

New Zealand Police Workplace Survey 2013

Summary of Findings Auckland City District



April 2013

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RESPONSE RATE

	Auckland City District 2013	Auckland City District 2012	NZ Police 2013 (Total Org)
Number of Responses	711	749	8863
Response Rate	75.0%	74.8%	74.8%

Note: For tables in this report where comparisons are made between the District's 2013 and 2012 scores, as well as between the District and NZ Police (Total Org), **green font** indicates that the District's score is statistically higher than the comparison point, while **red font** indicates the score is statistically lower. The scores in the tables, excluding the response rate, are **level of agreement** (percent favourable) scores (unless otherwise stated). See the glossary on the last page of this report for definitions of all terms used.

OVERALL PERCEPTIONS OF THE AUCKLAND CITY DISTRICT AS A PLACE TO WORK

Section	Auckland City District 2013	Auckland City District 2012	NZ Police 2013 (Total Org)
Performance Index (average of all questions in the survey)	68.4	65.6 (+2.8)	63.6 (+4.8)
1. Vision and Purpose + Communication and Cooperation	60.9	58.3 (+2.6)	54.9 (+6.0)
2. Quality and Excellence	54.0	NA	48.1 (+5.9)
3. My Supervisor	82.5	80.3 (+2.2)	76.6 (+5.9)
4. My Work Group	82.9	81.6 (+1.3)	79.9 (+3.0)
5. My Job	64.9	62.6 (+2.3)	62.4 (+2.5)
6. Respect & Integrity in the Workplace	77.2	74.8 (+2.4)	73.4 (+3.8)
7. Learning and Development	63.5	59.9 (+3.6)	58.9 (+4.6)
8. Performance and Feedback	73.9	70.4 (+3.5)	69.7 (+4.2)
9. Recognition	55.3	49.2 (+6.1)	48.1 (+7.2)
10. Final Thoughts (Engagement Index)	77.5	75.4 (+2.1)	71.1 (+6.4)
11. The Survey - Your Views (Change Index)	33.8	31.7 (+2.1)	28.9 (+4.9)

SCORES ACROSS THE AUCKLAND CITY DISTRICT

Section	Auckland Central	Auckland CIB	Auckland DHQ	Auckland District Ops Support	Auckland East	Auckland West	Metro Operations	Auckland District Court	Auckland City District
Performance Index	66.8	59.6	69.6	59.0	71.2	67.5	70.1	76.4	67.2
1. Vision and Purpose + Communication and Cooperation	60.4	50.9	61.9	53.3	67.0	60.1	64.8	69.1	60.9
2. Quality and Excellence	54.0	45.1	55.7	50.2	60.2	50.2	54.9	72.2	54.0
3. My Supervisor	87.2	75.3	82.9	75.4	84.6	83.5	82.6	84.7	82.5
4. My Work Group	83.7	79.5	81.4	75.8	88.0	83.2	88.5	95.8	83.8
5. My Job	61.9	61.6	68.6	56.8	67.6	63.9	70.6	72.4	64.9
6. Respect & Integrity in the Workplace	77.3	71.2	81.9	65.4	76.7	83.0	79.0	91.7	77.2
7. Learning and Development	60.5	51.1	68.6	52.3	68.5	66.4	68.2	69.2	63.4
8. Performance and Feedback	74.0	66.4	74.2	72.3	77.3	73.8	73.3	90.9	73.9
9. Recognition	54.9	44.5	66.2	41.4	60.1	55.3	55.5	66.7	55.3
10. Final Thoughts	76.1	69.4	76.8	71.1	84.4	78.7	77.9	81.9	77.5
11. The Survey - Your Views	41.0	28.5	37.6	27.8	37.1	34.4	41.5	47.2	36.3

Note that for the table above, red scores indicate the lowest performing area within the District on the survey sections – and reflect potentially important intervention areas. Green coloured scores reflect possible 'best practice' areas in terms of the respective survey section.

HOW ENGAGED ARE STAFF WITHIN THE AUCKLAND CITY DISTRICT?

Engagement Index (average of all six engagement questions)

Auckland City District 2013	Auckland City District 2012	NZ Police 2013 (Total Org)
77.5	75.4 (+2.1)	71.1 (+6.4)

Engagement Profile

Engagement Group	Auckland City District 2013	Auckland City District 2012	NZ Police 2013 (Total Org)
Engaged	28.9	29.9 (-1.0)	24.5 (+4.4)
Ambivalent	61.2	57.0 (+4.2)	59.9 (+1.3)
Disengaged	9.9	13.1 (-3.2)	15.6 (-5.7)
Engagement Ratio	2.9:1	2.3:1	1.6:1

Proportion of Employees (%)

Engagement Across the District

Engagement Group	Auckland Central	Auckland CIB	Auckland DHQ	Auckland District Ops Support	Auckland East	Auckland West	Metro Operations	Auckland District Court	Auckland City District
Engaged	27.3	19.2	28.9	29.6	32.2	30.4	29.1	41.7	28.9
Ambivalent	62.8	67.1	55.4	56.3	64.5	58.9	61.6	58.3	61.2
Disengaged	9.9	13.7	15.7	14.1	3.3	10.7	9.3	0.0	9.9
Engagement Index	76.1	69.4	76.8	71.1	84.4	78.7	77.9	81.9	77.5
Engagement Ratio	2.8:1	1.4:1	1.8:1	2.1:1	9.8:1	2.8:1	3.1:1	-	2.9:1

PERFORMANCE ENABLEMENT WITHIN THE AUCKLAND CITY DISTRICT?

Performance Enablement Index (average of all eight enablement questions)

Auckland City District 2013	NZ Police 2013 (Total Org)
59.5	54.3 (+5.2)

Enablement Questions

Concept	Question	Auckland City District 2013	NZ Police 2013 (Total Org)
Quality emphasis	Day to day decisions demonstrate the quality of services are top priorities for NZ Police	63.0	52.9 (+10.1)
Involvement	NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	50.7	42.5 (+8.2)
	I am sufficiently involved in decisions that affect my work	59.6	52.5 (+7.1)
Resource access	I have the tools and resources I need to do my job	56.9	52.6 (+4.3)
	NZ Police's systems and processes enable me to do my job well	45.3	42.8 (+2.5)
Training	NZ Police provides adequate training for the work I do	54.4	49.7 (+4.7)
Collaboration	People I work with cooperate to get the job done	88.7	87.1 (+1.6)
Customer Service	NZ Police delivers on the promises it makes to its customers	57.0	54.2 (+2.8)

WHAT DRIVES EMPLOYEE ENGAGEMENT WITHIN THE AUCKLAND CITY DISTRICT?

	Key Driver Questions	Auckland City District 2013	Auckland City District 2012	NZ Police 2013 (Total Org)
	1.3: NZ Police is an enjoyable place to work	72.3	75.2 (-2.9)	66.8 (+5.5)
	9.4: I feel my contribution is valued in NZ Police	56.6	49.1 (+7.5)	48.0 (+8.6)
	5.3: My job gives me a sense of personal achievement	81.5	80.4 (+1.1)	79.7 (+1.8)
	1.2: I feel I am working for an effective organisation	67.5	60.5 (+7.0)	59.6 (+7.9)
	5.2: I know how my work contributes to the effectiveness of NZ Police	83.9	79.5 (+4.4)	81.7 (+2.2)
	1.6: I feel a sense of belonging to my District or my Service Centre	60.9	61.5 (-0.6)	57.9 (+3.0)
	1.5: There is a sense of 'common purpose' in NZ Police	60.3	56.1 (+4.2)	53.5 (+6.8)
	2.2: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	63.0	NA	52.9 (+10.1)
	1.8: Communication in my District or my Service Centre is open and honest	49.4	47.5 (+1.9)	43.2 (+6.2)
	7.2: The work I do makes good use of my knowledge and skills	76.8	74.9 (+1.9)	75.3 (+1.5)

Note: The table above shows the results of a statistical analysis identifying those things assessed in the survey that are the most engaging to staff members within the District. These key drivers are rank ordered. The colour coding for each question reveals if a particular key driver is scoring higher (green), lower (red), or the same (orange) as NZ Police overall. Red key drivers are important to your employees' engagement levels but score poorly compared to the rest of the organisation and hence represents a particularly useful leverage point when attempting to further engage employees.

PRIORITY AREAS – KEY DRIVER SCORES ACROSS KEY DEMOGRAPHIC GROUPS

Reading across the table, red scores indicate the lowest performing area within the District on the key drivers of employee engagement – and reflect potentially important intervention areas. Green coloured scores reflect possible 'best practice' areas in terms of the respective key driver.

Question	Auckland Central	Auckland CIB	Auckland DHQ	Auckland District Ops Support	Auckland East	Auckland West	Metro Operations	Auckland District Court	Auckland City District
1.3: NZ Police is an enjoyable place to work	74.4	63.0	63.9	64.3	83.4	71.2	73.3	75.0	72.3
9.4: I feel my contribution is valued in NZ Police	57.9	41.1	67.5	47.9	61.8	54.1	55.8	75.0	56.6
5.3: My job gives me a sense of personal achievement	77.7	80.8	77.1	67.6	90.1	80.4	91.9	66.7	81.5
1.2: I feel I am working for an effective organisation	66.7	60.3	69.9	59.2	76.2	63.1	68.6	75.0	67.5
5.2: I know how my work contributes to the effectiveness of NZ Police	83.3	80.8	81.9	78.9	88.2	81.3	88.2	91.7	83.9
1.6: I feel a sense of belonging to my District or my Service Centre	62.0	41.7	62.7	54.9	70.2	64.5	58.8	54.5	60.9
1.5: There is a sense of 'common purpose' in NZ Police	61.2	41.1	65.1	52.1	67.3	63.1	61.6	58.3	60.3
2.2: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	58.3	55.6	62.7	59.2	72.0	59.8	66.3	75.0	63.0
1.8: Communication in my District or my Service Centre is open and honest	44.2	28.2	56.6	42.3	55.3	46.8	64.0	66.7	49.4
7.2: The work I do makes good use of my knowledge and skills	75.2	71.2	75.9	63.4	80.3	79.5	87.2	66.7	76.8

TAKING ACTION WITHIN THE AUCKLAND CITY DISTRICT?

Question	Auckland City District 2013	Auckland City District 2012	NZ Police 2013 (Total Org)
11.1: I believe actions will be taken based on the results of this survey	39.7	39.6 (+0.1)	34.9 (+4.8)
11.2: Changes in response to the 2012 Workplace Survey have had a positive impact on my work group	27.9	23.7 (+4.2)	22.9 (+5.0)
11.3: My supervisor has actively involved our work group in making changes as a result of the last survey	41.4	NA	34.0 (+7.4)

Taking Action within the District

Area	Change Index	Auckland City District
Auckland Central	41.0	36.3 (+4.7)
Auckland CIB	28.5	36.3 (-7.8)
Auckland DHQ	37.6	36.3 (+1.3)
Auckland District Ops Support	27.8	36.3 (-8.5)
Auckland East	37.1	36.3 (+0.8)
Auckland West	34.4	36.3 (-1.9)
Metro Operations	41.5	36.3 (+5.2)
Auckland District Court	47.2	36.3 (+10.9)

BIGGEST DIFFERENCES WITHIN THE AUCKLAND CITY DISTRICT SINCE 2012 - POSITIVE

Question	Auckland City District 2013	Auckland City District 2012	NZ Police 2013 (Total Org)
9.1: I get recognition when I do a good job	70.7	62.0 (+8.7)	60.7 (+10.0)
1.11: Work groups in NZ Police work well together	51.2	42.7 (+8.5)	44.9 (+6.3)
9.4: I feel my contribution is valued in NZ Police	56.6	49.1 (+7.5)	48.0 (+8.6)
1.2: I feel I am working for an effective organisation	67.5	60.5 (+7.0)	59.6 (+7.9)
5.4: I have the tools and resources I need to do my job	56.9	50.4 (+6.5)	52.6 (+4.3)
1.1: NZ Police has a clear vision of where it's going and how it's going to get there	72.7	66.4 (+6.3)	65.8 (+6.9)
9.2: We celebrate success in NZ Police	56.6	50.4 (+6.2)	50.8 (+5.8)
7.4: I am encouraged to try new ways of doing things	58.3	52.1 (+6.2)	53.9 (+4.4)
7.3: I am encouraged to develop my knowledge, skills and abilities in NZ Police	64.4	58.3 (+6.1)	56.9 (+7.5)
5.5: I am sufficiently involved in decisions that affect the way I do my job	59.6	53.9 (+5.7)	52.5 (+7.1)
6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	72.6	66.9 (+5.7)	64.2 (+8.4)

BIGGEST DIFFERENCES WITHIN THE AUCKLAND CITY DISTRICT SINCE 2012 - NEGATIVE

Question	Auckland City District 2013	Auckland City District 2012	NZ Police 2013 (Total Org)
1.3: NZ Police is an enjoyable place to work	72.3	75.2 (-2.9)	66.8 (+5.5)
5.9: The pay and benefits I receive are fair for the work I do	36.1	37.1 (-1.0)	41.9 (-5.8)
1.6: I feel a sense of belonging to my District or my Service Centre	60.9	61.5 (-0.6)	57.9 (+3.0)
10.5: I feel a sense of commitment to NZ Police	83.9	84.4 (-0.5)	79.2 (+4.7)
5.8: I am able to maintain a balance between my personal and working life	71.7	72.2 (-0.5)	67.8 (+3.9)

BIGGEST POSITIVE DIFFERENCES TO NZ POLICE TOP 25%

Question	Auckland City District 2013	NZ Police Top 25%
3.6: I get regular feedback on my performance from my supervisor (formal/informal)	74.5	70.5 (+4.0)
3.4: My supervisor treats staff with respect	88.0	84.5 (+3.5)
3.1: My supervisor communicates the goals and objectives of our work group effectively	80.3	77.4 (+2.9)
7.5: There are career development opportunities for me in NZ Police	61.1	58.4 (+2.7)
1.7: I intend to continue working at NZ Police for at least the next 12 months	88.8	86.4 (+2.4)
6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	72.6	70.3 (+2.3)
3.5: I have confidence in my supervisor	83.0	81.3 (+1.7)
3.2: My supervisor encourages, and is willing to act on suggestions and ideas from my work group	82.3	80.9 (+1.4)
3.3: My supervisor behaves in a way that is consistent with the values of NZ Police	87.3	85.9 (+1.4)
7.6: There are learning and development opportunities for me in NZ Police	65.5	64.5 (+1.0)

BIGGEST NEGATIVE DIFFERENCES TO NZ POLICE TOP 25%

Question	Auckland City District 2013	NZ Police Top 25%
5.9: The pay and benefits I receive are fair for the work I do	36.1	52.7 (-16.6)
1.4: NZ Police cares about the well-being of its staff	45.6	55.8 (-10.2)
11.1: I believe actions will be taken based on the results of this survey	39.7	49.4 (-9.7)
1.9: I feel informed about NZ Police and its activities	59.3	68.7 (-9.4)
9.5: People here are appointed to positions based on merit	36.4	45.7 (-9.3)
1.6: I feel a sense of belonging to my District or my Service Centre	60.9	69.3 (-8.4)
1.3: NZ Police is an enjoyable place to work	72.3	80.4 (-8.1)
2.1: NZ Police delivers on the promises it makes to its customers	57.0	65.1 (-8.1)
1.5: There is a sense of 'common purpose' in NZ Police	60.3	68.2 (-7.9)
2.3: NZ Police's systems and processes enable me to do my job well	45.3	52.5 (-7.2)

RESPECT AND INTEGRITY WITHIN THE AUCKLAND CITY DISTRICT

Question	Auckland City District 2013	Auckland City District 2012	NZ Police 2013 (Total Org)
6.1: Staff in my workgroup respect employee diversity	85.5	84.3 (+1.2)	82.9 (+2.6)
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	80.1	78.2 (+1.9)	81.4 (-1.3)
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	74.6	73.1 (+1.5)	70.2 (+4.4)
6.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	73.3	71.6 (+1.7)	68.4 (+4.9)
6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	72.6	66.9 (+5.7)	64.2 (+8.4)

If you have witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months, do you believe it has been dealt with effectively?

	Auckland City District 2013	Auckland City District 2012	NZ Police 2013 (Total Org)
Not Applicable	86.9	86.4 (+0.5)	84.0 (+2.9)
Yes	4.1	4.0 (+0.1)	3.9 (+0.2)
No	9.0	9.6 (-0.6)	12.1 (-3.1)

Gender Differences Within the District

Question	Auckland City District-Female	Auckland City District-Male
6.1: Staff in my workgroup respect employee diversity	77.4	88.4
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	73.7	82.5
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	66.3	77.6
6.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	61.1	77.8
6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	60.8	76.9
Respect & Integrity in the Workplace (Overall Section Score)	67.9	80.7

If you have witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months, do you believe it has been dealt with effectively?

	Auckland City District-Female	Auckland City District-Male
Not Applicable	84.8	87.7
Yes	4.7	3.8
No	10.5	8.5

SUMMARY AND KEY OBSERVATIONS – AUCKLAND CITY DISTRICT

The following summary provides insight into how employees perceive the Auckland City District as a place to work and how it fares to the rest of NZ Police. Engagement levels within the District are examined, along with the results of a statistical analysis looking for the key drivers of engagement. A cursory examination of employee comments is also provided. The section concludes with an overall summary that highlights the key issues within the District that would likely provide it with the greatest improvement leverage when attempting to make the Auckland City District a truly great – and engaging – place to work.

Response Rate

Survey participation levels in the District are very good, with 3 out of every 4 invited people taking the time to complete the survey. With a total of 711 people responding, the participation rate of 75% is very much the same as in 2012, and again ensures that the results presented in this report provide an accurate indication of employee attitude and opinion towards the District.

How Employees Perceive the Auckland City District as a Place to Work

How people think about their place of work in the Auckland City District remains steady to that of a year ago. The score across all survey items (the Performance Index score) shows that on average around 7 out of every 10 respondents in the District agree, or strongly agree with the survey items. This is of similar proportion to 2012. Of the 10 survey sections with 2012 comparison data available, almost all score similarly to the previous year's results. The exception being the survey section 'Recognition' which now has 55.5% of respondents answering favourably, compared to 49.2% a year ago.

An examination of survey items with the largest increases from a year ago shows that the positivity in regards to 'Recognition' is primarily driven by significant increases to the questions 'I get recognition when I do a good job', 'I feel my contribution is valued in NZ Police' and 'We celebrate success in NZ Police'. Some questions in regard to 'Vision and Purpose + Communication and Cooperation' (such as clarity of vision and cross-work group collaboration), 'My Job' (such as involvement in decision making and the availability of tools and resources), 'Learning and Development' (such as the encouragement to try new ways of doing things) and 'Respect and Integrity in the Workplace' (in particular, the effective dealing of inappropriate conduct) have also seen significant increases from last year. The majority of these questions also scored significantly higher compared to the NZ Police overall. Of particular note, there have not been any significant decreases on any items from 2012 for the Auckland City District.

Compared to the NZ Police overall survey results, the Auckland District performs relatively well. While the Performance Index for the District is similar to that of NZ Police (within +/- 5.0% of NZ Police), there are signs of greater positivity in the District. Certainly, if we examine the survey section scores, we see that the District scores higher than NZ Police on 'Vision and Purpose + Communication and Cooperation', 'Quality and Excellence', 'My Supervisor', 'Recognition' and 'Employee Engagement'. All other survey sections score similar to NZ Police overall.

Compared to the Top 25% of NZ Police, there are a number of areas where the Auckland City District scores similarly to this high performing internal benchmark. Of particular note, a total of 6 questions from the survey section 'My Supervisor' score similar to that of the Top 25% of NZ Police. In regards to questions with the largest negative differences to the Top 25% of NZ Police, we find 'the pay and benefits I receive' showing the greatest difference (-16.6). Of the remaining 9 items with the biggest negative differences to the Top 25% of NZ Police, over half come from the survey section 'Vision and Purpose + Communication and Cooperation', making this a 'stretch' area for improvement within Auckland City District.

When looking within the Auckland City District it can be seen that the Auckland District Court scores consistently higher than other area across most survey sections, with level of agreement section scores greater than 90.0% for 'My Work Group', 'Respect & integrity in the Workplace', and 'Performance and Feedback'. On the downside, Auckland CIB and Auckland District Ops Support are two areas that score lowest across many survey sections.

Respect and Integrity within the Auckland City District

Generally speaking the proportion of staff that hold a favourable view on 'Respect and Integrity in the Workplace' survey questions is similar to 2012. There is however a greater level of confidence from staff that any concerns raised in regard to inappropriate conduct, would be dealt with appropriately, with 72.6% of respondents agreeing to this item (up from 66.9% in 2012). Of note, compared to NZ Police overall, staff within Auckland City District hold a considerably more favourable view towards the safe reporting and the appropriate handling of inappropriate conduct

Having said that, at least one-quarter of Auckland City District staff still do not feel confident that they could raise any concerns they had 'related to workplace harassment, bullying or discrimination without fear of reprisal'. Additionally, of the 13.1% of respondents who had either witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months, only one-third were able to agree that the incident had been dealt with effectively. Therefore, there is room for the District to move further towards a safe working environment.

An analysis of the 'Respect and Integrity in the Workplace' questions by Gender also highlights a concern in that the responses given by males and females are disparate, with females responding far less favourably across the board. Looking at the 'Respect and Integrity in the Workplace' overall section score, only 67.9% of female respondents could agree on average to these survey questions, compared to 80.7% of their male colleagues.

Employee Engagement within the Auckland City District

Employee Engagement levels in the Auckland City District are similar to 2012, but significantly better than that of NZ Police overall. The Engagement Index score of 77.5% shows that just over three-quarters of Auckland City District respondents agree or strongly agree (on average) to the 6 survey items used to measure engagement. This is similar to the 2012 result of 75.4%, but is much higher than the NZ Police overall score of 71.1%.

The proportion of 'engaged' staff is similar to last year. Where the District has improved though, is through a decrease in the proportion of 'disengaged' staff. This year, the ratio of 'engaged to disengaged' staff is 2.9:1, compared to 2.3:1 in 2012. The District also fares much better than NZ Police where the overall ratio of 'engaged to disengaged' staff is 1.6:1.

Auckland District Court leads the way with not only 4 out of 10 staff deemed to be 'engaged' employees, but no one considered to be 'disengaged'. Auckland East also performs well with the ratio of 'engaged to disengaged' staff almost sitting at 10:1. In terms of low employee engagement levels, we see that Auckland CIB has a relatively low proportion of engaged staff (19.2%), and a relatively high level of disengaged staff (13.7%) resulting in a ratio of 1.4:1 'engaged to disengaged' staff. Auckland DHQ and Auckland District Ops Support also have proportions of disengaged staff hovering around 15%.

Below we provide the results of an analysis that identifies what engages the Auckland City District's employees the most – information which serves as a means for increasing current engagement levels.

Key Drivers of Employee Engagement – Leverage Points for Performance Improvement

Key driver analysis was performed on Auckland City District's results, and this process has highlighted which questions in the survey actually have the strongest relationship with employee engagement scores. They are the most influential to drive improvement in engagement levels.

All ten key driver items that have been identified for the Auckland City District are either performing significantly above, or similar to NZ Police overall. In total, 6 key driver items score significantly higher than NZ Police, with a high proportion of these items coming from the first survey section 'Vision and Purpose + Communication and Cooperation'. In short, this emphasises the importance that Auckland City District staff place on having 'an enjoyable place to work', feeling they are 'working for an effective organisation', having 'a sense of common purpose' and working in an environment that is 'open and honest'. These are all areas that the District performs well in. Although we do see an opportunity for further stretch in a sense of 'common purpose' and 'an enjoyable workplace'. Of note, two of the high performing key drivers, 'I feel my contribution is valued in NZ Police' and 'I feel I am working for an effective organisation' are items that have significantly improved since 2012.

While the remaining 4 key drivers score similar to NZ Police overall, they represent significant areas of opportunity, in that any improvements to 'a sense of achievement', 'a sense of belonging', knowing how 'my work contributes to the effectiveness of NZ Police', and making 'good use of my knowledge and skills' will have great leverage in building employee engagement.

An examination of the key driver item scores within the Auckland City District shows a similar outcome to that shown when looking at the overall results across the District, with the Auckland District Court generally performing better on a number of the key driver items, while Auckland CIB and Auckland District Ops Support showing a greater number of key driver items that are rated lower by respondents, than their counterparts in other areas. In particular, the low score around 'open and honest' communication with Auckland CIB is of concern (28.2%).

Performance Enablement within the Auckland City District

'Performance Enablement' is about ensuring that staff have the basic resources, training and support they need to do their jobs. Additionally, it considers an emphasis on delivering a quality, customer-focused service to support a high performing workplace. A workforce that is both highly enabled (can do the job) and engaged (want to do the job) will outperform those that lack enablement or engagement.

With a Performance Enablement Index score of 59.5% the Auckland City District scores significantly higher than the NZ Police overall result of 54.3%. As positive as that may be, there is certainly room for improvement, with just over 4 out of 10 respondents unable to respond favourably (on average), to the enablement items. The District is stronger than NZ Police overall in the areas of 'Quality Emphasis' and 'Involvement', while scoring similar to NZ Police overall on other enablement questions.

Taking Action within the Auckland City District

An examination of the 'Taking Action' items highlights that the results of the NZ Police survey are not being fully utilised to make improvements in the workplace. Overall, staff within Auckland City District are more optimistic about the use of survey to drive change than their colleagues in other parts of NZ Police. However, only a quarter of District staff felt the previous survey results had led to positive actions. Meanwhile only 4 out of every 10 respondents could agree that their supervisor had actively involved their workgroup in making any changes as a result of the last survey. Not surprisingly, a clear majority of District staff do not believe that actions will be taken based on these latest survey results.

Employee Comments

Comments regarding things that people really like about working at NZ Police are consistent with previous years, in that the bulk of comments are in regard to the people that they work with and the camaraderie that exists in NZ Police. Staff enjoy the work, the variety that it brings, and that at the end of the day they are all working to a common purpose of making a real difference to the community.

Of the things that need to change, there were a far greater array of subjects that were made mention of. As highlighted in the survey data, concerns in regard to pay and benefits is mentioned frequently, with many of them in the context of workload as well as the handling of overtime. While many other topics were mentioned such as communication, resources and staffing, one other that requires mention is the promotion / appointment process which to many respondents is not regarded as fair, nor based on merit.

Note that this is a cursory analysis and it is recommended that you read the comments in detail.

Summary

At a high level, the results for the Auckland City District are comparable to last year with the overall Performance Index and almost all of the survey sections including Employee Engagement scoring similar to 2012. That said, when looking at individual items there have certainly been improvements on a good number of items, particularly for those in regard to 'Recognition'. While the proportion of 'engaged' staff has remained constant, the ratio of 'engaged to disengaged' staff has improved due to a reduction in the proportion of 'disengaged' staff. Better still, the key driver analysis has identified that the questions that are of the greatest influence in terms of driving engagement, are the ones that the Auckland City District is either scoring strongly on, or on par with NZ Police overall.

While there has not been an overall increase in results since last year, the Auckland City District still performs strongly when compared to NZ Police overall. The District scores comparably well over a number of survey sections, but importantly enjoys higher levels of both Employee Engagement, and the newly introduced measure of Performance Enablement.

Within the District, the Auckland District Court is the stand out area with the highest scores across most survey sections, a number of strong key driver item scores, and has the highest proportion of 'engaged' staff in the District (41.7%). More importantly, the Auckland District Court does not have any 'disengaged' staff. Auckland East also performs well in regards to engagement levels, with an 'engaged to disengaged' ratio of around 10:1. Conversely, Auckland CIB and Auckland District Ops Support are the two areas within the District that score lowest across the survey in general, and in regards to engagement levels as well as identified key drivers.

In addressing the survey results, and in readiness and preparation for taking action as direct result of the survey, it is highly recommended that the Auckland City District has an understanding of what has, and has not, happened in the past regarding 'taking action'. Currently, only one-quarter of staff felt that the last survey resulted in actions that led to positive improvements in the workplace.

Research and experience has shown time and time again the linkage between well implemented post survey actions and initiatives, and improvements in engagement levels in subsequent employee surveys. The Auckland City District has a significant opportunity to lift engagement levels by demonstrating that the results are used for the purpose intended, and that peoples' feedback is taken seriously and that NZ Police is taking the steps required to make it a great place to work.

While much of the focus will be on making improvements, a good starting point for the Auckland City District is to ensure that the strong performing key driver questions continue to remain strong, particularly those regarding 'Vision and Purpose + Communication and Cooperation' where many of the key drivers are concentrated. At present, any decrease in these questions would have the largest impact of engagement, than other questions from the overall survey.

Where to Next?

The key to driving any change or improvement effort is in following a suitable **action plan**. An action planning template is provided over the page and allows you to detail the key issues to be addressed (focus areas), along with specific actions to occur, expected benefits, accountabilities, timeframes and progress reporting. District's that adopt a standard action planning approach, provide support to those involved, and review the quality of planning output are those far more likely to see greater improvement in their subsequent survey results.

The following are some of the strategies we suggest need to be kept in mind when using survey results to drive change. Whilst there can never be one 'best' approach to the post-survey process that will suit all organisations, there are nevertheless a range of strategies that experience has shown leads to the greatest likelihood of performance improvement.

Focus on a limited number of key issues. Look for themes that emerge from your set of key drivers, paying particular attention to your 'red zone' key drivers. Try to distil these themes down to two or three major goals (80/20 principle).

Communication is vital. Do your best to keep everyone fully informed at all stages of the process, from results reporting to issue prioritisation to progress reports. Communicate survey results quickly (staff know you have them). Communicate senior management's initial response and the process to be followed. People want to know what is going to happen, how they will be involved. Have members of the management team present the results to their teams, while encouraging feedback and contribution. Consider using facilitators to assist in the process, and don't overlook the contribution supervisors may make (employees often prefer to receive organisational information directly from their supervisors rather than via emails or newsletters).

Act quickly. Make sure you act on your survey results within three months of survey results being reported. Survey momentum can be short lived and employees will quickly begin to question the relevancy of interventions that come too long after the survey has been completed. Look for the obvious "low-hanging fruit" or "easy fixes," and target them early on. Don't waste time on things you can't change – focus on things you CAN change. More complex issues can be addressed progressively during the year.

Measure your progress. Often desired improvement goals are not met because the survey is regarded as a one-off events, rather than an essential business process and KPI. Sustaining performance improvement requires not only the formulation of relevant and realistic action plans, but also regular monitoring of the impact of those initiatives. On-going measurement not only provides essential feedback on what's working and what's not, it also creates a 'virtuous cycle' where improvement becomes a reinforcing thing. Measurement is also a critical to ensure those responsible for change are held accountable. And there must be consequences – consequences for no change, and consequences for positive change.

Recognise and celebrate success. Often one of the most overlooked aspects of the survey process! And one of the most important. Obviously 'red zone' drivers need urgent attention, but don't overlook those 'green zone' drivers where your above-benchmark performance is something to celebrate (and maintain). One of the features of truly great workplaces is the emphasis they place on celebrating success. And success is all around you – celebrate, and see the different it makes!

Reinforce the survey follow-up process. Once your post-survey initiatives start to happen, make sure you take every opportunity to communicate and update staff on progress regularly. Too often organisations introduce excellent initiatives post-survey, but forget to tell anyone! Consider a quarterly update, or a section in your staff newsletter where you recap on the goals that were set and provide updates on progress to-date. This, more than anything, will reinforce to staff the value of the survey – the organisation was interested in my views, they have listened, and now they're doing something about them.

TOTAL ORGANISATION RESULTS

RESPONSE RATE

	NZ Police 2013	NZ Police 2012
Number of Responses	8863	9393
Response Rate	74.8%	77.1%

OVERALL PERCEPTIONS OF THE NZ POLICE AS A PLACE TO WORK

Section	NZ Police 2013	NZ Police 2012
Performance Index	63.6	64.7 (-1.1)
1. Vision and Purpose + Communication and Cooperation	54.9	58.2 (-3.3)
2. Quality and Excellence	48.1	NA
3. My Supervisor	76.6	76.4 (+0.2)
4. My Work Group	79.9	79.2 (+0.7)
5. My Job	62.4	63.3 (-0.9)
6. Respect & Integrity in the Workplace	73.4	72.4 (+1.0)
7. Learning and Development	58.9	59.6 (-0.7)
8. Performance and Feedback	69.7	68.9 (+0.8)
9. Recognition	48.1	48.3 (-0.2)
10. Final Thoughts (Engagement Index)	71.1	74.4 (-3.3)
11. The Survey - Your Views (Change Index)	28.9	31.9 (-3.0)

ENGAGEMENT PROFILE

Engagement Group	NZ Police 2013	NZ Police 2012
Engaged	24.5	27.8 (-3.3)
Ambivalent	59.9	59.7 (+0.2)
Disengaged	15.6	12.5 (+3.1)
Engagement Ratio	1.6:1	2.2:1

Proportion of Employees (%)

GLOSSARY

Employee Engagement: is a multi-dimensional concept that describes the extent to which employees mentally, emotionally and physically apply themselves at work. Engagement is measured by six questions in the survey and includes job satisfaction, organisational commitment, willingness to recommend the organisation as a great place to work, discretionary effort, taking an active interest in the organisation, and general effort.

Engagement Index: the average score across the six engagement questions, across all employees.

Engagement Profile: employees are categorised as either engaged, ambivalent or disengaged according to their Engagement Index. Employees who score above 87.5% (weighted mean score) are classified as engaged given they respond very positively to most of the engagement questions. Employees above 50% but below 87.5% are classified as ambivalent given they respond with mostly 'neutral' or 'agree' questions (i.e., not *strong* responses to the engagement questions). Disengaged employees are those that score below 50%. These employees are not sufficiently motivated by the organisation to provide an agree to strongly agree response to any of the engagement questions.

Engagement Ratio: the proportion of engaged to disengaged employees

Change Index: the overall section score for 'The Survey – Your Views'

Performance enablement is the organisation's ability to harness engagement by creating an environment in which staff are enabled to do their job to the best of their ability. Enabled employees are well equipped to do their job, are adequately trained, work cooperatively with others to get the job done, and have appropriate channels to voice themselves. Quality of service is prioritised these staff, and as a result, they can be expected to display greater customer focus.

Performance enablement index: the average score across the below eight enablement questions

- Day to day decisions demonstrate that quality of services is a top priority for NZ Police
- NZ Police encourages ideas and suggestions from employees on how to improve the way things are done
- I am sufficiently involved in decisions that affect my work
- I have the tools and resources I need to do my job
- NZ Police's systems and processes enable me to do my job well
- NZ Police provides adequate training for the work I do
- People I work with cooperate to get the job done
- NZ Police delivers on the promises it makes to its customers

Key Driver Analysis: is a statistical technique (correlation) that helps in the interpretation of survey data and enables an organisation to put together actionable responses to survey results. It is essentially a tool that allows us to identify what specific dimensions of organisational climate (assessed in a survey) have the greatest impact on engagement levels. By knowing this, managers can prioritise improvement opportunities and prepare a focused number of strategies that will maximise future employee engagement.

'Statistical Significance' versus 'Significance of the Result': A 'statistically significant' result indicates that there is a difference in scores between two groups of respondents. So if your District's level of agreement score was 72% on a particular question and the NZ Police average was 80%, then this is likely to be a large enough difference to reflect a true divergence in employee opinion across the two groups (not just 'random variation in scores'). One group sees things more positively than the other group, so much so that the difference would be identified as 'statistically significant' via statistical analysis. But it is important to recognise that statistical analysis is impacted by the size of the survey sample. Very large survey samples means there is sufficient 'statistical power' to detect even very small differences in scores. As such, when viewing results online and thinking of 'what's important here', think of those things that represent substantive differences. For a result to be considered 'statistically significant' in this report we have used the below rules of thumb, based on the size of the District or Service Centre:

- 100 people or more: 5%
- 50 to 99 people: 10%
- Less than 50 people: 15%

The Questionnaire: The 2013 New Zealand Police Workplace Survey contained 66 statements designed to measure a workplace on a range of issues in the organisation. Respondents were asked to indicate how much they agreed or disagreed with each statement using a five point rating system. This rating system ranged from Strongly Disagree to Strongly Agree. Questions were separated into 11 sections according to statements that naturally cluster together and measure similar issues.

Level of Agreement Score (Percent Favourable): The survey scores reported herein are known as 'level of agreement scores'. They range between 0% and 100% and refer to the percentage of valid responses that 'agree' to some extent with the statement. Level of agreement scoring involves a fairly simple calculation. 'Valid' responses are all responses to the question, EXCLUDING those who did not answer the question and therefore their answer by default was recorded as 'Do not know.'

For a standard 5 point 'Strongly Agree' to 'Strongly Disagree' rating scale, the level of agreement score is calculated using the following steps:

1. Add up the number of 'Agree' and 'Strongly Agree' responses
2. Divide this number by the number of valid responses.

