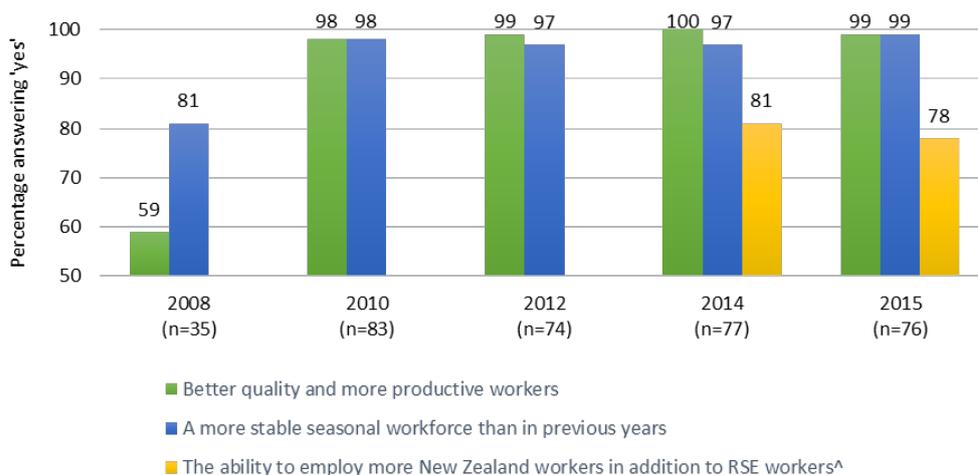


\*Sub-sample based on official RSE employers. Excludes 'don't know' and 'not applicable' responses.

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

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



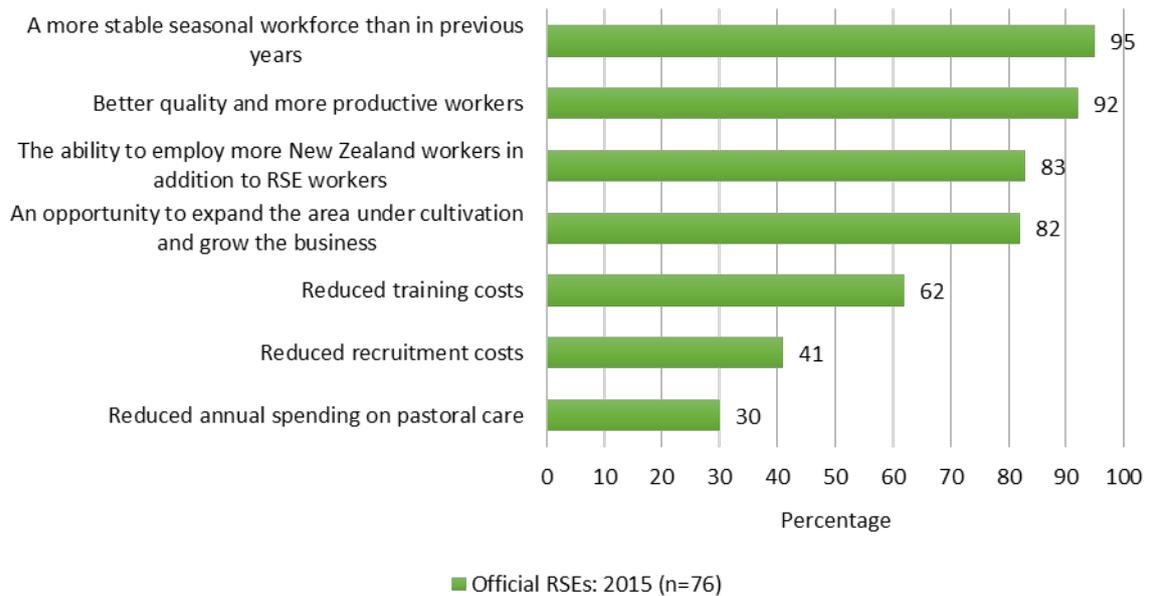
\*Sub-sample based on official RSE employers.

<sup>^</sup>Statement included for the first time in 2014.

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

Figure 13: Future benefits of participating in the RSE scheme

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



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

## 8.4 Preference for future recruitment of RSE workers

When asked about their preference to recruit their RSE workers in the future, a clear majority of employers stated they would prefer to continue to recruit workers from the same countries that they recruited from this year (Table 43).

The percentage of official RSEs wishing to recruit the same group of workers, however, has decreased significantly from 56 percent in 2014 to 41 percent in 2015; while the percentage who expressed a preference to recruit a mix of new and returning workers from the same countries increased significantly (51 percent, up from 36 percent in 2014).

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

### u **The same group of workers:**

*We have an excellent core group of RSE employees who form a cohesive team. A few new people is fine and they quickly fit in with the group. Skill levels are building all the time and some of our original people (from 8 years ago) are moving into tractor driving, highly skilled jobs like Hydraladda pruning and training others.*

*Experience and saving in training cost. The productivity that is available to us, and whether we bring in new employees. They are able to help with training.*

*[We] had an awesome experience with the recruitment of these workers; a less stressful time than any year in business knowing we had a guaranteed crew to turn up every day of work.*

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

*We need to provide training to as many people from the Pacific Islands as possible while maintaining a stable workforce. We achieve this by encouraging workers after several seasons to provide a replacement. This means we have a group that trains new arrivals through a buddy system. An example was after Cyclone Pam some more experienced workers elected to stay home and manage the rebuild of their villages. We recruit from a range of villages with 2-3 from each village and encourage skill sharing on [their] return home.*

*Experienced workers are always good and they know the standard of work we require but is always good to have a few new as well and it means more families have an opportunity to get ahead.*

*I'd prefer a mix of returning and new staff just to ensure that I have continuity in the future.*

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

Table 43: Recruitment preferences for next year

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

Base =	Official RSE 75 %	Other RSE 63 %
The same group of workers	<u>41 (56)</u>	52
A mix of returning and new workers from the same countries you are recruiting from at present	<u>51 (36)</u>	37
Workers from a country you are not currently recruiting from	0	0
Workers from several countries you are not recruiting from at present	1	2
Workers from non-Pacific countries	0	2
More New Zealand workers	4	5
None (Do not plan to use RSE seasonal workers next season/year)	0	0
Don't know	1	2
Refused	1	2
<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.

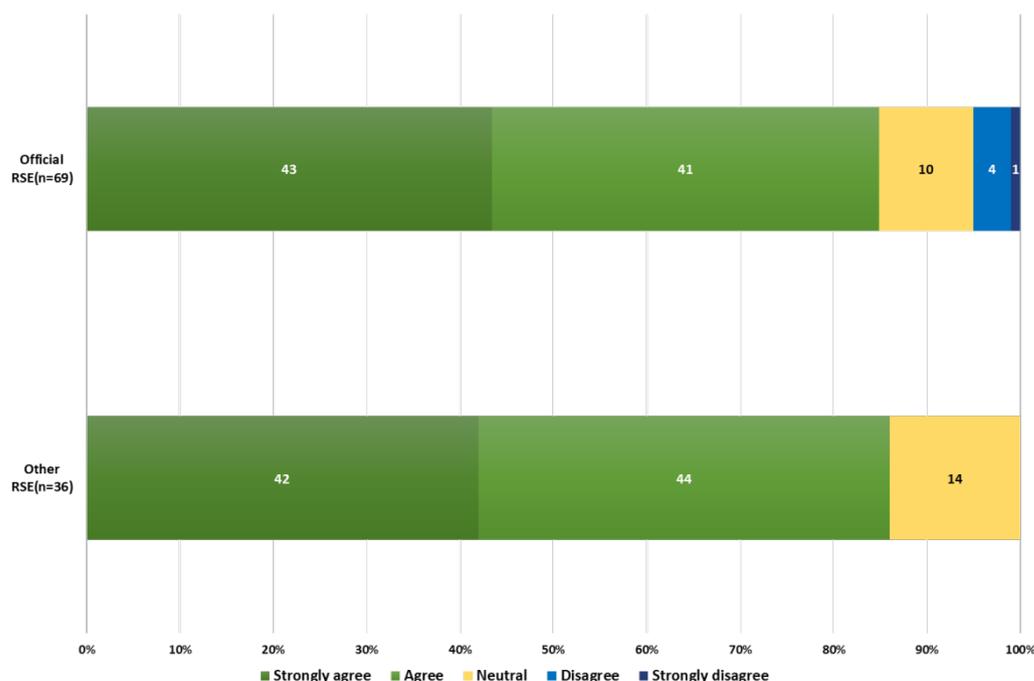
## 9.0 Employers' perceptions of the performance of RSE Relationship Managers

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

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

Eighty-four percent of official RSE employers who employed seasonal workers under the RSE scheme in the last 12 months *agree/strongly agree* that their RSE relationship manager has a good understanding of the employer's business. A similar proportion (86 percent) of non-RSEs who employ RSE workers sourced through the RSE scheme also agree this is the case (Figure 14).

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



Total may not sum to 100% due to rounding.

\*Sub-sample based on those who employed RSE workers in the last 12 months. Excludes 'don't know' and 'not applicable' responses.

Eighty-seven percent of official RSEs and 82 percent of non-RSEs who employ RSE workers sourced through the RSE scheme *agree/strongly agree* that their RSE Relationship Manager responds to their enquiries in an acceptable timeframe (Table 44). While the results suggest that non-RSEs are less likely to strongly agree that their enquiries are responded to in an acceptable timeframe, due to the relatively small sub-sample of non-RSEs who employed RSE workers sourced and the scheme the observed difference is not statistically significant and should be treated as indicative only. The lower rating might also be a reflection that key communications from RSE Relationship Managers are through the RSE employers.

Eighty percent of official RSEs and 79 percent of non-RSEs who employ RSE workers sourced through the RSE scheme *agree/strongly agree* that their RSE Relationship Manager provides them with consistent information and advice. (Table 44).

In relation to this, official RSEs are significantly more likely to *strongly agree* that the information and advice provided to them by their RSE Relationship Manager is consistent (52 percent) than are non-RSEs who employed RSE workers sourced and the scheme (29 percent). This particular finding may be a result of the less amount of contact that non-RSEs have with an RSE Relationship Manager.

Table 44: 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 71 %	Other RSE 34 %
<b>My enquiries were responded to within acceptable timeframes by my Relationship Manager</b>		
Strongly disagree	1	0
Disagree	1	3
Neutral	10	15
Agree	35	47
Strongly agree	52	35
Total	100	100
<b>I received consistent information and advice from my Relationship Manager</b>		
Strongly disagree	1	0
Disagree	3	0
Neutral	15	21
Agree	28	50
Strongly agree	52	29
Total	100	100

Total may not sum to 100% due to rounding.

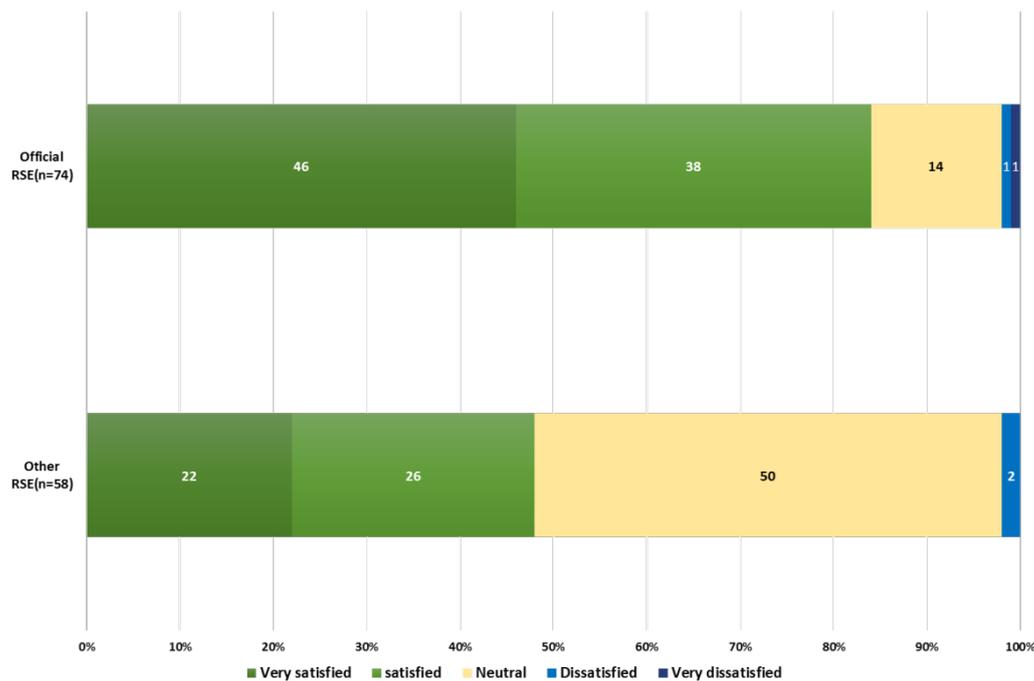
\*Sub-sample based on those who employed RSE workers in the last 12 months. Excludes 'don't know' and 'not applicable' responses.

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

A large majority of official RSEs reported being *satisfied/very satisfied* with the overall quality of service provided; 84 percent gave a rating of '4' or '5' out of 5, which is up significantly from 67 percent in 2014, when satisfaction declined from 80 percent in 2012 (Figure 15).

Forty-eight percent of non-RSEs who employ RSE workers sourced through the RSE scheme reported being *satisfied/very satisfied* and a similar proportion reported being neither satisfied nor dissatisfied (a rating of '3' out of 5). The equivalent figures in 2014 among non-RSEs were 60 percent and 23 percent, respectively.

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



Total may not sum to 100% due to rounding.  
 \*Sub-sample based on those who employed RSE workers in the last 12 months. Excludes 'don't know' and 'not applicable' responses.

A follow-up question was introduced in 2015, asking respondents to explain their overall satisfaction ratings. Table 45 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:

- u The Relationship Managers being helpful/giving good advice or support – noted by 24 percent of all satisfied respondents.
- u Prompt responses or information provision – 19 percent.
- u Good communication/regular contact, being approachable – 16 percent.

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

Table 45: 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 90 %	Neutral 39 %	Dissatisfied 3** %
Helpful/gives good advice or support		24		
Prompt responses or information provision		19		
Good communication/regular contact, approachable		16	3	
Getting the answers I need		9		
Listens/understands our needs		8		
Things are working/no problems		7		
Other positive comments		4	3	
No direct contact with RSE relationship managers		6	31	67
Negative comments		7	8	
Other		1		
No comment		34	41	33
Don't know		2	13	
Would rather not say		1	5	

\*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.

# 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=60 RSEs were identified that completed the 2015 survey and at least one of the annual surveys conducted between 2008 and 2014. This report is based on comparisons between these respondents' answers provided in 2015 and those of their **earliest recorded participation** in the survey. N=9 of these repeat respondents first completed the survey in 2008, n=15 in 2009, n=11 in 2010, n=7 in 2011, n=1 in 2012 and n=17 first completed it in 2014.

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

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

The answers of n=60 RSEs from the 2015 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 were found to be significant:

Compared with their earliest survey participation, in 2015 the n=60 RSEs in question employed significantly more Pacific seasonal workers under the RSE scheme. On average, RSEs employed 16 more Pacific workers than they did previously. They also employed significantly more seasonal workers from Work and Income – 18 more on average. Overall, RSEs employed 50 more seasonal workers in 2015 on average than they did at the time of their first survey.

Table 46 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 46: 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 2014	t	df	Sig. (2-tailed)	n=
Seasonal workers from Work and Income	First survey	25.3					
	2015	43.1	+17.8*	-2.0	59	0.050	60
Seasonal workers from the community (but not employed through Work and Income)	First survey	110.0					
	2015	108.4	-1.6	.1	59	0.893	60
Pacific seasonal workers under the RSE scheme	First survey	49.0					
	2015	64.9	+15.9*	-3.6	59	0.001	60
Seasonal workers under the RSE scheme who are not from the Pacific	First survey	12.0					
	2015	13.1	+1.1	-.5	59	0.646	60
Seasonal workers under other schemes (TRSE, WHS & VOC)	First survey	40.6					
	2015	56.8	+16.2	-1.2	59	0.229	60
Total workers	First survey	236.9					
	2015	286.4	+49.5*	-2.8	59	0.008	60

\*Significant at the 95 percent confidence level.

## Key findings – changes implemented to business practices

Changes to business practices implemented in 2015 were compared with the changes implemented by RSEs at the time of their first survey participation.<sup>5</sup> For each of the business practices listed in Table 47 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*:

- u Fifteen RSEs made changes at the time of their first survey and did so again in 2015 (bottom right cell).
- u Six had made changes at the time of their first survey, but did not make changes in 2015 (bottom left cell).
- u Nineteen did not make changes at the time of their first survey, nor did they make any in 2015 (top left cell).
- u Eleven did not make changes at the time of their first survey, but did make changes in 2015 (top right cell).

A McNemar test found that a significantly lower proportion of RSEs made changes to *how seasonal workers are recruited* in 2015, when compared with the time of their earliest participation. This was the only significant difference in results.

Table 47: Changes to business practices this year compared with what was planned in first survey (counts) – RSEs. McNemar test.

### *Changes made to business practices in the last 12 months.*

Planning changes from first survey		First survey total	Made changes in 2015	
			No	Yes
a. Improvements in workforce planning	No	30	19	11
	Yes	21	6	15
b. How seasonal workers are recruited	No	34	30	4
	Yes	26	22	4
c. How seasonal staff are managed and supervised	No	42	26	16
	Yes	18	8	10
d. Training and induction practices for seasonal workers	No	37	23	14
	Yes	23	13	10
e. Changes in health and safety practices	No	35	18	17
	Yes	25	11	14
f. Investment in new plant and equipment	No	34	22	12
	Yes	26	11	15
g. Expansion of the business	No	40	21	19
	Yes	20	9	11

<sup>5</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.

Results are consistent if they lie within shaded cells.

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

- u In 2014, 52 out of n=53 RSEs<sup>6</sup> said that participation in the scheme had resulted in better quality and more productive workers – while 51 of them believed this was the case when asked in their first survey (Table 48). Two RSEs previously did not believe that participation in the scheme resulted in better quality and more productive workers, but provided a more positive response in 2015.
- u Similarly, 52 out of n=53 RSEs said in 2015 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.
- u No statistically significant changes were found between responses to the first survey and the 2015 survey (using McNemar test).

Table 48: 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	2015	
			No	Yes
Better quality and more productive workers	No	2	0	2
	Yes	51	1	50
A more stable seasonal workforce than in previous years	No	1	0	1
	Yes	52	1	51

Results are consistent if they lie within shaded cells.

<sup>6</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

Since 2011, RSEs have been asked about anticipated future impacts of participation in the RSE scheme. The analysis below is based on comparisons between these respondents’ answers provided in 2015 and those of their earliest participation in the survey since 2011.

- u A McNemar test found that a significantly lower proportion of RSEs anticipated future *reductions in training costs* in 2015, when compared with the time of their earliest participation. This was the only significant difference in the results shown in Table 49.
- u Sixteen RSEs previously anticipated and continue to anticipate future *reductions in recruitment costs* in 2015. The same number had previously anticipated this benefit, but no longer believe they will make further gains in future.
- u Almost all RSEs continue to anticipate future improvements in the *quality and productivity of workers*, as they did at the time of their first survey participation.
- u Forty-three out of n=48 RSEs said in 2015 that they anticipated, in future, *a more stable seasonal workforce than in previous years*. Four RSEs had previously anticipated this benefit, but do not believe they will make further gains in future.

Table 49: Anticipated future impacts of participating in the scheme – RSEs. McNemar test.

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

First survey (since 2011)		First survey total <sup>7</sup>	2015	
			No	Yes
Reduced training costs	No	9	7	2
	Yes	42	12	30
Reduced recruitment costs	No	18	12	6
	Yes	32	16	16
Better quality and more productive workers	No	0	0	0
	Yes	53	1	52
A more stable seasonal workforce than in previous years	No	3	1	2
	Yes	45	4	41

Results are consistent if they lie within shaded cells.

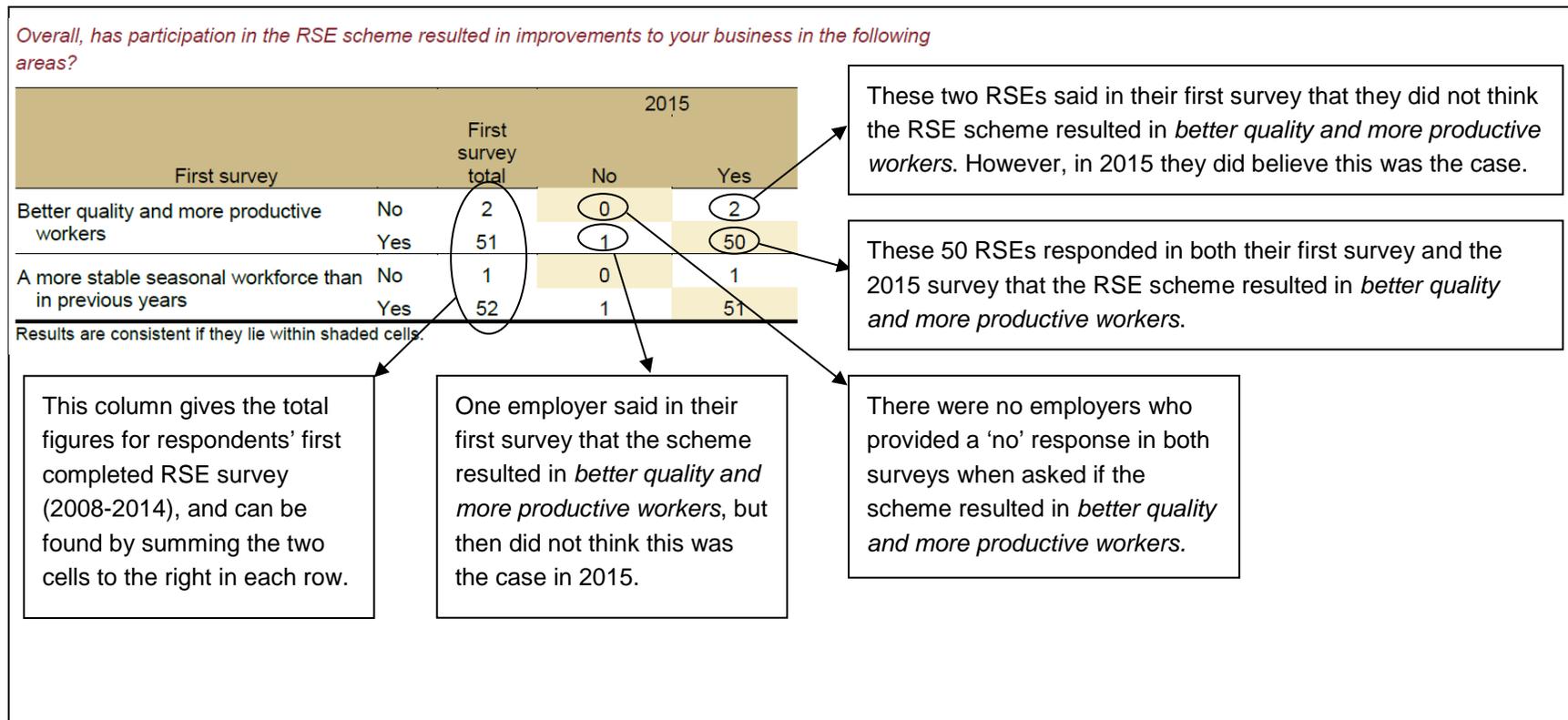
<sup>7</sup> Some RSEs did not provide a “yes” or “no” answer to these questions, hence the variable sample sizes.



## 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 2015 in the columns. Figure 16 below gives an explanation for each cell in these matrices. Each of the n=53 RSEs (in this case) can fall into one of the four cells, based on their answers in their first completed survey and their answers in 2015. The example below is based on Table 48 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)

*General agriculture.*

*Sheep, beef and arable.*

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

*We do our own recruiting.*

*We recruited ourselves with support from Tongaworks (Tongan Govt.).*

*Own ATR.*

*Staff went to countries concerned and worked with staff previously employed with our RSE scheme.*

*Staff member from Vanuatu.*

*Packhouse picking team.*

*A contact person in Samoa.*

*Internet website.*

*We recruit the RSE workers ourselves, and have done for many years.*

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

*Would consider*

*To reduce cost and allow more flexibility in timing. Also to improve certainty in numbers and timing.*

*Cost and management of staff. Having RSE staff at different times of the year.*

*The need for reliable staff that show up when required and the need for good trained returning staff.*

*To be able to run the business because without the seasonal employees, we wouldn't be able to run the business. And we wouldn't be able to meet export deadlines because we*



*have to have the product greater than the ship within a tight timeframe. And there isn't sufficient local people, so we'd have to grow less product.*

*Security of supply of seasonal labour.*

*To have better control of the selection of RSE staff allocated to us and to remove some of the extra handling fees associated with using contract staff providers.*

*Keeping staff employed who work in other areas of our business.*

*I'm already a shareholder of [company].*

*They are a very good team of workers.*

*RSE are reliable and available for the full season.*

*[Name] would if PHB could not supply workers.*

*Excellent workers, reliable, punctual, polite.*

*I have found them quite good workers, the guy that I have employed in the past is dying of cancer. I have a couple of other guys as well, half way through the season my guy got sick. I have found it easier to get it through another orchard.*

*I only require seasonal workers as there is only room for one full time position (Orchard Manager), and I hold that job. All other jobs on the orchard are seasonal only.*

*We would remain in the co-operative with Seasonal Solutions.*

*We need RSE workers to supplement our NZ workforce. Our current arrangement with an RSE contractor is working well but if for any reason this arrangement was stopped, we would look to becoming an RSE in our own right.*

*To better control access.*

*Can't get reliable workers.*

*Just to find some good workers that will do good work. Picking berry fruit is not the easiest thing to do.*

*Well the big advantage is because of their reliability and productivity.*

*To do work on my orchard and also to help the wider horticulture community. Because I am aware that there is a shortage of workers at peak time so I believe it will be helpful to the wider Hawkes Bay community growers.*

*As a business we are expanding with new plantings. At present we are increasing the number of locals we employ and looking to move New Zealanders from casual to*



*permanent contracts where possible. However, we will have a number of large peaks of labour demand during the year and we would like to meet this demand through a mix of locals, WINZ sourced staff as well as RSE rather than backpackers.*

*Access to more workers when required.*

*Difficulty getting seasonal workers from the community.*

*To secure reliable source of labour who wish to work.*

*To improve my business to a high standard, and not having to let down my clients at harvest time and to grow my business so we can stop the doggy contractors.*

*We need good vineyard workers, but not enough in NZ at the moment.*

*Only if I couldn't get enough labour from the local district.*

*To guarantee labour when needed.*

*To gain access to non-Pacific Island labour pool to secure returning staff annually.*

*We have found that the local people don't want the work. We have tried countless times for the local people to be involved and they don't want to be a part of it, so we have considered in the future to go RSE.*

*Lack of willing employees.*

*If I can't find other workers I would happily employ them.*

*It's getting harder to get staff and the quality of employers on the working holiday scheme is not as good as it used to. People are mainly here for a holiday nowadays.*

*To extend my existing hard core of reliable staff.*

*So we would get more people that may be qualified or have knowledge in the seasonal work that is done on our vineyards.*

*Dependability i.e. having workers there when needed.*

*Options.*

*There are insufficient orchard workers around and we have trouble finding workers. But it is difficult to anticipate in advance just how many workers we need and we cannot employ them for long periods. We need a lot of people for a short period only so it is difficult to join the RSE scheme. The RSE scheme is essential to maintain the total pool of labour in the district and this allows us to find some "over-flow" during our short periods of high demand. Examples of the (about) 3 week jobs are flower thinning in November,*



*early summer rush tipping November and December, summer canopy control February and March, cosmetic fruit thinning in March.*

*Having trouble getting workers from the community. They are semiskilled and are being snapped up for full time employment by new entrants into our industry.*

*The local workforce is inadequate.*

*Impossible to get sufficient suitable workers locally. We would not expand our business unless offshore workers were available.*

*Good reliable staff.*

*To get better access to reliable labour supply.*

*To guarantee the workload at certain periods of the season can be completed. The workers supplied from Work and Income are not willing workers typically, and generally only stay a few days or a week at most. This is a total waste of our time and the contractors time, costing our businesses \$ in training, lost productivity, and extra resources required to manage these workers. The RSE scheme provides us a work force that 'turn up to work', 'don't complain about every detail', 'work hard mostly' and stay until the job is complete.*

*To assure continuity of workers and skills. Currently we rely on a labour subcontractor as well as directly employing backpackers; which means we are limited in terms of the skilful orchard tasks that are done on an annual basis that needs training to be completed. If we had RSE we could commit the time and training resource into these people to ensure tasks are completed to a high quality to ensure production and ultimately kiwifruit export receipts for NZ and the Bay of Plenty. Having previously worked for a packhouse trying extremely hard to work with WINZ to provide work for these people, I know first-hand the unreliability and frustration that this causes. To be frank most of these people are unwilling to work and are too unreliable.*

*To ensure we have staff when we need them.*

*Reliable staff hard to find.*

### Would not consider

*Because our orchard is managed by a company running the RSE scheme.*

*At this stage there are enough staff available for us through local workers and working holiday visa holders.*

*Seasonal Solutions [is] a great company - very easy to use and we only have two men so a lot of hassle to do ourselves.*



*Our season is too short and we only need large numbers of staff for short periods of time during the season so would struggle for continuity of work for RSE. That's why taking them from a contractor means the staff can work in other orchards.*

*As we consider Seasonal Solutions do a good job in recruiting.*

*We prefer to use a contractor who is able to care for them and take the responsibility for their employment and welfare in NZ.*

*I belong to an existing RSE group.*

*Would be more work and cost.*

*Because Seasonal Solutions do a great job.*

*Does not make sense.*

*Not enough continuous work.*

*It is not our core business - we run a wine company.*

*My provider does a very good job with our RSE crew.*

*We use a contractor already doing this.*

*Only require labour for short periods during year.*

*Too small to be one.*

*We use a contractor who employs the workers we have on our property.*

*We are happy with the contractor we use and have no need for controlling labour ourselves.*

*We use established contactors who have built up strong relationships with the PI's and deliver a great service.*

*Administrative burden, compliance burden, lack of time to build suitable relationships and play the political "game" aspect of being an RSE employer. Additional responsibility to the RSE workers. Additional staff required to provide pastoral care workers. The need to be able to source the RSE workers in their country.*

*I work with a packhouse entity who supply all labour.*

*Scheme is too inflexible; need to concentrate on core business.*



*We would continue to source our RSE workers via a contractor who employs RES workers and they have all the connections set up and speak Thai so makes it easier for them to bring the workers in than us.*

*Workload requires large numbers for a short time so I could not keep them fully employed.*

*Not required.*

*Do not necessarily employ seasonal workers.*

*Not large enough.*

*We are positioned on the main highway and do not have any problem getting workers.*

*We believe using a total local workforce gives us flexibility through the whole year and the opportunity to train and retain staff.*

*No need.*

*We have only two short labour peak requirements, both for only 5-6 weeks at a time. So period is too short.*

*Only need orchard workers for about six weeks. On the other hand I am an owner of a vineyard which has a management company looking after the property which will have all sort of casual employees, and a lot of those will be RSE workers - a great scheme.*

*Too small an operation to have our own RSE staff but would like to have access to them if there was an easy way of doing so to cover periods of time when we have work available and are struggling to harvest our crop. The large growers have an advantage with being able to access RSE staff and being able to provide them work for the six month period they are here. As small, independent operators who are not organised around a packhouse/exporter we do not have this advantage, but it is no less stressful for us to find competent staff to thin/harvest/pack our crop.*

*Because we may not have to employ seasonal workers every year.*

*We actually find that we only need workers for a very short period of time and so we just have regular casual workers and we recruit through word of mouth. They are also usually local.*

*The pastoral care and accommodation are too expensive for my small operation.*

*Well we can get all the staff we need locally and that seems to do us fine. We have enough labour pool here.*

*The paperwork involved and I have access to local contractors.*



*Prefer locals who have their own accommodation and transport.*

*Have filled vacancies from local seasonal workers.*

*If my business grows I would but for now I won't.*

*Because of the upfront costs involved in transporting the workers from their home country. My operation is not large enough to employ RSE workers for the required hours to be in the scheme. Although I do have accommodation on my orchard I would be involved in the workers welfare and pastoral care which I do not feel I could cope adequately with. I am better suited to using casual workers from the local backpackers, and if they are from overseas have work visas; the workers that I get normally fall into this category.*

*Too small - under 10 hectares with three different crops.*

*Our need is small and what we do already works well for us. We use workers from a labour agency who is the employer of the workers.*

*Well, we have a steady staff. We like employing the same staff.*

*Haven't had a need to. Have always found workers as needed.*

*We employ contractors who supply most of our seasonal labour.*

*We have our own resources in the community.*

*Our business is small enough that we are able to employ enough seasonal workers from the community.*

*The business is not large enough (only 40 hectare - do we own or manage).*

*I prefer to employ local seasonal residents living in my area who need the work, and with whom I have no communication/cultural issues with. I have in the past worked with Indian men and they do not take direction very well from a woman and are generally antisocial with the other local workers during break/lunch periods. I own and operate an avocado orchard and we work as a team at harvest time.*

*Because I no longer employ people.*

*We are a shareholder in Seasonal Solutions, which is an RSE employer.*

*Compliance costs. Size of business does not justify effort. Manage to get enough workers locally or overseas visitors on working holidays.*

*Too difficult and I am too small for the required resources i.e. accommodation, transport etc.*



*Too much work to apply.*

*Small employer and consider too complicated, expensive, not relevant and time [consuming] for our operation. With the bigger employers using the RSE system it frees up locals to work for us and puts pressure on locals to actually actively seek work and try and retain employment. Which means we as a small employer can pick and choose the better calibre worker when or if they are available. Puts less pressure on us to use contractors who appear to be ticket clippers rather than good employers or good supervising contractors. RSE for us means more available staff that can be directly paid a better rate (by cutting out the middle man - contractor), therefore a better job can be expected of better paid staff.*

*Will probably prefer to use contractors.*

*Have decided to proceed with a contractor rather than employing individuals.*

*Too small, only have two hectares.*

*We use contractors [who] employ their own staff.*

*Do not need large numbers of staff at any one time.*

*The [name] Trust doesn't have the accommodation for the employees or other support structures in place.*

*Our orchard is too small.*

*Don't have enough work on the orchard to justify the effort - easier to use contractors.*

*Single small orchard using local contractors for orchard work. Do not have the volume of work to warrant employing staff directly.*

*I employ contract gangs that employ these people on different orchards. I employ but not directly.*

*Because we are only a small business which is sometimes not viable and cannot afford too many overheads.*

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

*Joint ATR with [company].*

*Our Pastoral Caregiver is Samoan/NZ and he helps us pick our RSE workers from Samoa.*

*Joint ATR with company [in] Hastings.*



*Joint ATR.*

*Joint ATR with another company.*



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

*A lot of illness due to poor health, primarily due to Cyclone effects of housing etc.*

*Heart, thyroid.*

*One [had] cellulitis.*

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

*Three workers manipulated bin cards to get paid for bins they did not pick.*

*8 - 9 of the workers who misunderstood the pay list. Workers working for my company for three years. They did a [kind of] stand off and then tried to get others to stay home, but there [were] no mistaken payments and no mistaken payslips. They only did this because they were drunk the night before. They were influenced by other company workers from [region]. We sorted the issue. As soon as we finished we sent that group home because I did not want any drunk people here at work. I am going to do a disciplinary action towards the 8-9 workers and not bring them back to New Zealand.*

*One incident of inappropriate social behaviour from a male worker towards a female worker.*

*One not fitting in with [the] group.*

*Some workers need more time listening and not thinking they know everything.*

*Alcohol related. The Vanuatuan leader came to us and reported a problem and suggested that the people concerned should be sent home also as a warning so all of them would take the no alcohol on the worksite, or being at work under the influence, seriously.*

*Only getting the new RSE workers to understand the concept of contract picking.*

*Only one incident where a RSE leader told his men not to work because it was raining, even though all the men had their wet weather gear on and wanted to work. Their leader would not allow them to, so we sent them back to their accommodation.*

*There were some issues as the boys were from different geographical areas in Vanuatu and they did not relate well to each other.*



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

*Altercations with other workers.*

*Again alcohol related - bringing alcohol to the staff quarters on the property.*

*One was sent home due to staying away from accommodation at night. One over stayer.*

*Charged but not yet convicted of sexual assault - going through the courts. One worker.*

*One worker left the district to play sport without permission and did not tell anyone he was going. Was hurt, attended hospital as a result of this injury and did not inform anyone. A week later [he] told the supervisor he hurt his arm at work - [and] still did not disclose the sporting injury. Was picked up from another source and when confronted, he admitted it.*

*One worker convicted for drunk driving causing harm.*

*Drug and alcohol issues affecting less than 1% of workers.*

*Fishing in our river without a licence. Will cover that in induction programme this season.*

*Samoan group was a group of 19 and they had issues that involved eight of them. [From] the Vanuatu people we actually sent three of them home. We have a 0% no alcohol [policy] on our premises. We had Solomon Islands [workers] and three of them received a warning letter for alcohol.*

*Sexual liaison with other workers.*

*Typical young men on an OSE, but manageable.*

*Disagreement between leader and one worker.*

*Drink drive charge, this person was sent home after his court sentencing.*

*It was just one RSE worker who was involved in it and it was quickly resolved. There were no fights they just came and talked to me about [it] and it was all resolved.*

*We had a complaint about one worker visiting a residence on the same property (invited to do so) and refusing to leave when requested. We investigated, and put them on a good behaviour watch.*

*One worker was sent home [as on] the first day he arrived questioning us about refugee status and had aggressive and adjudicative personality. His government requested he be removed from NZ immediately. Another worker was sent home after spending a night out drinking till 3am and upon his return to the accommodation, caused a large amount of*



*damage to the facilities. When the orchard owner when over to talk to him in the morning, he pulled a knife out and threatened to kill him. This worker was returned home two days later.*

*Alcohol issues, with drinking outside of work hours at accommodation premises and inappropriate behaviour in one case.*

*Alcohol related minor issues.*

*Just one [who] recently came over and thought he could boss everyone around and no one agreed with him being the new boss especially being new.*

*One alcohol related incident - not major.*

*Two were seduced by a local girl, got involved in drinking alcohol and stayed away overnight from approved accommodation.*

*One altercation between RSE workers through not fitting in with each other. This was quickly resolved by orchard management. Not considered to be an ongoing problem.*

*Alcohol, also some militant behaviour from returning workers [who] think they should be getting paid more than the average.*

*One of our two workers had to be sent home due to behaviour issues outside of work hours.*

*Very minor incident with excess alcohol consumption.*

*Alcohol based issue with one of the workers. We enforce an alcohol-free workplace (having done away with "shouts" and "parties", where as an employer we supply alcohol). The RSE worker decided to get drunk despite this and caused an issue at a local tavern. He was sent home and will not be returning. We have also made this a policy. No second chances. We also had an altercation between workers where accusations of financial irregularity were made against one of the RSE supervisors by an RSE worker. The supervisor punched the worker and broke his nose. The supervisor was sent home and will also not be returning. We are also aware of issues happening at the men's home [in the] islands which are starting to cause some social issues within their families and communities. We are currently allowing the men to self-manage this prior to creating a rotation policy (which we want to avoid).*



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

*Has become easier*

*They are more aware of NZ culture and fit in better.*

*We shared some RSE workers with another employer for the first time. This meant that although we had 24 new workers, most of them had in fact worked in NZ and after they worked for us, would transfer to another workplace. So, most of the RSE workers had worked in NZ before, and knew how to shop for and cook food, had bank accounts, had ties to churches, and generally had adapted to NZ living conditions.*

*Both parties get more familiar with issues that come to light. We know what to do and nip things in the bud quickly. This is overall - no particular area.*

*All areas: eating, health, language, experienced in their job role, banking etc.*

*Staff are aware of what is available and where e.g. church, shopping.*

*They have a better understanding of what is expected.*

*The longer they are here the better they become.*

*We have brought in with the Pacific Island groups, women to work with them. Five of them were wives and a few were single. They have more respect and seem to keep the males in line and that has helped us in the past two years.*

*They are starting to understand how our multicultural society works.*

*My RSE's are like part of our family.*

*The group has become very self-sufficient.*

*They understand what we expect and they don't require much attention after being here for so long.*

*Because of the high amount of returning workers, they arrive knowing what to expect. We have meetings throughout their time here, and do our best to accommodate their needs after hours, and/or set them straight when their expectations are unreasonable.*

*They understand what is expected of them and appreciate the opportunity to come work here in New Zealand. The introduction of the Vakameasina training for the workers in our region. Those who participated really enjoyed their training and learnt several new skills.*



*Returning workers understand the NZ culture and the environment, they are adjusted to life in NZ and are well aware of the processes. New groups always take 1-2 years to settle into the routine.*

*Have strict house rules, do regular check-up at accommodation sites and strong leaders.*

*More comfortable with each other.*

*More experience from the NZ based team.*

*They are now familiar with how things are done in NZ.*

*Returns being familiar with all systems, routines and rules setting good examples for the new ones.*

*Now the workers have been here for the last four years, they know the ins and outs of this business, they know their regulations. We are like a family, I spend two hours in the evenings with my workers for pastoral care.*

*For our pastoral carer, she has become more experienced at the role so the management of the men is now easier.*

*The returning RSE workers have a better understanding of the routines, rules and expectations. They know how to perform their jobs and know what to expect (i.e. weather conditions, what it feels [like] to be away from their family for a long period of time) they know how things work on the orchard and know the management better. Management is also learning and understanding the culture of the RSE workers which helps. We have a good leader that understands English and communicates well with management. The boys got involved with Vakameasina this year and learn how to work computers to keep in touch with family better. We notice our pastoral caregiver from [place] does not need to visit as often through the week as the leaders are able to deal with most of the issues he once dealt with.*

*It was actually much the same but the relationships and procedures have developed over time so any problems we experienced earlier on, no longer occur. The returning RSE workers break down the barriers and are quick to communicate any issues or things that will improve.*

*Their understanding of their responsibility for good behaviour while they are here.*

*50% of workers have been coming for seven years to this property. They know that they will be comfortable, well paid and are extremely happy to return each year. They are very careful to train new workers to the standards required here, so that they can all return next year.*

*All previous RSE staff help the new intake, plus the experience we have gained in understanding their needs.*



*Change of accommodation. Better run facility. Closer to amenities such as church, supermarket.*

*Their knowledge of the area and what it has to offer. Their understanding of our culture and us of theirs.*

*We have a community and business care programme that has been continuously successful. Their Samoan Pacific church has a local church in the [area].*

*High proportion are returning workers who are very familiar with the work and living environment. They help new workers.*

*Allocating team leaders to select their own workers and then be responsible for some of the pastoral care duties for those particular workers on their team.*

*Because the leadership structure we have in place.*

*Stability, happy with their accommodation, good communication from supervisors and pastoral care.*

*All our RSE employees have returned for 5-6 years. Each year they are more familiar with the local community, culture and employment requirements.*

*The guys know their way around - they are less nervous about seeking help for medical issues that may arise and get onto treatment quicker.*

*Have full time pastoral care available as belong to an employer consortium. RSE are familiar with their environment i.e. church and sports.*

*Understanding of the rules and conditions of the program, understanding of expectations and robust induction process and pastoral care support.*

*Because they are part of the community and they know where all the facilities are and [are] members of the church congregations.*

*I think it's because of the higher return rate. They know what is expected when they return and what the rules are.*

*Understanding of how we do things in NZ.*

*They now understand the system.*

*They know the New Zealand way of doing things and are a lot more confident.*

*More familiarity with our weather and understanding of community both at work and outside.*



*Returnees buddy new workers so banking, communication and understanding what is available in the community is easy as returnees have a common language and understand cultural differences and requirements.*

*They know NZ culture better, know what is 'normal' in NZ. They fitted in and adjusted easier and quicker. Know where and how to buy commodities e.g. food, where churches were and had contacts/support already here.*

*Having a driver for the van from RSE worker [team leader].*

*We like to keep the same boys each season only with a few changes. The boys now know their housing and the orchard where they work. Each year we also learn what else is needed in the pastoral care as we meet with the boys and talk about needs.*

*Established routines, and rules, along with their expectations.*

*They understand how to look after themselves better i.e. eating, clothing, heating etc.*

*Understanding the consequences of making poor decisions, taking more personal responsibility.*

*By already having contacts with people and churches in the area and also with licenced drivers in the group.*

*We've set up a good pastoral care system with 7 other employers - been running for 8 years - getting better every year.*

*They picked up their involvement in local community from previous years. They were more independent as they knew the area and people/activities in it.*

*They now know the area and where to get what they need, [and] understand work expectations.*

*Because returning employees know the ropes, they know the facilities, what the expectations are and with better training each year and better work conditions, everything just improves every year.*

*As certain returning RSEs workers have gained skills and confidence they have taken on a greater role of care for new staff.*

*The education we put in last year.*

*They had an understanding of how our system works and they worked within it well.*

*Returning workers help the others.*

*The majority of the RSE's have been to NZ for up to seven years and work well as a group.*



*They know the routine.*

*Seasonal Solutions take care of it.*

*Workers coming back for another season.*

*I think as we gain a greater understanding of their culture we are better equipped to deal with situations as they arise. This season's cyclone event in Vanuatu saw the local community taking a greater interest and supporting these young men which has been a positive experience for everyone.*

*We drug test them and make sure they understand what the rules are and let them know if they need anything [to] let us know and we will help where we can. Also having returning RSE workers, they are a bit more knowledgeable on the local area and where to go to get things.*

*Has not become easier*

*They were a little more demanding [about] shopping out of town.*

*It's the same.*

*After eight years it doesn't get easier. It is easier than the first three years, but you do need to keep up with due diligence on good quality pastoral care.*

*Alcohol continues to be an issue - not helped by the attitude of some of the pastoral care workers where the consumption is seen as a right in NZ. Cyclone Pam caused a lot of issues this year - mostly due to the lack of communication and financial hardship the damage in the islands created.*

*There have been more of them, I have had ten more so there has been more of them coming in.*

*Slightly larger group than 2014, much more inexperienced RSE. Pre-selection let one person through that wasn't suitable and had to return home earlier. A higher number of bereavements.*

*New group.*

*Same as last year.*

*I can't think of anything that has changed.*

*The men are from Vanuatu and the ongoing issues arising from Cyclone Pam constantly influences their behaviour.*



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*

*Yes, increasing as we develop more blocks and crops start to mature.*

*I'm a successful business, and more people want to use us as we comply with everything they need. I would just like to give them reliable people.*

*Increasing plant numbers have demanded increased staff requirements.*

*Yes, it is our orchard, it is getting more and more product every year. More product to be picked and it demands [far] more pickers.*

*Our business is still growing and we are planting more apple trees and we are requiring more staff.*

*Need for more weekend staff, especially Sundays to meet supermarket requirements.*

*We employ more workers.*

*We have developed a 40ha kiwifruit orchard from scratch so work has changed as vines progressed in strength and reached production stage. We now have a fully producing orchard with five varieties of kiwifruit, but reducing to three because Hort16a died from PSA disease and was cut out; and G9 is being withdrawn. Both were re-grafted with G3. This means the workload demand is even greater for short periods with so much of only three varieties.*

*We are going to require more seasonal staff.*

*Yes our employee numbers have doubled over the last three years because of a lift in confidence in the fruit industry and to a large degree because of the RSE scheme giving some assurance that the labour requirements of orchards and packhouses can be found. Also backpackers and visiting students being granted temporary work permits has greatly helped.*

*Increasing with greater production.*

*Our company has grown in size, requiring more and more staff or contracted staff to complete the work load.*

*We have recovered generally from PSA and so our labour requirements have lifted significantly (50-100% over the past two years).*

*Yes, purchased a flower growing enterprise in [2014].*



*Business has grown - growing more of our own produce now rather than buying in from others. Seasonal workers required to harvest very early onions.*

*Larger crop areas and therefore larger operation in growing and harvesting.*

*Farming operation has increased in size.*

*We have bought more vineyards in past 12 months (15 ha), leased vineyard (6.5ha) and are managing another block (10ha) on behalf of a grower.*

*Require more skilled and permanent reliable workers from the local community. It is too difficult to keep training unreliable seasonal staff, who often leave too early to be useful.*

*We employ more permanent local people but at times for picking need seasonal staff.*

*More work caused by removing old kiwifruit varieties and establishing new ones. More with the new kiwifruit variety.*

*New orchard purchases so more work required.*

*Instead of casual seasonal workers for three months (harvest) we now need to re-employ for a further three months (pruning). We also require one staff member to be contracted for a period of six months to help owners manage the harvest and pruning.*

*Increased fruit production on our orchard.*

*Increased due to expansion. We employ a contractor who has RSE workers, mainly from the Pacific Islands who are great.*

*Yes, am now in a position to employ people.*

*We have grown our vineyard holdings therefore the need for more people.*

#### *Fewer workers needs*

*We are reducing our numbers. We use to be paying for 50-60 people and now we [are] cutting to hold around 30 people. We are needing more skilled workers rather than just anyone that can pick fruits.*

*It's decreased and that is because we have become more efficient with machinery.*

*Do not do large contracting work anymore.*

*We are employing less workers due to lack of affordability of increasing wages.*

*Change of farm occupation allowing for more time worked in vineyard. Decrease in vineyard earnings meaning employing less.*



*Wage costs have meant that unskilled workers are only required for shorter time periods and local workers are "shared" across other orchard owners to maintain regular full time and more emphasis is valuing and training these workers.*

#### Other

*We use to have more full time employees, now we are around 50% of both full time, fixed term workers and 50% contract labour.*

*A requirement for improved productivity, quality and reliability.*

*The trend over the last year has been to hire contractors rather than individuals.*

*Labour requirements changed due to diversifying into different varieties and management practices have had to change due to PSA in the kiwifruit industry. Very hard for staff to earn a decent income due to weather restricting work hours (PSA risk), so when weather good we need more people to achieve productivity required to complete tasks within given timeframes. Incomes are still risky (PSA) so permanent staff is difficult to justify due to expensive downtime. Hence backpackers to make up the numbers and minimize risk for applicable jobs. Local staff cannot really be relied on to embrace/understand/care about the required productivity during good weather.*

*To maximise potential income and retain the level of expertise in the ever changing face of kiwifruit orcharding the industry needs a better retention program to ensure only skilled workers are utilised season to season.*

*Grown some different crops.*

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

*A new business [which] begun 10 years ago, I will be in production next year. New machinery, plant is to accommodate the production of nuts just beginning this season. New Health and Safety Rules to comply with including lecture from Hazardco, upgrading of protective work gear, safety helmets for bikes, induction courses for each new task on orchard, have all been complied with.*

*After more than 10 yrs of trying to recruit New Zealanders for field workers on ground crops without success, [I] have to concede it is futile. Tried different approach trying to recruit New Zealanders only, for packhouse-type work. Still unable to get vacancies filled.*

*Always looking to improve the overall environment (both at work and socially e.g. improving accommodation and involvement in Vakameasina) for our RSE. The impact has been healthier and happier RSEs.*

*Always trying to better improve access to better reliable staff that can be trusted and that will give a fair days work for a fair day's pay. Have tried through WINZ in past but have*



*found them to be the most unreliable, time consuming, needy and frustrating employees with no basic work ethics. Cannot run a business if one has to rely on staff from that source. Unfortunately, with the weather factor in our industry it is difficult for small to medium size orchards to offer reasonable hours to support a steady income for permanent work at present.*

*Am being more selective in the employment of harvest crews this year. For the last six years we have employed the same harvesting company due to "keeping it local". There are too many issues each season with many of the backpackers that they employ in the crew. Generally they are not focused on the job at hand and it is costly on our payroll when daily output is not maximised. Our product is exported and packhouse/exporters need agreed volumes of product to meet shipping deadlines and I will not have any more hold ups this season coming. My new contractor employs local of whom many I am familiar with. They are sober when they arrive on the job (on time), work a full day and I have no problem in communicating my requirements to them. The need for supervision will be minimal this year.*

*Am quietly squeezing out my partner as she is getting a little too old now (she is a cougar in this relationship) and I am in it for a few more years yet.*

*As well as the 50 local staff that we had, we had about 40 overseas backpackers for two weeks for onion pickers.*

*Better communication with seasonal staff (NZ) about season start. Use of an 0800 line for staff to inform themselves of work times, [which] can be accessed without money on a cell phone. Use of group text. Mainly around communication.*

*Brought a new tractor as the other one was getting a bit older and worn - haven't noticed much impact in changes.*

*Business growth and other suppliers have retired now so hand was forced to grow the business and our own produce. New management structure.*

*Buying another orchard requiring more staff and orchard expansion have been the main drivers.*

*Change is an ongoing part of the evolution of the business - sometimes forced by legislation, research and trying for greater efficiency.*

*Change of business ownership in last 12 months. Profitable season!*

*Changed some housing arrangements. Increased business. More say in our joint ATR recruiting.*

*Changed to a contractor to reduce the number of hours spent on paperwork with induction, training, health and safety and also hours spent with completing government requirement for the individuals i.e. IRD, Work and Income forms, Court payments etc.*



*Changed to a contractor who was able to supply more staff when needed at short notice, thus taking much of the stress out of getting my fruit picked.*

*Changes and planned [changes] have partly been driven by the introduction of new health and safety legislation and a commitment to employing New Zealanders first. Also as we look to expand the business we realise we need to look to 'future proof' against increased labour requirements.*

*Changes have been made to improve productivity and profitability. Proactive in recruitment of staff in all areas as we are an industry with a high number of seasonal positions that experience a labour shortage every year.*

*Changes prompted by continued expansion and identifying local casual staff to move to permanent positions and take on more responsibility. Impact has been [a] positive lift in productivity and in wage rates as a result.*

*Changes relative to employment are related to not being able to retain our regular seasonal workers as we have in the past due to large new developments in our industry, in our area. Health and Safety upgrades are in response to upgraded food safety requirements and prospect of new Health and Safety legislation.*

*Changes to induction due to pastoral care concerns.*

*Continuous improvement with Health & Safety compliance.*

*Development meant the packhouse plant was unable to process volumes without damage to the crop. The orchard has been redeveloped from 1/3 apples to 50/50 cherries and nectarines to try and match availability of seasonal labour and to increase productivity as transport costs have increased. Last two seasons both the nectarine and cherry plant has or is in the process of total replacement. This also meets new Health and Safety requirements for guarding etc. Changes will allow us to upskill local labour in computerised machinery operation. RSE labour is in the field. The packhouse will now handle all the days harvest and the limiting factor is now in the orchard and the availability of skilled labour. If sufficient labour is available we can reduce the risk of adverse weather destroying the crop and we can maximise export by harvesting in peak condition. Previously we could only harvest volumes the packhouse could process. This should generate more jobs in both the orchard and packhouse.*

*Due to difficulty in sourcing ongoing reliable and efficient workers, we are investing in defect and colour sorting equipment. This will be needed even more in the future as new plantings come into production.*

*Each year employing new semi-skilled seasonal workers is not unsustainable to the business due to the training and regulatory compliance needs, Health and Safety especially. Cost of continually needing to train each new seasonal task not really practical unless it is basic labour work. Pooling the local workers across several orchards and*



*diversifying their training to cover more tasks has meant the seasonal workforce is less transient and more dependable.*

*Equipment enabled more personal hand on and less hiring of others.*

*Expanding plantings, as with RSE I can be assured that I will have staff at harvest.*

*Expansion in progress will lead to more use of contractor organised labour. At present locals are used for winter pruning, these are regulars who have worked for 5+ years here.*

*Expansion of business and my wife taking an active role.*

*Expansion of our business is underpinned by the quality, dependable RSE labour.*

*First year in RSE so we had a lot of changes this year - mostly around managing peoples housing and travel which we haven't done before. Nearly all process changes were for the better/improving the business as it expands to make work load (mostly admin) easier. We learnt that our RSE workers need more motivational supervision than quality supervision to keep them on track while they are away from home.*

*Further development/ expansion of plant production area, due to product demand.*

*Greater emphasis on induction, pre work training. Better training programs offered (Awhi, Vakameasina), internal training programs included.*

*Having brought a vineyard instead [of] just managing and cost savings long term.*

*Health and Safety made sure all our clients are aware of their responsibility to advise of hazards in their vineyards and the importance of it. Invested in new IT program to reduce paper and workload on supervisors on the job site. Also stream line pay and invoicing.*

*Hoping to implement some initiatives from Summerfruit NZ either this year or next year in the training of workers in regards to fruit maturity.*

*I already made these changes.*

*I have made changes to work force planning In order to improve production by employing more staff over a shorter period of time. More time is spent training inexperienced workers so that they become better at the given task quicker. Any changes in Health and Safety practices are made more for compliance reasons, and are regularly updated.*

*If we wish to move ahead producing a quality product, we cannot continue to rely on seasonal workers, except during very busy periods. I think that there are enough underemployed local people to fill the void. This has only become apparent in the last couple of seasons.*

*Impending Health and Safety Act. Higher compliance costs.*



*Improve efficiency through improving quality of training.*

*Improved Health and Safety practices - response to legislation. More meetings and formal processes. We are redeveloping orchard and planning more. New tractors, machinery purchased and planned.*

*Increase in business activity which will give us the opportunity to increase our intake of WINZ clients and New Zealanders.*

*Increased production and better efficiency.*

*Increasing focus on improvement of Health and Safety practises.*

*It has been easier to focus on investment in plant and equipment and training of permanent staff. Next year we will then be focused on labour.*

*Just making a smarter workplace always trying to improve.*

*Kiwifruit is in strong growth mode, we expanded our business last year with a new site and planned to invest substantially in new plant and equipment for 2016. We employed a RSE worker to solely provide pastoral care at our largest accommodation provider. We have streamlined our induction and training processes and will be looking to visit Fiji to assist with the selection process of those workers for 2016.*

*Larger so efficiencies will be looked at.*

*Last year we decided to operate four gangs to try and hopefully increase productivity and reduce stress on employees during the picking season. While this did make things easier for the pickers we ended up with two gangs that struggled to make minimum wage rather than one. That is we carried more unproductive staff (they had to be topped up to minimum wage) as well as one extra supervisor and tractor driver. The extra staff were mainly WHV as we struggled to source local people including ones from WINZ as everyone was trying to find some at the same time. We actually employed four WINZ staff at the beginning of the season but three of them didn't turn up for work and the other one turned up late - when the orientation was already occurring. I think he gained work on another orchard. We also improved our training and induction practices while this did not result in more productivity, it tidied up our processes and is something that we will continue to improve. As we had a high proportion of WHV employees in 2015 this has had a major impact on the productivity and cost of production so we are looking at all options to improve. The plan is that we will have three gangs again but we will focus on improving the quality of the workers. This includes using recruitment companies (e.g. Seasonal Solutions) to hopefully recruit a higher standard of WHV; trying to find a joint ATR (have rung approx. 15 RSE employers in different industries to try and source one); investigating NZ RSE employees; running recruitment days for parents with school age children; removing varieties where the cost of production is higher than the income and replacing with higher valued crops; trying to get more RSE workers; being more proactive in firing people that are not able or willing to work hard enough to make minimum wage*



*(before we topped up in any given pay, people could be earning between \$7 - WHV and \$23 - RSE per hour depending on the number of bins picked) and investing in picking machines for 2016 thinning and 2017 picking seasons.*

*Last year we use to train our staff in picking better quality fruits, but in the future we are planning to retrain staff as we have new equipment.*

*Most expansion is market driven. However if we were unable to have our crops picked, pruned, thinned etc. on time and efficiently, then it would not be an economically viable business. The RSE has played a huge part in enabling growers to have the confidence to reinvest [in] their business.*

*Needed a new [second hand] tractor to operate the new [second hand] sprayer we had bought.*

*Needed to happen - more productivity.*

*New blocks development.*

*New Health and Safety laws.*

*New laws around Health and Safety.*

*New machine to reduce own labour input.*

*New trees planted to increase production.*

*Normal business growth and improvement.*

*Normal replacement orchard equipment due to age of existing. New orchard trees being planted.*

*Ongoing Health and Safety practices in line with legislation. Long-term business growth program. Better training and induction especially in the safe food area. Continuous innovation around workforce planning including refugee engagement.*

*Our business is growing and so our workplace resource system requires improvements. We invested in [a] new plant this year and further new plant next year. New Health and Safety legislation will require some changes to our processes.*

*Our company is expanding by about 15% per year and we have had to expand our management capability, resources etc. accordingly.*

*Our vineyards are expanding in Marlborough and Hawkes Bay which will put more pressure on regional labour. We are looking to make improvements to supervising, training and Health and Safety training.*



*Part of the farm was sold off which impacted on our ability to keep full time all year round staff.*

*Pick HB does the recruiting for us, although for the first time our Orchard Manager went to Vanuatu with Pick HB to help in this process. We undertake a thorough induction [of] the staff, and most are great. Some new ones had low productivity and will not be returning. We have expanded buying land and planting it in trees this year, and plan to do the same next year.*

*Planning to give all seasonal staff more time off as the intensity of the season wears staff out quite quickly. More so the backpackers we employ as they socialise more after work than the RSE, and local people we employ. The expansion of business is the planting of 2000 new trees.*

*Productivity changes for workforce New Zealanders meeting targets. Health and Safety is on-going to minimise risks. Supervisor professional training given.*

*Purchased a new chipper to enable us to mulch branches from pruned trees.*

*Put in place new induction boards at each property/block, outlining hazards and Health and Safety requirements of the particular block/property. Prompted by new Health and Safety laws.*

*Refugee workers through Red Cross.*

*Response to PSA by re-grafting to new variety G3 involves additional poles etc. for stringing and more frequent spray regime.*

*Severe storm damage required careful rethinking of practices. Would not expect that to happen often.*

*The biggest changes for us has been the Health and Safety and the inputs into this area after some rather nasty accidents with other vineyards around NZ and we wanted to be proactive for our own staff's safety. We are also always working on our staff management each time we do a new job.*

*The needs of Health and Safety has meant more careful selection of employees because of importance of ensuring a safe drug free workplace.*

*This is the first full year we have used RSE workers which has necessitated change in our business practices.*

*This year was the first time we have used RSE workers to harvest our main crop. We have used a contractor in previous years but he was not able to guarantee providing us with enough workers. He uses locals, backpackers and some workers from WINZ. We have been concerned as some are unreliable and not good workers. The RSE workers all arrived at the same time and were well supervised by the contractor. They all worked the*



*same hours and we always knew how many were actually working. They were all keen to work. This was a huge help in our planning of the harvest and for Health and Safety.*

*Training improves quality and productivity, trained staff more reliable. Training expensive so don't waste it on poor performers. Improving recruitment standards. Health and Safety prevention improves overall performance.*

*Trying to improve the company culture, productivity and general knowledge around the various processes.*

*Two years ago we purchased a defect sorter to automatically grade fruit in the packhouse. This has reduced staff numbers slightly in the packhouse, however staff numbers have remained the same because of apple and kiwifruit investment in the past years that require more intensive [work]. We engage more social media sites for looking for locals to fill seasonal requirements. The supervisor to staff ratio is lower, we have developed a staff training plan, to make sure we have permanent staff always training, and it highlights skill shortages.*

*Upcoming change in Health and Safety policy.*

*We are upgrading our Health and Safety procedures and vineyard contract staff are part of this.*

*We feel that we have no need to make any major changes, we are reviewing our Health and Safety due to the upcoming changes.*

*We have changed the way we do our inductions for RSE workers so it is easier for them to understand and remember, by using more pictures and also getting someone to be the interpreter for those that don't understand English too well. We are also looking to have everything translated to their language as well.*

*We have formalised our induction and training procedures. Required for better Health and Safety and to manage a larger workforce.*

*We have implemented an ambitious growth strategy in alignment with industry growth strategies.*

*We have RSE KPI's and leader KPI's, better work planning, regular meetings with information around milestones etc. The reason for the changes is purely because we are always looking to improve the business and our systems.*

*We have seen the need for better supervision of workers and their employers as different areas in the bay require different pruning and canopy management techniques.*

*We have taken on new plant and equipment and also a new Health and Safety program which helped us make other changes to our business.*



*We need to devolve more responsibilities to more people, which is difficult when you employ casual seasonal workers - some local workers have come back each year, but that is the exception to the rule. We lack consistency year on year because of the seasonal nature of the work hence training, workforce [planning was changed this year because previous years WINZ based employees were not dependable, so we now recruit from parents at our local school].*

*We planted more asparagus plants last year and will do this year. Then we will take out older beds [at the] end of this season. We have a new Manager who is updating Health and Safety. [We] change the induction programme each year to fit and cover things we have learnt in the previous year. Recruiting - we are actually going to Vanuatu this August/September to interview new staff. We did this in year one but have left it to our agent since but new Manager wants more of a hands on.*

*We will require new workers to agree to a code of conduct that governs start times, reliability, absenteeism, handling of produce etc.*

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

*A good base of skilled staff for the others to train off.*

*A lot of the kiwi employees have less motivation and drive to do the manual work.*

*A stable workforce has allowed me to expand my business meaning I need more employees.*

*A stable workforce has enabled us to increase production.*

*As a rule New Zealand workers are not motivated to work in these areas.*

*As a segment of our workforce stabilises (the RSE component) it allows us to focus on recruiting longer term Kiwis rather than filling roles as quickly as possible due to temporary working holiday (backpackers) coming and going throughout the season. Our Kiwi employment has already increased in season one. As our industry becomes more and more competitive on quality and price it becomes more difficult to train temporary workers (backpackers) to the skill level needed within a season. Long term kiwis and returning RSE are the only option to remain competitive.*

*As I have RSE workers I have been able to pick up more business so employ more staff.*

*As our business grows we have opportunities to employ more permanent NZ staff but are struggling to find people to fill the vacancies available. The stable RSE workforce has meant that we can plan our growth with the confidence that we will be able to harvest our produce in the future.*

*Because of stability and access to seasonal staff, have been able to start growing the business again.*



*By being able to complete large tasks like my vineyard pruning in a short time it enables me to keep my vineyard up to scratch and on time so other work can be done on time. I see that the RSE scheme is vital to the Marlborough wine industry and enable it to expand. It also means locals can move up a level to management positions. I believe it is a win win for the [Pacific] Island and Asian people as well as for NZ. By the same token I will always give Kiwi's a start but I find it is hard to get reliability, drugs are a big problem.*

*By having returnee RSE workers who are motivated and highly trained, we are able to invest more time and money into training kiwis. We have also noticed that we have been able to promote kiwis faster into positions like supervisors, quality controllers, machinery operators, assistant vineyard managers' roles. Therefore allowing them to concentrate on the task as opposed to the length of time it takes to complete a job (piece rate employees). We've found that kiwis struggle with piece rate tasks hence why we are trying to find new roles they can work in and towards. The RSE scheme gives us the freedom to invest in tomorrow's permanent staff.*

*Have grown business with help of reliable workers. This increased the number of both permanent and seasonal workers. Also has meant more business for companies providing services to us.*

*Having more NZ workers would not be an improvement to my business. In general their (NZ) standard of work is well below what I require for my business.*

*Having repeat return employees provides us with a platform for growth. The major issue in horticultural industries is provision of certainty that the heavy upfront investment required in land and plantings can have its value realised. This creates jobs for both RSE workers and New Zealanders.*

*Having RSE staff available to work in conjunction with existing kiwi workers we have had the confidence to increase plantings over [the] last two winters which has increased the area planted in our orchard by 40%. This means we need to now employ more staff both kiwi and RSE to cope with increased levels of production.*

*Having RSE staff has generally improved New Zealand staff both by setting an excellent example for other staff to work to and also the RSE's seem to provide good male role models for some of the young Kiwi men from disadvantaged backgrounds.*

*Having RSE workers most definitely improves our business - they are great people and a must have.*

*Having the RSE employees has enabled our orchards to expand which has meant that we have been able to offer more permanent positions to more New Zealanders, offer ongoing training including a cadetship to new employees. It has also enabled us to have the time and patience with WINZ workers as our returning RSE employees need less monitoring.*

*I am based in Northland where there is high unemployment so no need for RSE workers.*



*I have found RSE workers very reliable, work efficiently and seem to enjoy both the work and general friendliness of the group.*

*I struggle to employ more.*

*If we could employ enough Kiwi workers to fill our vacancies we would. It costs a lot of money and time to bring in RSE staff. We don't have the available seasonal kiwi staff required. We can't afford to have our crops hanging out there in the hope we will get staff to harvest it.*

*In response to the 'no' on the last answer, I would say that we probably hire just as many as we did 10 years ago, however we are a much larger business than 10 years ago. You can no longer find New Zealanders that wish to pick apples (I can find them for the packhouse though). I think we engage with Work and Income actively with all vacancies we have, and they do their best for us as well. We have even had a few workers that came as referrals that have progressed into permanent full-time employment. There are certainly more WHV applicants that come down the drive to seek employment, and we say no in an effort to keep a job open for a New Zealander.*

*Longest serving RSE staff are now in role of supervisors. Able to train and manage all nationalities including NZ workers.*

*Our business has expanded because of the RSE labour. Our local labour productivity has improved with employees working alongside the RSE employees.*

*Our company has made a management decision to only recruit from one country only moving forward as having workers from two different countries caused a lot of problems from administration to cultural respect.*

*Our RSE workers live on site in accommodation provided by us. They always turn up on time, they are sober and drug free, they work hard and the workers come back year after year so just get better.*

*RSE workers are more motivated and this rubs off onto other staff.*

*RSE workers are more productive full stop. This has lessened our desire to employ more New Zealand workers.*

*RSE workers provide a stable base/workforce that we can rely on [and] build a team around them. They are steady and consistent workers therefore allowing for easy planning and efficient management. They have meant we have the confidence and stability to grow our business. With the addition of RSE workers into our workforce the average hourly rate (paid on piece rate) has lifted due to stability and productivity therefore bring the whole workforce/New Zealanders up with them.*

*RSE's are productive, dependable and want to work. They lead by example.*

*Shortage of experienced and qualified NZ people looking for this type of work.*



*The ability to have a steady, reliable, work ready and trained workforce such as our RSE staff, means we have more time to spend on training NZ workers. Because the NZ workers are more transient means we are always training.*

*The packhouse operation has always been fairly stable in regard to staffing. However, local New Zealanders are not reliable orchard workers. Our RSEs work in the orchard and therefore we have a more reliable harvest workforce which is essential.*

*The stability in the seasonal workforce has provided the security and reassurance to employ more New Zealanders on a permanent rather than casual basis. The RSE workers underpin the business and are not a "top up" to the business. Their reliability and productivity has allowed me to employ more highly paid and skilled NZ workers and has not resulted in the loss of NZ jobs. Backpackers are too unpredictable in their arrival patterns and the amount of time they stay. They can be great workers but also very poor workers as well. There is a strong reliance on backpackers in the fruit industry and at key times an overlap in demand which puts my business at risk - so the RSE workers fulfil a dual role in this regard.*

*We are a seasonal workforce industry. RSE's are next cab off rank after New Zealanders and then backpackers who both are itinerant and are a huge drawdown of training resources and because [they] are short term workers then consistency of RSE's who are here for a major reason of money are always available for work and are fully trained [which] makes them imperative to our workforce.*

*We are able to grow our business with the assurance we have workers available to help thin, prune [and] pick our crop. The RSE scheme allows us to do this and with the business growing we have the ability to employ more NZ workers if they are available.*

*We are committed to employing New Zealanders as well as RSEs. We are a smaller grower and possibly don't have the resources to deal with WINZ referrals. The RSE's have totally changed our business, removed stress and allowed growth. They have been fantastic. As a result we are expanding our business and [have] taken on two full-time New Zealand workers.*

*We engage a registered RSE contractor. We have a good relationship with the Manager and the Supervisor, but little contact with the workers.*

*We feel it has made it easier to recruit New Zealanders for other jobs within the company that are more skilled during the seasonal work period.*

*We have been able to offer employment to more workers from Work and income that turn up 1-2 days a week as we know that our core productive base is covered.*

*We have been employing temporary staff for 20 years so difficult to measure.*

*We have to pack an amount of apples each day for containers being shipped, with our RSE workers [we] can rely on the staff turning up for work each day - this makes us very stable.*



*We only had two RSE workers - one who has been with us for a large number of seasons and is a great worker, and a new RSE worker who did not work out and was sent home by Seasonal Solutions.*

*We see our RSE workforce as good role models for our other seasonal workers. Having the ability to provide accommodation and work is extremely successful.*

*We used to employ 12 to 16 university students for the harvest of the crop, the same number of harvest days as we do now with only 4 RSE workers. Our quality of fruit back to the packhouse is better, 30% better pack out. The different varieties (36) are picked on time at their best. We have been unable to do this before we employed RSE workers.*

*We value our RSE programme, however, we are focused on New Zealander's first. We are not able to recruit the high level of seasonal workers we require from NZ so the RSE workers complement our recruitment processes.*

*With a bigger RSE labour force we need more NZ workers to manage them and deal with the extra crop we can grow.*

*With knowing we can get the reliable and productive RSE workers each year, we are in a position to be able to plant more trees (expand our business), therefore we needed to employ more full time NZ staff to oversee staff and our operations.*

*Without the RSE workers we would not be able to run our orchard while we do employ a lot of students and locals there is not enough people out there prepared to work casually. We also rely heavily on backpackers for approximately three weeks depending on season. The RSE workers are so reliable.*

*Without the security of having trained productive workers we would not have developed and would not have created extra jobs during the season. Our locals are providing skilled work-quality control, forklift operation, plant operation and logistics. We are able to offer work experience to Engineering undergraduates and to provide Level One Hort. unit training to secondary students who do multiple seasons or meet the 30 hour threshold. We train two or three forklift drivers a year - these are predominantly young NZ workers who have completed a season in the packhouse and have included our local admin lady. The RSE workers have freed up management to upskill NZ workers as returnees. RSE and NZ students already have skills to be productive from day one. RSE set the standard for productivity but our returning NZ workers now match them. This year our most productive worker was a NZ student but he was only available for six weeks due to study commitments. RSE has been responsible for the overall lift in productivity.*



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

*Again business confidence in a stable, reliable and productive workforce gives confidence to invest.*

*By growing our business we have had to invest in more plant and equipment. If we can manage to turn things around in terms of quality of staff for the next season then we plan to invest in some picking machines. This will enable us to offer work to another group of New Zealanders who previously couldn't manage to pick apples - climbing up and down a ladder with a bag of apples is hard work. By having RSE workers it makes it economic to harvest our apples so we can justify the required \$120K investment.*

*Definitely have expanded our plantings now we know we have a basic dependable workforce.*

*Have planned and undertaken increase in planting area and future productivity based on availability of RSE staff.*

*Having a reliable experienced workforce is allowing us to re-develop our orchard and we will have the benefit of doubling our production as a result of this.*

*Having a stable workforce has enabled us to do more development and thus enhance orchard productivity.*

*Having access to RSE Workers has stabilized our workforce to give us confidence to expand our orchard plantings to enable us to meet our customer's demands for our fruit in New Zealand and Export markets.*

*If we have a solid base of workers (i.e. RSE) it gives us the faith to be able to go forward with guaranteed and experienced workforce available.*

*In the past yes.*

*Invested in machinery in the glasshouse and packhouse. Ongoing improvements are planned.*

*Investment would have been done regardless.*

*It has forced us to in terms of vehicles for transport, which in turn will be used/needed during harvest (previous years we rented).*

*Knowing we can harvest when needed, would like access to packers in the future that will return each year.*

*More confidence in our future. Able to budget and plan with certainty.*



*More workers in hydro ladder picking machines.*

*No direct link. We still struggle to staff the orchards with local workers.*

*Now we are confident we can grow our business, we have also needed to purchase more equipment (tractors, sprayers etc.).*

*Orchard returns have been better for the last three years, giving us confidence to invest and expand.*

*Our plant and equipment is from a NZ manufacturer and been over \$1,000,000 over three years so the spin-off is transferred to many other areas in the NZ economy. Without RSE we would not have done this. It is not wise to expand a business without a stable workforce.*

*Reliable workforce is key to new investment.*

*We have invested heavily into vehicles, housing and centralising the business.*

*We have replanted and invested in particular varieties because we know we can potentially get the labour to pick the intensive crops.*

*We need a bigger tractor, sprayer, and another quad to deal with the increase in production, bigger chiller and more packing facilities.*

*With a stable workforce we can expand our service capabilities.*

*With the RSE Scheme it gives us confidence for future planning, knowing that we have people to harvest our crops.*

*Yes a more stable workforce has resulted in a reduction in worker related illness, injuries and staff retention of New Zealanders as the RSE workers seem to get along with everyone.*

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

*Accommodation, additional harvest opportunities.*

*Brought the paddocks across the road (15ha), have planted five this year and 10 next year.*

*Built another four hectares of glass in 2014. Invested in developing a large avocado orchard.*

*Buying more orchard land.*

*Future expansion 2016.*



*Gives confidence to expand knowing that these resources are there.*

*More grapes.*

*Our only option to expand is if we have RSE workers. Growers do not want backpackers on the vineyards as they believe the work will be of a lesser quality compared to RSE or kiwi workers. Having access to RSE workers available has increased our work on 'young vines' by 40% into the coming season.*

*Particularly in having skilled, or willing to learn RSE staff at harvest time we are able to expand the area to be harvested. There is zero prospect of this happening with local recruits or WINZ placements.*

*This will be the second year to grow melons.*

*We are planting between two and four hectares a year. Some is replant.*

*We have confidence in our industry now and are always looking for new opportunities to expand the business by purchasing more land.*

*We have confidence we have the manpower in peak times - previously risk area.*

*We took on two new leases in 2014 and plan to take [on] another lease [in] 2016.*

*We wouldn't get our crops harvested without a stable work force and hence wouldn't be able to expand.*

*When expanding our production areas and knowing our workforce to harvest that extra production is a sure thing, it makes easier and cost effective to expand without taking unnecessary loses.*

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

*[Company] went through period of financial pressure, and increased the commission. Hopefully this will come back down? No commission on top-ups is helpful. Picking fruit at optimum ripeness has enhanced quality of our product and helped international demand. This has allowed us to expand.*

*A larger workforce means a greater emphasis on training and pastoral care. Our pastoral care/recruitment/training is a unit cost per worker. We have a policy of continual improvement and training for all workers.*

*For a more stable workforce than in previous years. We would like to think we have a more stable workforce but there is no guarantees. RSE scheme has made our local workers more stable.*



*Given the past my business has become more productive. RSE I get stability.*

*I don't see recruitment costs decreasing if we are to still attract kiwis that want to work in viticulture.*

*I don't think the cost of recruiting will go down as RSE costs (i.e. application fees, half airfares to RSE workers to NZ etc.) will continue for the employer every year but it is worth every penny! It appears the scheme is trying to focus more on a rotation of RSE workers. This opens up an opportunity for everyone to work rather than the same person (family) and villages bring home money (the same family and village get richer and other families/villages stay poor). This means we will need to train new RSE workers every year but it does give the employer assurance of reliable staff for the harvest.*

*I would like to answer 'yes' to employ more New Zealand workers but the reality is that currently the quality of Kiwi workers that get sent through government departments is usually poor, or lack the general life skills to cope in a strenuous work environment, or have a sense of entitlement that makes them difficult to train to a standard we require to meet our customers' expectations. Those workers are different to Kiwi workers, such as student, who contact us for work directly and usually have higher personal motivation.*

*Our costs are higher (recruitment and training) but it is worthwhile as workforce is better trained, more productive, more reliable. We have had confidence to invest and grow our business.*

*Pastoral care costs don't really decrease. Reduced recruitment costs yes, if you were counting the cost of staff turnover, if we didn't have the RSE scheme. The biggest win is the better quality and more productive picking workforce, we have taught our Tongan workforce to pick fruit better than what we could do it ourselves!*

*Recruitment cost with RSE workers is higher than locals as we fly them in from Vanuatu.*

*Recruitment costs rise as the pool of available NZ people shrinks but our requirement to employ Kiwis rises.*

*To be quite honest I would hire RSE workers over most other people we employ as their work ethic, productivity and motivation is far better than most of the people who come to us looking for seasonal work. Having said that the New Zealand workers I have are very good but it took years to get the group I have together and the management issues were massive to get to this point.*

*Too old to expand.*

*Training costs expected to go up as we move more RSE staff into key roles - supervising/QC/tractor driving.*

*Training costs increase for the non RSE workers. Pastoral care remains a constant cost. With a stable RSE team we can invest more time into our kiwis.*



*We are a small business and only employ a contractor with RSE staff - we do not do any recruiting.*

*We only have 12 RSE staff and they are one team. Their influence on the rest of the business is minimal as we are not a large business. We employ approximately 25 permanent staff which swells during the kiwifruit harvest season. If local workers were less problematic during harvest, we wouldn't bring in RSE staff. Local people work well in the structured environment of a packhouse but not so much outside.*

*Will not reduce pastoral care - core component of RSE.*

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*

*It works - nothing else does.*

*The RSE workers are very reliable and extremely good workers. They help boost the morale and productivity of the NZ seasonal workers.*

*The reduction in training costs and increased productivity. Most returning workers require little, if any, training and within the first day or so of returning to work, they are back to full productivity.*

*Because it's for continuity.*

*It's just more cost effective and they have a down time in the payment.*

*Because they come back and they know what to do and it's easier to train them.*

*Staff are work ready and trained.*

*They will be more productive.*

*Less overall training time and cost.*

*The Ni-Van workers (x4) are committed to making money and pleasing the employers and are therefore very reliable and efficient. We have a big balance of NZ workers who are good workers but because they don't live on site are less available and therefore less efficient than Vanuatu workers. Permanent staff (X4) are also very good at recruiting local casual workers when needed here on-site.*

*Experience and saving in training cost. The productivity that is available to us, and whether we bring in new employees. They are able to help with training.*



*Stable, few conflict issues, no drug, alcohol issues, personally know them and their families and are always on the bus to work.*

*The group of Kiwis and RSE staff worked really well together.*

*I use Thai workers because they are superior and some of them have been doing this job for eight years.*

*They are already trained.*

*It's not essential, but I have spent time training them. In the orchard, the more skills you got, the better it is.*

*Our orchard has its full time staff along with our RSE boys who have worked here a number of years and know the rules of housing [and] working. It [has] made it so much easier them knowing, than having different workers every year. We do employ a few other seasonal works for the harvesting but to have the same people each year has shown it's the best way for production.*

*They know what the job is, and are skilled at it and are hard workers. Mostly Indians and Pacific Islanders.*

*Experience and knowledge of blocks counts for everything with labour work.*

*Did [an] awesome job, in a timely fashion.*

*If you can get the same workers back again they are already experienced in the art of thinning and picking and are very quickly doing an excellent job.*

*Great team.*

*Continuity, trained and experienced workers that return each year.*

*If I could bring them back then I would, except for those 8-9 boys, I would not take them back.*

*They are trained and ready to go. There are no Kiwis available to do our seasonal work.*

*Reducing training, recruitment and pastoral care costs. Improved productivity. This frees up management to focus on productivity and orchard improvements.*

*Good workers.*

*All ready trained and reliable.*

*We know them now personally and they are trained.*

*Trained. They know the property and existing permanent employees.*



*Had an awesome experience with the recruitment of these workers, a less stressful time than any year in business knowing we had a guaranteed crew to turn up every day of work.*

*I do not recruit - we use a contractor who recruits.*

*I need both more RSE and NZ workers.*

*Relaxed, good natured people, they help each other and get along well.*

*Experience increases production and a reduction in workplace injuries.*

*Because 95% of them all have experience so they don't need as much training as people who haven't done it before. They just need to be refreshed.*

*We will be underpinned by our existing workforce. We rotate our RSE workers and bring a few new ones each year. We also plan to employ more New Zealanders.*

*I want the same ones back.*

*We now have a group of experienced, skilled seasonal workers who can cope with the heat and humidity and repetitive nature of work in the glasshouse.*

*We have an excellent core group of RSE employees who form a cohesive team. A few new people is fine and they quickly fit in with the group. Skill levels are building all the time and some of our original people (from 8 years ago) are moving into tractor driving, highly skilled jobs like hydraladda pruning and training others.*

*All our workers choose to keep returning and we welcome that.*

*Consistency and Knowledge.*

*Basically it's a cost factor. I just couldn't imagine going through that headache again. Mixing them in the same accommodation is not easy. I am very grateful for the opportunity to have the RSE workers that I do have working for me. Keeping it simple.*

*As they are experienced and understand the operation.*

*Experienced, skilled labour force.*

*Found all RSE workers to be good.*

*They know what to do and where to go and understand our operation. Having a couple of new ones with the original group of workers is fine too. The original workers train the new ones, and set the standard as to what we expect.*

*We currently have a good mix of employees suited to various positions. We would like some additional RSE employees, and will increase local employees and likely decrease WHS employees.*



*For our main harvest we are hoping to use RSE workers and local supervisors from the contractor. We will also use locals which include university students for our smaller harvests and grading. Maybe some backpackers too.*

*Good quality of work.*

*Their experience.*

#### *A mix of returning and new workers*

*Returning skilled workers are our first choice of worker. If unable to have a returning worker return, then we recruit from the same countries currently, as we have good relationships with them. However we are always open to new joint ventures and opportunities to take more workers and a pilot plan with emerging countries i.e. Fiji or PNG etc.*

*It is crucial for the productivity of our business to have a pool of experienced staff available each season. This is unlikely to be NZ workers due to our reasonably remote location, and the fact that younger women are generally now in full time jobs. Our pool of local seasonal women is reducing as they reach retirement age.*

*Putting in place a rotation system.*

*Because they are quite reliable people and they [have] good behaviour. Their productivity is good. They are keen workers.*

*We think we have locked in some good workers and continuity.*

*The particular work that we use RSE people for is a mix of quite physical work and some mundane (boring) repetitive work. We find it hard for New Zealanders to do. There are two jobs we employ people for.*

*I would like more RSE workers this year.*

*Teach the younger generation from the elders.*

*Build a pool of trained workers to draw on. Allow some rotation to give the RSE workers a break from spending so long away from their families. Enable additional RSE workers an opportunity to earn NZD and spread the money further in their communities.*

*Some workers even under RSE are not the best fit for our business so new workers are needed to replace them the following year.*

*Retention of staff is most important for our business however some need a break, others need a year off to build houses, weddings etc.*

*I'd prefer a mix of returning and new staff just to ensure that I have continuity in the future.*



*It works well with our peak requirements (harvest) to have casual staff, rest of the seasoned use more permanent workforce who are trained.*

*It's good to have experienced people coming back, but it's also good to have new people come in and train new people.*

*Ideally we would like more New Zealanders and Tongans and less workers from other countries.*

*We are committed to employing Tongans, they have served us well. We view them as part of our team, and employing other nationalities could be taken as an insult by them. It is always good to have a few new recruits, to show other employees that we uphold certain standards of work and behaviour.*

*Excellent work ethics from the Ni-Vans and no problems apart from two leaving due to illness in family. We prefer to keep adding new workers each time so as to develop a wider group to select from and they work well under someone who has already been to NZ before.*

*We recruit workers from the same village in Thailand. They are good stable workers who appreciate the opportunity to earn money in NZ. We have seen the improvement in the living standards within the village in Thailand because of the opportunity we have given the workers in NZ. We use these workers to harvest kiwifruit which means a lot of work in a short period of time. The local workers don't want to work outside in winter and are unreliable. We have to have reliable workers during the harvest or we could lose the crop. We then use the Thai workers to do the pruning in the kiwifruit orchard. They [are] so good at the job and care about what they are doing because they understand if they do the job right they will have more fruit to pick at harvest and earn more money. The local workers don't care.*

*Experienced workers are always good and they know the standard of work we require but is always good to have a few new as well and it means more families have an opportunity to get ahead.*

*Have a good mix of people and cultures.*

*Has worked well in previous years.*

*We work on the same blocks, therefore they will know what to do on each block with only a quick refresher, not two weeks training and supervision.*

*We want more Kiwis and less WHOL visa people to supplement our RSE.*

*Would be great to have the same group returning but also need to have a new group as well for future proofing.*

*Workforce stability, certainty, chemistry.*

*Because it's so nice to have staff that know what they are doing.*



*It's good to have a mix of new and returning RSE workers so that the younger ones can keep entering the scheme.*

*They work well and are getting to know them and they are getting to know our business.*

*I didn't recruit my full allocation last season due to hail. Will need some new RSE's this year for 2nd group.*

*Ensure we get the best possible mix of workers to perform the duties we require.*

*I have had RSE staff for a few years and I don't need to worry about recruiting a stable work force anymore.*

*A mix of returning and new RSE staff is required as not all staff return for either personal reasons or unsuitability to the roles.*

*We would like to expand our Fiji pilot and get a small number from Samoa for next year to expand our Pacific Island base for the main pack. We always get some workers who won't return for a number of reasons so expect to recruit a mix of new and returning workers from the seven countries we recruit from now.*

*It is important to have new workers (usually brothers or cousins) coming in, which will give some of our workers an opportunity to have a year off. Some of them have a pregnant wife and want to stay home for a year, so it is important to build up a pool of available workers.*

*Our Vanuatu RSEs have allowed us to harvest our crop and prosper. They are the mainstay of our workforce. We would like to bring some new ones from Vanuatu as we see fit. We would also like to employ more New Zealanders but find this really hard.*

*For the scheme to survive, it probably needs new blood each year. I am happy with all RSE workers we have employed plus all locals on temporary work visas. Those in the latter category will change anyway but they have been very useful and productive employees.*

*30% of the RSE workers, job not for them.*

*Would have liked to tick more New Zealand workers [but] unable to tick two boxes. So took the question as relating to RSE workers and also New Zealanders from two countries.*

*Good for business. Reluctant to disrupt very efficient unit.*

*Current RSE returning rate for us is approximately 85%.*

*So we have some continuity of new workers coming into the industry.*

*Being familiar with the country and their cultures.*



*We have low unemployment in our area so not enough NZ workers to fill all our positions as pickers. It is very hard work so not an attractive job option. We also compete with shearing gangs at our harvest time.*

*We need to provide training to as many people from the Pacific Islands as possible while maintaining a stable workforce. We achieve this by encouraging workers after several seasons to provide a replacement. This means we have a group that trains new arrivals through a buddy system. An example was after Cyclone Pam some more experienced workers elected to stay home and manage the rebuild of their villages. We recruit from a range of villages with 2-3 from each village and encourage skill sharing on [their] return home.*

*I went to the RSE conference in Samoa and I can see how the scheme really helps the Samoan people improve their lives i.e. building [a] new block house. I can also see how desperate some of the young people are to get some kind of work to help improve their (and their families) life and this is a perfect opportunity. A mixture of trained and new workers on a rotation plan would help share the wealth around. It is noted that if an RSE worker returns year after year they become accustomed to the NZ way and that is sometimes not good. A rotation would possibly sort that out.*

*Just a stable workforce.*

*Easier to train and get working.*

*Providing opportunities for new workers while drawing on experience of returning workers.*

*We would like our RSE worker and our NZ workers to come back again, but cannot get our working holiday workers back so will get new working holiday visa holders from the same countries.*

*In every year the mix of workers changes to a degree. Some RSE workers decide through family and personal reasons not to return. Others do not fit into the group of workers.*

*Good history, just need to improve pre selection and increase return rates.*

*New workers always allows for others to share in the benefit of being an RSE worker.*

*Our contractor has established a productive reliable workforce which we are supportive of retaining.*

*I think it is an excellent way for these people to earn extra income. They are great people to have on the orchard and are good careful reliable workers.*

#### *Other recruitment preferences*

*To have access to [a] more diversified workforce.*

*Benefits to the community.*



*Very happy with the Cambodian workers in the type of work we need doing.*

*Would like to see more NZ workers employed.*

*Still see permanent roles for New Zealanders. Need to find people with right skill set and attitude. We anticipate getting more local New Zealanders for seasonal work. Particularly as RSE staff can train and supervise them.*

*More opportunities to increase our NZ staff.*

*Better communication to get job done to my satisfaction, no middle man so hope to save money. Have to find right New Zealanders not all the same.*

*High unemployment in Northland, no problem getting workers.*

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

##### *Satisfied/very satisfied*

*[Name] gives honest, reliable feedback.*

*[Name] is always quick to respond, keeps us informed on the latest developments in the programme and any issues that may arise, is available to offer support and guidance, very helpful and approachable.*

*[Name] is very helpful, and always responds very promptly.*

*All information requested was provided and in a timely manner.*

*All queries and requests have been answered promptly and efficiently. Always assured that we can get the advice we need, and offered solutions.*

*Always provide services on time and in a friendly manner.*

*ATR processed efficiently and approved quickly.*

*Comments to me from those involved seem to suggest that they were overall satisfied with their dealings - we have been having RSE staff for many years.*

*Communication was always open.*

*Engages well with everybody at meetings and is polite and considerate in the dealings I have had with [them] sitting on the labour governance group.*



*Generally respond well to our queries, [but] because they are managing so many staff across a number of properties we do sometimes lose flexibility or find it easier to work with other employers and tell RSE Relationship Manager what we want to do.*

*Get RSE workers from PHB so don't deal direct, but PHB have a good relationship with Immigration.*

*Has a clear understanding of the goals of the scheme and industry and so provides good pragmatic advice and guidelines.*

*Haven't had much to do with them this year.*

*Helpful advice.*

*I cannot fault the accessibility and integrity of our relationship. I don't always get the answer I would like but explanations are based on policy which is not flexible. Explanations are clear.*

*I deal with two RSE Relationship Managers - one very good, other reasonable.*

*I don't think everyone gives a perfect score. I am really happy.*

*I had no problems and was accommodated in reasonable time when staff were needed.*

*I had several issues and always received a prompt reply and support from our Relationship Manager.*

*I have an excellent relationship with both Managers and use them extensively in all aspects of my business.*

*I have not directly [dealt] with them but haven't got any problems.*

*I was given the right advice and comments promptly.*

*Immigration New Zealand's regional RSE Relationship Managers have always provided me with very prompt, professional advice. No problems communicating by email or phone.*

*Information provided and response to queries always available.*

*It is my belief that [company] were happy, and I am just a shareholder.*

*It's about what I thought. The [person] I deal with has ticked all the boxes.*

*Just only because they could understand our needs a bit better.*

*Our Manager is easy to talk to and listens and tries to help.*

*Our Relationship Manager does their best to answer questions we have.*



*Our Relationship Manager has been involved in RSE since it first began. His prior role as Labour Inspector gave him the opportunity to travel and meet multiple RSE employers and gain an understanding of not only the business but the people responsible for running/managing them.*

*Our Relationship Manger kept us informed, answered our queries promptly. Was available when needed and gave good advice.*

*Prompt and helpful advice.*

*Prompt replies and questions answered clearly and promptly.*

*Prompt, understands industry, approachable.*

*Regular communication and visits. [They have] been helpful in discussing the requirements around engaging with WINZ and the NZSWS.*

*Regular contact as necessary. Advice and guidance received.*

*Seamless delivery, no problems.*

*Strong understanding of the RSE scheme - maybe not enough of the core industry in the region, but still good enough to add value to the RSE employers.*

*Support for our business is excellent. Only area lacking is practical advice/help e.g. I asked what information/material was available for our RSEs for managing their finances. Was told that 'a policy' was being developed. Policies are of no use when actually wanting to 'do something'. Policy on money exchange is quite sensible but how do we actually carry it out? Could the Ministry share knowledge/experience of successful employers in other areas? Seems like we are all inventing the wheel.*

*The Relationship Manager is new to the role but has been able to assist when needed.*

*They answered my questions and helped me through my application.*

*They don't give us the numbers that we ask for. I have been asking them to increase the number of [nationality] people and they won't allow it. I have some clients [that] specifically want [nationality] people and I can't give them because Immigration won't give me what I want and so I can't give my clients what they want. Trying to increase both the numbers, like [nationality] and Pacific.*

*They provided information as needed and replied promptly if needed.*

*They were professional, timely and competent.*

*Very approachable and always available to discuss and help with any question or query.*



*We found the Relationship Manager was interested in the wellbeing of the people that came from the RSE and they did this in a very practical way with practical visits. So they got to the bottom of where we were about and where we were staying and things like that. It was very good and helpful.*

*We have an excellent long term working relationship.*

*We have an excellent relationship with our RSE Relationship Manager, [they] understand our industry and assist with all issues both good and bad. Regular communication is the key.*

*We have never had an issue with our staff, [we] employ New Zealanders first in general and are very proactive in working with NZ government departments.*

*We have very good communication with the Relationship Manager and he is very proactive.*

*Well every time we have had anything to do with [name, they have] responded well.*

*Well whenever we have been in touch with them they get back to us straight away.*

*Well, I guess because the system is working.*

*What do they do? What can they do for us?*

*When I phone or email, my questions are always answered.*

#### *Neutral*

*As I have no dealings with this service I cannot comment. We use RSE workers provided by our packhouse to harvest and pack our fruit.*

*Did not have any dealings with them.*

*Felt at times Relationship Manager was reluctant to show support, instead appearing to be a fence sitter.*

*I didn't have any dealings with Immigration myself, I just dealt with Seasonal Solutions.*

*I don't have direct contact with managers.*

*I have no involvement with the RSE Relationship Manager.*

*I've never heard of a RSE Relationship Manager.*

*My application wasn't speedy and they [asked] for a reason why I needed more workers even when I asked for them. When I explained the reasons they wouldn't give me what I wanted. It's a little bit bureaucratic.*



*My RSE licence expires on [date]. This is six weeks too early and was never ever mentioned by myself as a time when work for the RSE workers was finished. To extend the licence to cover work till [date], I must apply for an entire new licence which will then expire six weeks too early in 2019. I am not sure how this ever occurred, and overall is a waste of a year's licence. Why???. Otherwise, action from all departments is excellent.*

*No dealings.*

*No need for much contact.*

*Probably because just the level of communication.*

*Relationship is through SSCO.*

*We do not deal with this group.*

*We don't deal with them directly.*

*We don't have any dealings with RSE Relationship Managers.*

*Dissatisfied/very dissatisfied*

*[They] did not ring or visit our company once in the whole year.*

*Never saw the RSE Relationship Managers at all. Employ through SSCO and the Relationship Managers did not come and see me.*



# Appendix C: Pre-notification letter and survey questionnaire

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<Date>

To the business owner/manager

<Company name>

<Address 1>

<Address 2>

<Address 3>

<Address 4>

Dear Sir/Madam

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.

We have undertaken a similar survey in recent years. However, this year's survey includes some **new areas of questioning** to help us better understand how well the RSE Scheme is working for you currently. Meanwhile, some of the questions that were repeated in previous surveys have been removed.

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/RSE2015>

**Username:** <IDNO>

**Password:** <Password>

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

In accordance with the Code of Practice of the Research Association of New Zealand, all information you provide in this survey is confidential to Research New Zealand. Reporting will be at a group level only. Your individual responses or information about who has completed the



survey will not be available to Immigration New Zealand or any member organisations you belong to. The survey is voluntary, but we would greatly appreciate your participation.

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

Alternatively, if you don't want to be contacted about this research, please call Research New Zealand on 0800 273 732 and quote the reference number on the bottom of this letter. If you have any questions about this research please contact Joe Hedditch 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>

