

# New Zealand Police Workplace Survey 2014

## Summary of Findings Auckland City District 2014

---



## Table of Contents

1.	Executive Summary .....	3
2.	Key Measures.....	4
2.1	Response Rate.....	4
2.2	Summary of Key Measures for Auckland City District .....	4
2.3	Summary of Key Measures By Area.....	4
3.	Engagement .....	5
3.1	Fulfilment, Motivation and Commitment towards Work .....	5
3.2	Engagement with NZ Police .....	5
3.3	Engagement Profile for Auckland City District .....	6
3.4	Engagement Profile by Area.....	6
3.5	What drives our employees' engagement within the Auckland City District?.....	7
4.	High Level Results.....	8
4.1	Section Summary Across Auckland City District.....	8
4.2	Section Summary Across Area.....	9
4.3	Employee perceptions of respect & integrity in the workplace .....	10
4.4	Biggest differences within the Auckland City District since 2013 – POSITIVE ...	10
4.1	Biggest differences within the Auckland City District since 2013 - NEGATIVE...	10
5.	Appendix.....	11
5.1	Question Level Results.....	11
5.2	Notes on Taking Action .....	13
5.3	Glossary .....	14

## 1. Executive Summary

- General perceptions about working in Auckland City District have not shifted significantly since 2013, with no statistically significant changes to the Performance Index, Engagement Index, Change Index or Enablement Index. However, the proportion of 'engaged' employees has increased by 7.4% which is a positive sign.
- Two areas that did see a positive shift in their Engagement Index this year were Auckland East (+6) and Auckland DHQ (+5.2). Auckland East stands out again this year as having particularly high levels of employee engagement while Auckland CIB remains the lowest.
- Compared to NZ Police overall, people in Auckland City District continue to rate their workplace climate more positively while also feeling more engaged and enabled to do their jobs, and more confident that their survey feedback will lead to positive change.
- Compared to 2013, far more employees feel encouraged to suggest improvements to the way things are done at NZ Police. Last year just half of respondents agreed to this, however this has increased to two-thirds of respondents this year. There have also been significant improvements in people feeling that NZ Police delivers on customer promises and that there is a sense of common purpose and cooperation across the organisation.
- Only one question declined since 2013 and that was around perceptions of getting recognition for doing a good job, which is now back to the same level as it was in 2012.
- Although Recognition is an area that Auckland City District generally scores higher compared to NZ Police overall, one question was rated lower for Auckland City District 'The pay and benefits I receive are fair for the work I do' where a third of respondents agree.
- Within Auckland City District, engaged people differ from disengaged people in three main ways.
  - **They feel that they belong:** Engaged people are more likely to feel a strong sense of belonging and 'common purpose' within their District and NZ Police, and believe that overall the organisation is an enjoyable place to work. There has been a substantial increase in the proportion of people who feel that there is a sense of common purpose across the organisation, with Auckland City District now sitting well above the NZ Police average for this. Similarly, more people now agree that NZ Police is an enjoyable place to work, with people responding more positively in Auckland City District to this question than across the rest of the organisation. Perceptions around feeling a sense of belonging have only increased slightly since 2013 and are not significantly different to perceptions across NZ Police overall.
  - **They believe they're making a difference:** Engaged people at Auckland City District believe that the organisation has a clear vision and strategy, makes service quality a top priority, and is an effective organisation that delivers on customer promises. From an individual level they also feel a sense of personal achievement from their jobs. Perceptions in most of these areas have increased in the last year, particularly around the belief that NZ Police delivers on the promises it makes to its customers.
  - **They feel valued:** People who are engaged are also more likely to say that they feel NZ Police is interested in their views and opinions and values their contributions. People at Auckland City District appear to feel more valued than others at NZ Police however with more than 40% of people not agreeing that they feel valued, there is still considerable room for improvement here.
  - While all key drivers of engagement are performing at least as well or better than NZ Police overall, continuing to focus on these three key areas over the coming year is likely to further drive employee engagement. In particular, Auckland City District has an opportunity to improve perceptions around feeling valued. One aspect that often contributes to people feeling their contribution is valued is recognition, and as this is an area that has declined since 2013, it would be worth focusing on to avoid it slipping further.
- While the Change Index sits just above the NZ Police average, still only about a third of survey respondents agree that they were actively involved in making change after 2013's survey or that these changes had a positive effect on their team. This figure has not shifted since 2013. It is recommended that Auckland City District involves people in making changes following this year's survey, with the number one priority area being to lift people's perceptions around feeling their contributions are valued.

## 2. Key Measures

### 2.1 Response Rate

Question	Auckland City District		NZ Police
	2014	2013	2014
Number of Responses	646	711	8707
Response Rate	66.5%	75.0%	73.0%

Note: For tables in this report where comparisons are made between the District's 2014 and 2013 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.

### 2.2 Summary of Key Measures for Auckland City District

Question	Auckland City District		NZ Police
	2014	2013	2014
Performance Index	69.7	+2.1	+5.8
Engagement Index	80.1	+2.6	+6.8
Change Index	35.8	-0.5	+5.3
Enablement Index	66.1	+4.6	+7.6

### 2.3 Summary of Key Measures By Area

	Auckland Central	Auckland CIB	Auckland DHQ	Auckland District Ops Support	Auckland East	Auckland West	Metro Operations
Response Rate	61.5%	71.4%	74.3%	67.3%	84.8%	52.6%	52.3%
Performance Index	70.4	61.5	74.8	63.8	77.1	71.3	66.2
Engagement Index	80.0	69.0	82.0	72.7	90.4	83.2	75.6
Change Index	36.0	28.0	41.2	34.5	42.2	26.6	35.6
Enablement Index	65.4	62.6	70.9	59.7	72.7	65.7	63.8

### 3. Engagement

#### 3.1 Fulfilment, Motivation and Commitment towards Work

In order to distinguish employees' connection with their work and NZ Police as an organisation, three questions were included in the 2014 survey designed to measure the sense of fulfilment, motivation and commitment people have towards their day-to-day work.

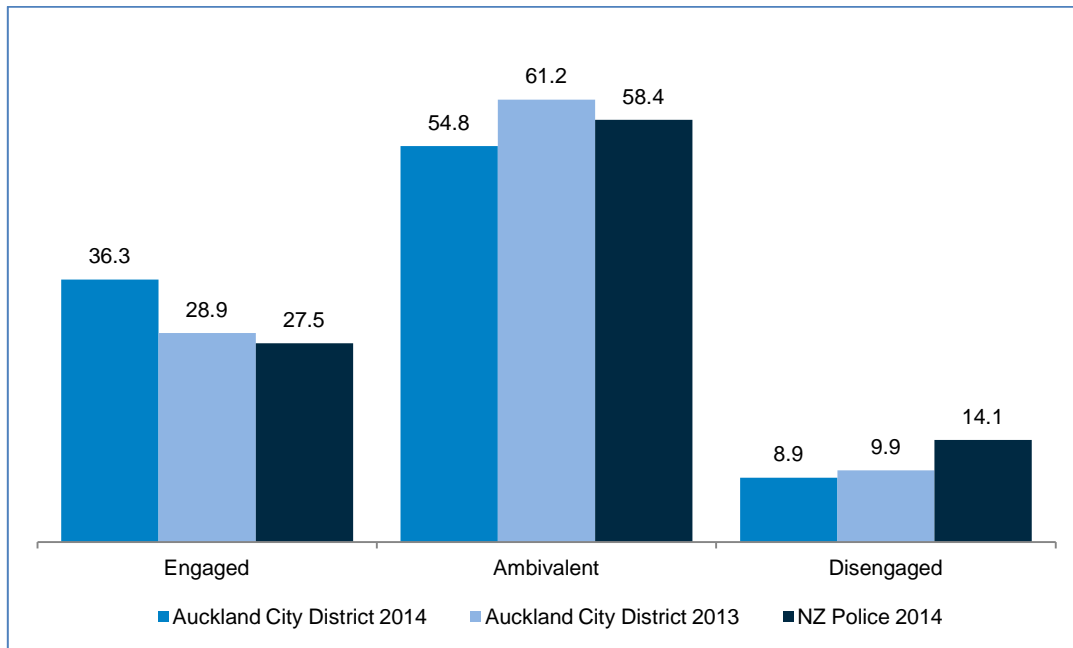
Question	Auckland City District		NZ Police
	2014	2013	2014
My job gives me a sense of personal achievement	81.1	-0.4	+2.8
I am strongly committed to the work I do	89.4	NA	+0.8
I am motivated to do the best I can in my job everyday	86.9	NA	+1.8

#### 3.2 Engagement with NZ Police

On the other hand, organisational engagement refers to the level of connectedness an employee feels towards NZ Police as an organisation, expressed in their level of commitment, cognitive attachment and advocacy towards the organisation.

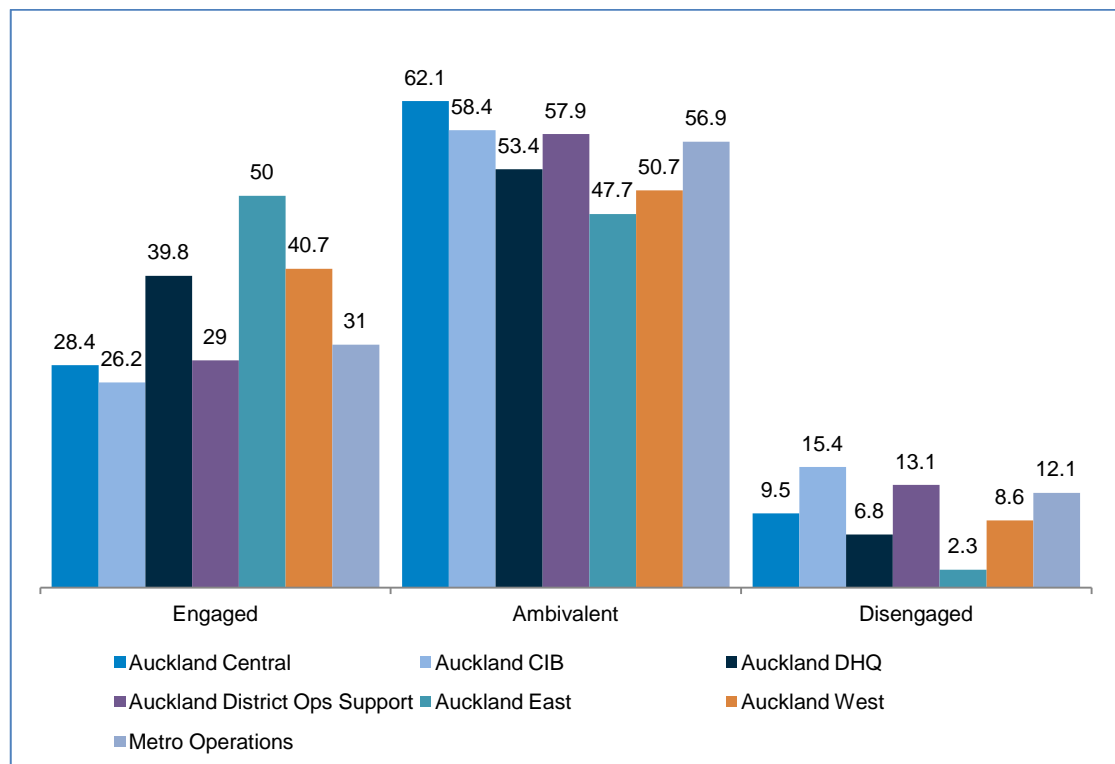
Question	Auckland City District		NZ Police
	2014	2013	2014
Overall, I'm satisfied with my job	82.3	+3.3	+7.4
Overall, I would recommend NZ Police as a great place to work	77.5	+2.7	+9.2
I take an active interest in what happens in NZ Police	83.6	+0.2	+2.0
I feel inspired to go the extra mile to help NZ Police succeed	79.9	+3.7	+7.4
I feel a sense of commitment to NZ Police	87.2	+3.3	+5.4
NZ Police inspires me to do the best I can in my job every day	70.2	+2.3	+9.6

### 3.3 Engagement Profile for Auckland City District



Proportion of employees (%)

### 3.4 Engagement Profile by Area



Proportion of employees (%)

### 3.5 What drives our employees' engagement within the Auckland City District?

Question	Auckland City District		NZ Police
	2014	2013	2014
8.9: NZ Police is an enjoyable place to work	80.6	+8.3	+8.2
8.10: I feel I am working for an effective organisation	73.9	+6.4	+9.7
8.7: I feel a sense of belonging to my District or my Service Centre	64.3	+3.4	+4.0
7.5: I feel my contribution is valued in NZ Police	58.7	+2.1	+7.7
1.7: My job gives me a sense of personal achievement	81.1	-0.4	+2.8
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	68.1	+5.1	+13.0
8.4: There is a sense of 'common purpose' in NZ Police	70.9	+10.6	+12.7
8.5: NZ Police is interested in the views and opinions of its staff	47.4	+5.1	+7.5
8.1: NZ Police has a clear vision of where it's going and how it's going to get there	76.4	+3.7	+14.1
9.7: NZ Police delivers on the promises it makes to its customers	68.5	+11.5	+13.4

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.

Any difference highlighted in green represents a statistically significant positive difference between the District and the comparison data. Any difference highlighted in red represents a statistically significant negative difference. Any non-coloured difference indicates a score statistically similar to the comparison data.

Those key drivers where the District is scoring significantly below the total organisation represent particularly useful leverage points when attempting to further engage employees.

## 4. High Level Results

### 4.1 Section Summary Across Auckland City District

Question	Auckland City District		NZ Police
	2014	2013	2014
<b>Performance Index (average of all survey questions)</b>	<b>69.7</b>	<b>+2.1</b>	<b>+5.8</b>
1. The Work I Do	72.3	+1.7	+4.6
2. Learning and Development	63.2	+0.9	+10.0
3. Work Conditions	57.9	-0.6	+1.7
4. My Team	81.0	+1.6	+4.6
5. Respect & Integrity in the Workplace	77.8	+0.6	+4.4
6. My Supervisor	83.2	+0.7	+2.6
7. Recognition	52.7	-2.6	+6.4
8. Vision and Purpose + Communication and Cooperation	67.5	+6.6	+8.4
9. Quality and Excellence	68.3	+5.5	+7.4
<b>10. Final Thoughts (Engagement Index)</b>	<b>80.1</b>	<b>+2.6</b>	<b>+6.8</b>
<b>11. The Survey - Your Views (Change Index)</b>	<b>35.8</b>	<b>-0.5</b>	<b>+5.3</b>

Please note that the scores shown above are calculated based on questions common across all three groups to ensure that comparisons are only being made for the same set of questions.



## 4.2 Section Summary Across Area

Section	Auckland Central	Auckland CIB	Auckland DHQ	Auckland Dist Ops Support	Auckland East	Auckland West	Metro Operations	Auckland City District
<b>Performance Index (average of all questions in the survey)</b>	<b>70.4</b>	<b>61.5</b>	<b>74.8</b>	<b>63.8</b>	<b>77.1</b>	<b>71.3</b>	<b>66.2</b>	<b>70.2</b>
1. The Work I Do	75.1	68.0	80.5	69.6	80.6	75.7	78.1	75.8
2. Learning and Development	70.1	46.9	66.3	48.0	75.0	68.0	58.6	63.2
3. Work Conditions	54.3	53.5	67.0	49.9	60.6	63.7	52.6	57.9
4. My Team	83.2	70.3	81.6	77.4	87.1	84.4	75.9	81.0
5. Respect & Integrity in the Workplace	76.8	69.8	82.3	73.1	82.4	81.6	73.1	77.8
6. My Supervisor	87.5	73.3	86.2	74.6	86.1	89.5	82.1	83.2
7. Recognition	51.4	42.5	62.1	46.8	62.8	46.6	45.9	52.7
8. Vision and Purpose + Communication and Cooperation	65.9	59.3	74.6	61.7	76.0	67.1	58.5	67.5
9. Quality and Excellence	67.0	64.6	71.8	62.0	76.0	67.1	64.8	68.4
<b>10. Final Thoughts (Engagement Index)</b>	<b>80.0</b>	<b>69.0</b>	<b>82.0</b>	<b>72.7</b>	<b>90.4</b>	<b>83.2</b>	<b>75.6</b>	<b>80.1</b>
<b>11. The Survey - Your Views (Change Index)</b>	<b>36.0</b>	<b>28.0</b>	<b>41.2</b>	<b>34.5</b>	<b>42.2</b>	<b>26.6</b>	<b>35.6</b>	<b>35.8</b>

Note: in 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.

#### 4.3 Employee perceptions of respect & integrity in the workplace

Question	Auckland City District		NZ Police
	2014	2013	2014
Staff in my team respect employee diversity	88.5	+3.0	+5.1
I know who to contact to report instances of workplace harassment, bullying or discrimination	78.9	-1.2	-0.8
I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	75.5	+0.9	+5.1
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)	74.6	+1.3	+5.5
I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	71.3	-1.3	+6.9
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?	Not Applicable	85.9	-1.0
	Yes	4.5	+0.4
	No	9.6	+0.6

#### 4.4 Biggest differences within the Auckland City District since 2013 – POSITIVE

Question	Auckland City District		NZ Police
	2014	2013	2014
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	66.9	+16.2	+7.8
9.7: NZ Police delivers on the promises it makes to its customers	68.5	+11.5	+13.4
8.4: There is a sense of 'common purpose' in NZ Police	70.9	+10.6	+12.7
8.6: Teams within NZ Police work well together	60.8	+9.6	+6.5
8.8: NZ Police cares about the well-being of its staff	54.7	+9.1	+3.8
8.9: NZ Police is an enjoyable place to work	80.6	+8.3	+8.2
8.2: Communication in my District or my Service Centre is open and honest	57.3	+7.9	+11.0
8.10: I feel I am working for an effective organisation	73.9	+6.4	+9.7
8.3: I feel informed about NZ Police and its activities	64.7	+5.4	+8.2
8.5: NZ Police is interested in the views and opinions of its staff	47.4	+5.1	+7.5

#### 4.1 Biggest differences within the Auckland City District since 2013 - NEGATIVE

Question	Auckland City District		NZ Police
	2014	2013	2014
7.4: I get recognition when I do a good job	63.2	-7.5	+10.5
7.1: NZ Police has appropriate ways of recognising outstanding achievement	51.2	-4.8	+4.9
9.4: I am sufficiently involved in decisions that affect the way I do my job	56.8	-2.8	+5.5
3.4: The pay and benefits I receive are fair for the work I do	33.4	-2.7	-6.7
7.3: We celebrate success in NZ Police	53.9	-2.7	+6.9
11.3: I believe actions will be taken based on the results of this survey	37.4	-2.3	+3.6
2.3: There are learning and development opportunities for me in NZ Police	63.7	-1.8	+8.7
1.5: NZ Police provides adequate training for the work I do	53.0	-1.4	+8.2
5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	71.3	-1.3	+6.9
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	73.3	-1.2	+4.5

## 5. Appendix

### 5.1 Question Level Results

Question	Auckland City District		NZ Police
	2014	2013	2014
<b>1. The Work I Do</b>			
1.1: The responsibilities of my job are clearly defined	81.6	+3.6	+5.5
1.2: I know how my work contributes to the effectiveness of NZ Police	88.9	+5.0	+5.0
1.3: I understand how my performance is measured	61.9	+3.0	+0.8
1.4: My performance is fairly assessed	61.5	+0.5	+6.9
1.5: NZ Police provides adequate training for the work I do	53.0	-1.4	+8.2
1.6: The work I do makes good use of my knowledge and skills	78.3	+1.5	+3.3
1.7: My job gives me a sense of personal achievement	81.1	-0.4	+2.8
1.8: I am strongly committed to the work I do	89.4	NA	+0.8
1.9: I am motivated to do the best I can in my job everyday	86.9	NA	+1.8
<b>2. Learning and Development</b>			
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	65.1	+0.7	+11.9
2.2: I am encouraged to try new ways of doing things	60.1	+1.8	+8.9
2.3: There are learning and development opportunities for me in NZ Police	63.7	-1.8	+8.7
2.4: There are career development opportunities for me in NZ Police	64.1	+3.0	+10.7
<b>3. Work Conditions</b>			
3.1: I am satisfied with my physical work environment	63.7	-0.3	+1.2
3.2: The level of work-related stress I experience in my job is acceptable	61.2	-1.0	+6.3
3.3: I am able to maintain a balance between my personal and working life	73.3	+1.6	+6.1
3.4: The pay and benefits I receive are fair for the work I do	33.4	-2.7	-6.7
<b>4. My Team</b>			
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	89.4	+1.1	+3.2
4.2: Roles and responsibilities are clearly defined in my team	81.0	+3.0	+4.1
4.3: The way work is allocated in my team is fair	77.8	+1.5	+5.3
4.4: People I work with cooperate to get the job done	89.1	+0.4	+2.6
4.5: I can rely on the support of others in my team	90.2	+1.3	+3.3
4.6: I feel part of an effective team	86.3	+3.4	+5.1
4.7: People are held accountable for their performance in my team	73.0	-0.8	+6.1
4.8: Poor performance is dealt with effectively in my team	61.1	+2.5	+6.7
<b>5. Respect &amp; Integrity in the Workplace</b>			
5.1: Staff in my team respect employee diversity	88.5	+3.0	+5.1
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	78.9	-1.2	-0.8
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	75.5	+0.9	+5.1
5.4: 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)	74.6	+1.3	+5.5
5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	71.3	-1.3	+6.9

Question	Auckland City District		NZ Police
	2014	2013	2014
<b>6. My Supervisor</b>			
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	89.2	+1.9	+1.8
6.2: My supervisor treats staff with respect	88.0	0.0	+1.3
6.3: My supervisor communicates the goals and objectives of our team effectively	82.2	+1.9	+3.2
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	83.9	+1.6	+2.8
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	73.3	-1.2	+4.5
6.6: I have confidence in my supervisor	82.4	-0.6	+1.6
<b>7. Recognition</b>			
7.1: NZ Police has appropriate ways of recognising outstanding achievement	51.2	-4.8	+4.9
7.2: People here are appointed to positions based on merit	36.3	-0.1	+1.8
7.3: We celebrate success in NZ Police	53.9	-2.7	+6.9
7.4: I get recognition when I do a good job	63.2	-7.5	+10.5
7.5: I feel my contribution is valued in NZ Police	58.7	+2.1	+7.7
<b>8. Vision and Purpose + Communication and Cooperation</b>			
8.1: NZ Police has a clear vision of where it's going and how it's going to get there	76.4	+3.7	+14.1
8.2: Communication in my District or my Service Centre is open and honest	57.3	+7.9	+11.0
8.3: I feel informed about NZ Police and its activities	64.7	+5.4	+8.2
8.4: There is a sense of 'common purpose' in NZ Police	70.9	+10.6	+12.7
8.5: NZ Police is interested in the views and opinions of its staff	47.4	+5.1	+7.5
8.6: Teams within NZ Police work well together	60.8	+9.6	+6.5
8.7: I feel a sense of belonging to my District or my Service Centre	64.3	+3.4	+4.0
8.8: NZ Police cares about the well-being of its staff	54.7	+9.1	+3.8
8.9: NZ Police is an enjoyable place to work	80.6	+8.3	+8.2
8.10: I feel I am working for an effective organisation	73.9	+6.4	+9.7
8.11: I intend to continue working at NZ Police for at least the next 12 months	91.1	+2.3	+5.9
<b>9. Quality and Excellence</b>			
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	68.1	+5.1	+13.0
9.2: NZ Police expects high standards of performance from its people	89.1	-0.3	+1.8
9.3: I have the tools and resources I need to do my job	60.3	+3.4	+3.1
9.4: I am sufficiently involved in decisions that affect the way I do my job	56.8	-2.8	+5.5
9.5: Systems and processes I use enable me to do my job well	68.7	NA	+7.9
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	66.9	+16.2	+7.8
9.7: NZ Police delivers on the promises it makes to its customers	68.5	+11.5	+13.4
<b>10. Final Thoughts (Engagement Index)</b>			
10.1: Overall, I'm satisfied with my job	82.3	+3.3	+7.4
10.2: Overall, I would recommend NZ Police as a great place to work	77.5	+2.7	+9.2
10.3: I take an active interest in what happens in NZ Police	83.6	+0.2	+2.0
10.4: I feel inspired to go the extra mile to help NZ Police succeed	79.9	+3.7	+7.4
10.5: I feel a sense of commitment to NZ Police	87.2	+3.3	+5.4
10.6: NZ Police inspires me to do the best I can in my job every day	70.2	+2.3	+9.6
<b>11. The Survey - Your Views (Change Index)</b>			
11.1: Changes in response to the 2013 Workplace Survey have had a positive impact on my team	28.4	+0.5	+5.8
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	41.6	+0.2	+6.4
11.3: I believe actions will be taken based on the results of this survey	37.4	-2.3	+3.6

## 5.2 Notes on Taking Action

The key to driving any change or improvement effort is in following a suitable **action plan**. An action planning template is provided on the [Police Intranet](#) 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. Districts 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 event, 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 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.

### 5.3 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.

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

**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 by 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
- Employees are encouraged to provide ideas and suggestions to improve the way things are done
- I am sufficiently involved in decisions that affect the way I do my job
- I have the tools and resources I need to do my job
- Systems and processes I use 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 2014 New Zealand Police Workplace Survey contained 69 statements (as well as three open text questions) 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 12 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.

