

New Zealand Police  
Workplace Survey 2015

Summary of Findings  
Auckland City District 2015



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## 1. Executive Summary

Overall NZ Police results have declined since 2014 and are now similar to results last seen in 2013. While people are highly invested in the work they do on a daily basis, fewer people feel a sense of connection and engagement with the NZ Police. The Key Driver analysis shows that the things identified as important to employees' engagement last year are just as relevant this year, however many people don't feel that their opinions and suggestions were acted upon in the past twelve months. Other key overall findings were that fewer employees this year feel positively about work conditions and their ability to deliver quality service.

This report focuses on your district/group, and is intended to give insight into how your people think and feel about working at NZ Police.




### Response Rate

It is positive to see that the response rate for Auckland City District has improved by 4.2% since last year to 70.7%. With a higher percentage of staff providing feedback this year, we can have greater confidence that the survey results are a good reflection of employee attitude and opinion within the District.

	Auckland City District 2015	Auckland City District 2014	NZ Police 2015
Number of Responses	689	646	8361
Response Rate	70.7%	66.5%	69.1%

Note: For tables in this report where comparisons are made between the District's 2015 and 2014 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.

### Summary of Results

	Auckland City District 2015	Auckland City District 2014	NZ Police 2015
Performance Index	70.7	70.2	63.2
Engagement Index	82.0	80.1	72.1
Work Engagement Index	88.0	85.8	84.0
Change Index	33.8	35.8	26.4
Engagement Profile			
NZP			
Auckland City District 2015			
Auckland City District 2014			
	Engaged	Ambivalent	Disengaged

### Summary of Findings

Auckland City District continues to significantly outperform NZ Police overall on the majority of the areas covered within the survey. While people's perceptions generally remain similar to 2014, Auckland City District continues to make positive strides in key areas. Particularly noteworthy are the higher scores this year in the areas of bottom-up communication and care for staff well-being, both of which are key drivers of engagement. Declines in scores have been noted for perceived recognition (through fair pay or otherwise) and the adequacy of training provided. At the Area level, Auckland District Ops Support has improved considerably across a broad range of areas, while Metro Operations might require more post-survey support.

### Where to from here

Continue to build on strengths in the areas of two-way communication and care for staff-wellbeing. Communication efforts could be tailored to increase general awareness of NZ Police's progress and effectiveness in relation to achieving organisational goals. At the local level, action could be taken to clarify and highlight the performance-recognition link, as well as identify training needs. These actions may reinforce the perception that staff contribution is valued. To close the feedback loop, post-survey communication should clearly link actions taken with survey feedback.

## 2. Section Summary

The section summary calculates the level of agreement to questions within each of the 11 sections of the survey, and provides insight into employees' overall perceptions of the District as a place to work.

### 2.1 Across the District

	Auckland City District 2015	Auckland City District 2014	NZ Police 2015
Performance Index (average of all questions in the survey)	70.7	70.2	63.2
1. The Work I Do	76.3	75.8	70.8
2. Learning and Development	63.7	63.2	52.6
3. Work Conditions	55.5	57.9	52.8
4. My Team	80.0	81.0	75.7
5. Respect & Integrity in the Workplace	79.0	77.8	72.7
6. My Supervisor	82.6	83.2	80.7
7. Recognition	52.2	52.7	44.6
8. Vision and Purpose + Communication and Cooperation	71.3	67.5	58.0
9. Quality and Excellence	67.9	68.4	58.7
10. Final Thoughts (Employee Engagement)	82.0	80.1	72.1
11. The Survey - Your Views (Change Index)	33.8	35.8	26.4

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.

## 2.2 Across the Areas

Section	Auckland Central		Auckland CIB		Auckland DHQ		Auckland District Ops Support		Auckland East		Auckland West		Metro Operations	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Performance Index (average of all questions in the survey)	70.9	70.4	64.4	61.5	72.1	74.8	69.2	63.8	76.9	77.1	73.9	71.3	62.4	66.2
1. The Work I Do	77.6	75.1	70.6	68.0	75.6	80.5	74.6	69.6	80.2	80.6	78.2	75.7	75.8	78.1
2. Learning and Development	70.9	70.1	51.6	46.9	64.2	66.3	52.6	48.0	75.2	75.0	72.1	68.0	52.4	58.6
3. Work Conditions	52.6	54.3	46.2	53.5	60.8	67.0	55.7	49.9	57.0	60.6	62.2	63.7	47.7	52.6
4. My Team	79.4	83.2	74.7	70.3	79.4	81.6	77.9	77.4	88.0	87.1	83.2	84.4	73.5	75.9
5. Respect & Integrity in the Workplace	78.2	76.8	76.5	69.8	81.2	82.3	78.7	73.1	83.2	82.4	85.9	81.6	61.7	73.1
6. My Supervisor	79.9	87.5	76.3	73.3	83.9	86.2	84.1	74.6	89.4	86.1	89.0	89.5	68.2	82.1
7. Recognition	55.3	51.4	40.1	42.5	55.4	62.1	50.2	46.8	60.4	62.8	52.6	46.6	44.6	45.9
8. Vision and Purpose + Communication and Cooperation	72.1	65.9	65.6	59.3	73.6	74.6	70.0	61.7	78.3	76.0	72.9	67.1	60.2	58.5
9. Quality and Excellence	66.1	67.0	64.5	64.6	69.9	71.8	67.8	62.0	71.1	76.0	68.9	67.1	63.6	64.8
10. Final Thoughts (Employee Engagement)	83.8	80.0	75.9	69.0	80.4	82.0	81.8	72.7	89.3	90.4	85.4	83.2	73.0	75.6
11. The Survey - Your Views (Change Index)	30.2	36.0	28.9	28.0	38.9	41.2	31.2	34.5	41.2	42.2	31.3	26.6	29.7	35.6

## 2.3 Interpretation

Compared to NZ Police, respondents within Auckland City District are more positive, with meaningfully higher scores on the majority of the survey sections, as well as the Performance Index. Among the Areas, Auckland East is generally the most positive, while Metro Operations and Auckland CIB tend to be the least positive.

When looking at Auckland City District as a whole, people hold similar views to 2014. At the Area level, Auckland District Ops Support stands out, having made considerable improvements across multiple survey sections, particularly in terms of their immediate supervisor, vision & purpose + communication & cooperation, and employee engagement. The decreases since 2014 that are worth highlighting include Metro Operations' declines in the 'My Supervisor' and 'Respect & Integrity in the Workplace' sections, as well as reduced positivity around working conditions and recognition within Auckland DHQ.

### 2.3.1 Notes on Change Index

The Change Index is made up of three key questions and measures employees' perceptions of the activity and accountability demonstrated since the previous survey. There appears to be some correlation between the Change and Performance indices.

### 3. Engagement

For Auckland City District as a whole, employees' level of connection with their work and NZ Police remains similar to 2014. At the Area level, Auckland District Ops is now a stronger performer on both fronts relative to 2014. There have been notable decreases in terms of the level of active interest in NZ Police within Auckland DHQ and Auckland East. Auckland CIB has also seen some substantial improvements in terms of job satisfaction, recommending NZ Police as a great place to work and feeling motivated.

#### 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 have been identified to measure the sense of fulfilment, motivation and commitment people have towards their day-to-day work.

Question	Auckland City District 2015	Auckland City District 2014	NZ Police 2015
1.7 My job gives me a sense of personal achievement	82.9	81.1	77.9
1.8 I am strongly committed to the work I do	92.0	89.4	89.1
1.9 I am motivated to do the best I can in my job every day	89.0	86.9	85.1

	Auckland Central		Auckland CIB		Auckland DHQ		Auckland District Ops Support		Auckland East		Auckland West		Metro Operations	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
1.7	89.8	82.3	77.2	73.4	75.0	81.6	74.1	67.6	89.9	87.1	87.6	86.6	92.1	89.7
1.8	93.9	90.6	88.6	81.0	88.6	87.4	90.8	84.0	97.3	96.2	93.8	90.2	90.5	93.1
1.9	92.9	89.6	81.0	67.2	87.1	90.3	88.1	82.1	95.5	94.7	91.8	86.6	82.5	89.7

### 3.2 Engagement with New Zealand Police

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.

The Engagement Index is the average of all six engagement questions and measures employees' engagement with NZ Police as an organisation.

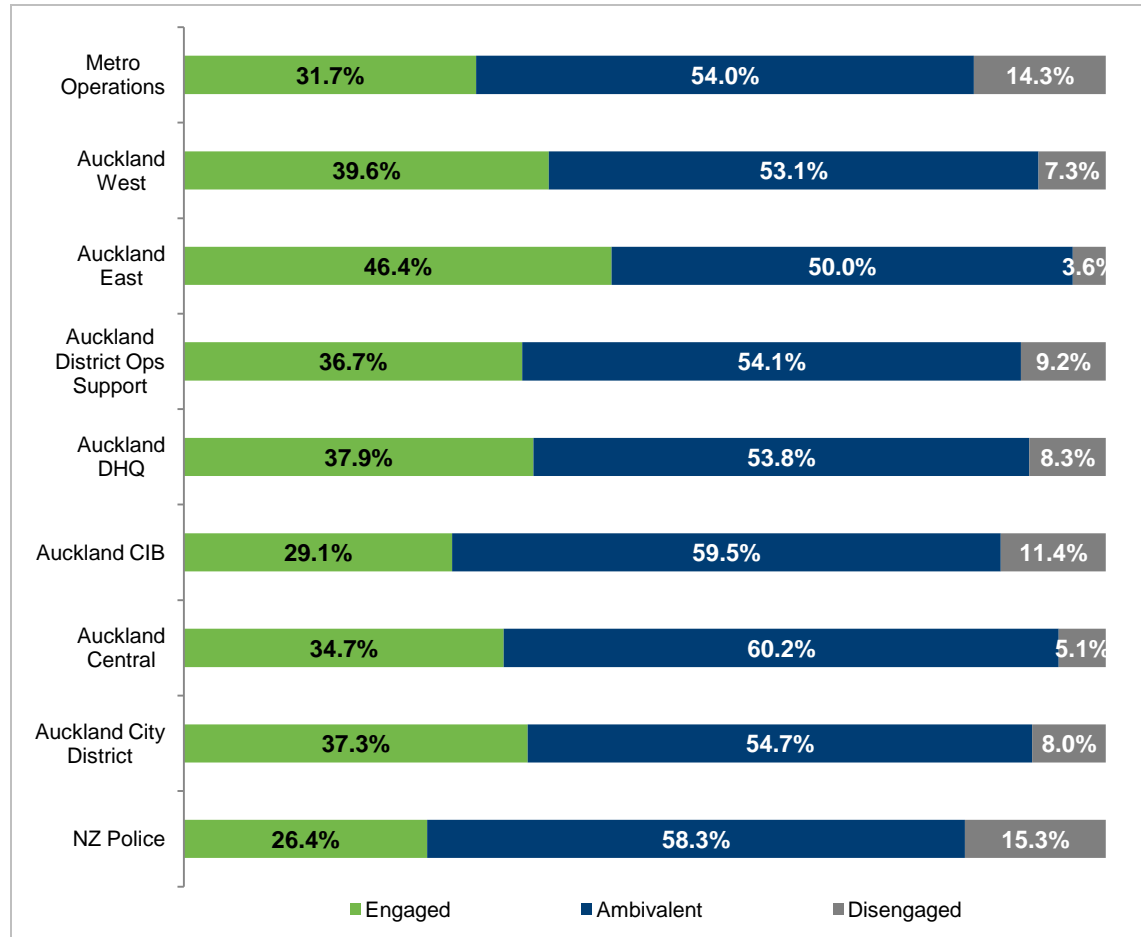
Question	Auckland City District 2015	Auckland City District 2014	NZ Police 2015
<b>Engagement Index</b>	82.0	80.1	<b>72.1</b>
10.1 Overall, I'm satisfied with my job	83.6	82.3	<b>73.1</b>
10.2 Overall, I would recommend NZ Police as a great place to work	80.6	77.5	<b>66.6</b>
10.3 I take an active interest in what happens in NZ Police	83.4	83.6	80.7
10.4 I feel inspired to go the extra mile to help NZ Police succeed	82.8	79.9	<b>71.5</b>
10.5 I feel a sense of commitment to NZ Police	88.6	87.2	<b>80.9</b>
10.6 NZ Police inspires me to do the best I can in my job every day	73.2	70.2	<b>59.8</b>

	Auckland Central		Auckland CIB		Auckland DHQ		Auckland District Ops Support		Auckland East		Auckland West		Metro Operations	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
<b>Index</b>	83.8	80.0	75.9	69.0	80.4	82.0	81.8	72.7	89.3	90.4	85.4	83.2	73.0	75.6
10.1	87.8	83.2	83.5	69.2	77.3	80.4	78.9	74.8	94.5	89.4	86.5	92.6	74.6	82.8
10.2	84.5	76.8	73.4	60.0	78.0	81.6	78.9	71.0	86.4	86.4	85.4	87.7	74.6	69.0
10.3	85.7	80.0	81.0	76.9	84.1	91.3	79.8	73.6	89.1	95.5	82.3	82.7	79.4	75.9
10.4	82.7	77.9	74.7	70.8	81.8	80.6	82.6	72.9	90.8	91.7	87.5	80.5	74.6	77.6
10.5	91.8	88.4	83.5	84.6	87.9	86.4	89.9	80.2	93.6	96.2	89.5	86.4	79.4	82.8
10.6	70.4	73.7	59.0	52.3	73.5	71.8	80.7	63.6	81.5	83.3	81.3	69.5	55.6	65.5

### 3.3 District and Area Engagement Profile 2015

The Engagement Profile (distribution of engagement) shows the proportion of people who can be considered engaged, ambivalent or disengaged, and provides insight into the sorts of attitudes that can be expected from a group overall.

Auckland City District as a whole has a more favourable engagement profile than NZ Police overall. Of the Areas, Auckland East has the highest proportion of engaged staff – close to 50% – and the lowest proportion of disengaged staff. While there is a fair amount of variation in the proportion of engaged people across the Areas, it is worth noting that with more than half of employees ‘on the fence’ (i.e., falling into the ambivalent category) in all Areas, there is a sizeable group of employees whose engagement levels might be lifted through continued action being taken in areas identified as being important to engagement.





### 3.4 District and Area Engagement Profile Trend 2014-15

When comparing back to 2014, both Auckland District Ops Support and Auckland Central now have more favourable engagement profiles, with a higher proportion of engaged people, as well as lower proportions in the ambivalent and disengaged categories.

Engagement Profile	Auckland Central		Auckland CIB		Auckland DHQ		Auckland District Ops Support		Auckland East		Auckland West		Metro Operations	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Engaged	34.7	28.4	29.1	26.2	37.9	39.8	36.7	29.0	46.4	50.0	39.6	40.7	31.7	31.0
Ambivalent	60.2	62.1	59.5	58.4	53.8	53.4	54.1	57.9	50.0	47.7	53.1	50.7	54.0	56.9
Disengaged	5.1	9.5	11.4	15.4	8.3	6.8	9.2	13.1	3.6	2.3	7.3	8.6	14.3	12.1

### 3.5 What drives our employee's engagement within the District?

Based on the areas identified as being strongly related to employee engagement levels below, we recommend that post-survey efforts should also be directed towards showing the progress that NZ Police is making on achieving its organisational goals and purpose, as perceptions of organisational effectiveness are important to the people in Auckland City District. Auckland City District should also continue to build on the significant improvements made in the areas of care for staff well-being and demonstrating a genuine interest in staff feedback. Further, explore ways to demonstrate that staff contribution is valued. Compared to NZ Police overall, Auckland City District is a significantly stronger performer on all of the identified key drivers.

Key Driver Questions	Auckland City District 2015	Auckland City District 2014	NZ Police 2015
8.10: I feel I am working for an effective organisation	75.9	73.9	62.8
8.9: NZ Police is an enjoyable place to work	81.9	80.6	71.2
8.7: I feel a sense of belonging to my District or my Service Centre	72.7	64.3	59.8
7.5: I feel my contribution is valued in NZ Police	57.4	58.7	49.2
8.8: NZ Police cares about the well-being of its staff	61.8	54.7	48.7
8.4: There is a sense of 'common purpose' in NZ Police	72.6	70.9	57.2
8.5: NZ Police is interested in the views and opinions of its staff	55.8	47.4	38.9
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	63.5	65.1	52.3
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	67.9	68.1	52.9
1.7: My job gives me a sense of personal achievement	82.9	81.1	77.9

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. Respect & Integrity reporting

People within Auckland City District continue to have favourable perceptions in this area, with approximately three quarters of respondents agreeing to the first five statements. Views within Auckland City District are also more positive than NZ Police overall, particularly in relation to raising concerns about inappropriate conduct (both the ability to do so safely and the perception that the concerns would be dealt with effectively).

Question		Auckland City District 2015	Auckland City District 2014	NZ Police 2015
5.1: Staff in my workgroup respect employee diversity		88.0	88.5	83.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination		79.8	78.9	79.1
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal		77.1	75.5	69.2
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)		75.9	74.6	68.4
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		74.3	71.3	63.0
<i>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?</i>	Not Applicable	85.6	85.9	81.7
	Yes	5.2	4.5	4.5
	No	9.1	9.6	13.8

## 5. Biggest Differences 2014 - 2015

Significantly higher proportions of people in Auckland City District hold positive views of two-way communication, sense of belonging and care for staff well-being compared to 2014. However, a significantly lower proportion have agreed that they are being given due recognition (pay or otherwise), as well as adequate training. It is worth noting that Auckland City District compares favourably to NZ Police overall in most the areas mentioned below, with the exception of perceived fairness of pay and benefits where views are significantly less favourable.

### 5.1 Top five biggest differences within the District since 2014 - POSITIVE

Question	Auckland City District 2015	Auckland City District 2014	NZ Police 2015
8.2: Communication in my District or my Service Centre is open and honest	66.5	57.3	45.1
8.5: NZ Police is interested in the views and opinions of its staff	55.8	47.4	38.9
8.7: I feel a sense of belonging to my District or my Service Centre	72.7	64.3	59.8
8.8: NZ Police cares about the well-being of its staff	61.8	54.7	48.7
8.3: I feel informed about NZ Police and its activities	70.1	64.7	56.0

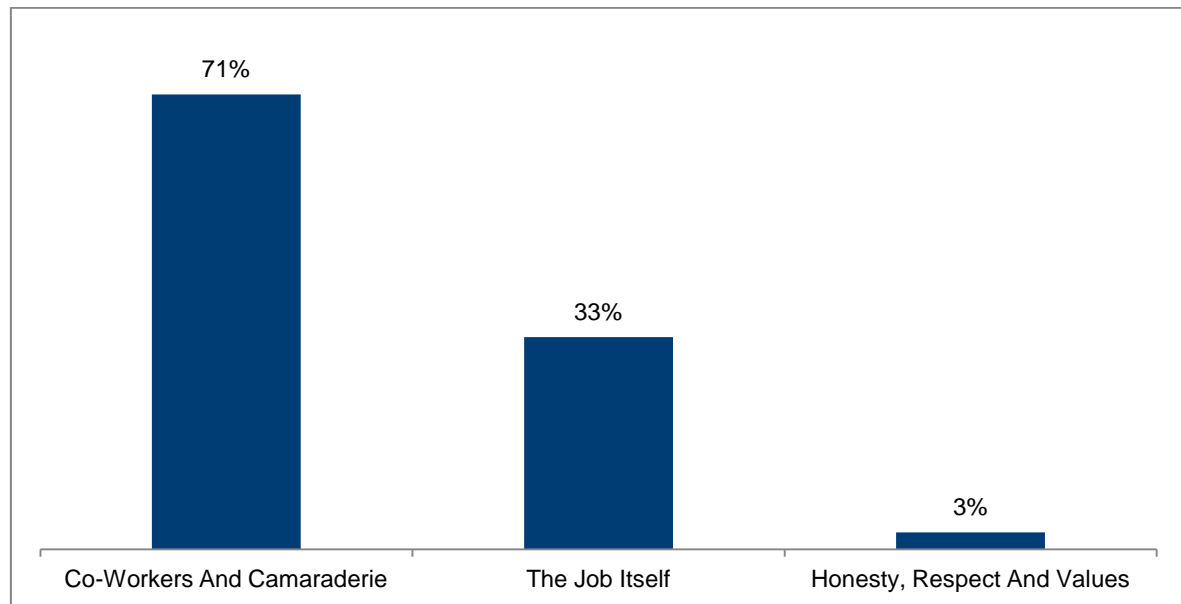
### 5.2 Top five biggest differences within the District since 2014 - NEGATIVE

Question	Auckland City District 2015	Auckland City District 2014	NZ Police 2015
7.4: I get recognition when I do a good job	56.5	63.2	50.3
3.4: The pay and benefits I receive are fair for the work I do	28.0	33.4	33.7
1.5: NZ Police provides adequate training for the work I do	47.7	53.0	40.0
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	37.0	41.6	30.9
9.3: I have the tools and resources I need to do my job	57.0	60.3	53.4

## 6. Employee Comments Theme Analysis

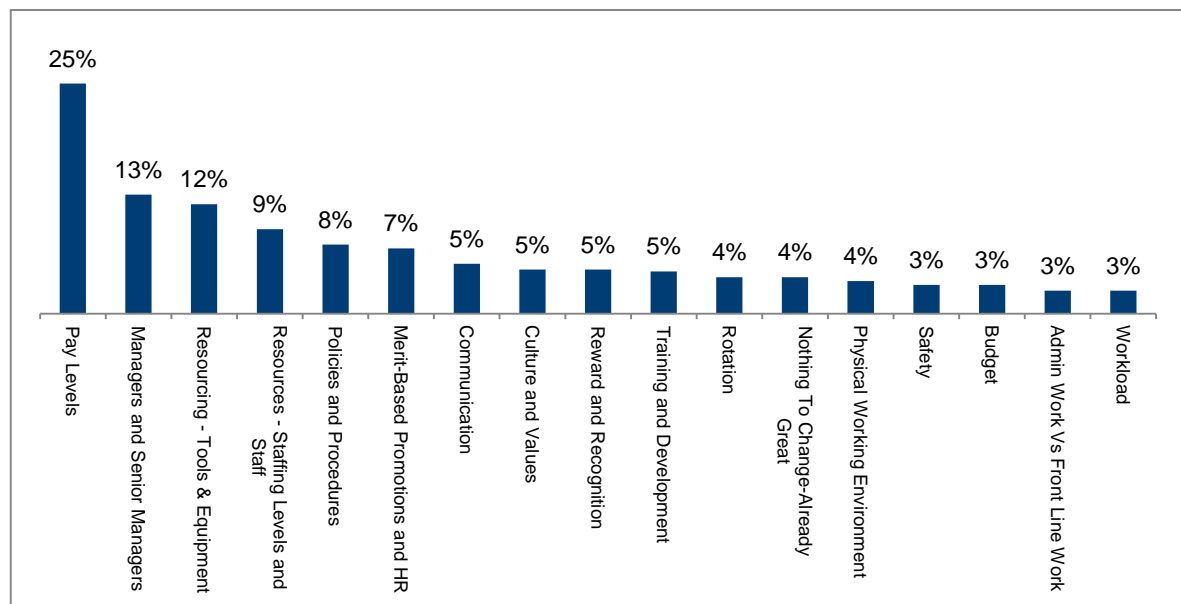
Employee comments to the two open-ended questions were analysed to provide further insight into the things people feel are working well and things that could be further improved.

### 6.1 One thing that makes this a great place to work



For the majority of people in Auckland City District, it is their co-workers and the sense of camaraderie that make NZ Police a great place to work.

### 6.2 One thing that needs to change to make this a great place to work



Pay levels, managers and senior managers, and resourcing – in terms of both tools and equipment as well as staffing levels – are top of mind for many people in Auckland City District as the areas that need to change for NZ Police to be a great place to work.

## 7. Appendix 1 – All Question Results

Question	Auckland City District		NZ Police	
	2015	2014	2015	2014
<b>1. The Work I Do</b>	76.3	75.8	70.8	71.9
1.1: The responsibilities of my job are clearly defined	82.6	81.6	75.8	76.1
1.2: I know how my work contributes to the effectiveness of NZ Police	87.8	88.9	82.8	83.9
1.3: I understand how my performance is measured	63.5	61.9	59.4	61.1
1.4: My performance is fairly assessed	61.0	61.5	52.7	54.6
1.5: NZ Police provides adequate training for the work I do	47.7	53.0	40.0	44.8
1.6: The work I do makes good use of my knowledge and skills	80.1	78.3	74.4	75.0
1.7: My job gives me a sense of personal achievement	82.9	81.1	77.9	78.3
1.8: I am strongly committed to the work I do	92.0	89.4	89.1	88.6
1.9: I am motivated to do the best I can in my job everyday	89.0	86.9	85.1	85.1
<b>2. Learning and Development</b>	63.7	63.2	52.6	53.2
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	63.5	65.1	52.3	53.2
2.2: I am encouraged to try new ways of doing things	57.9	60.1	49.7	51.2
2.3: There are learning and development opportunities for me in NZ Police	66.2	63.7	54.8	55.0
2.4: There are career development opportunities for me in NZ Police	67.0	64.1	53.5	53.4
<b>3. Work Conditions</b>	55.5	57.9	52.8	56.2
3.1: I am satisfied with my physical work environment	60.6	63.7	60.1	62.5
3.2: The level of work-related stress I experience in my job is acceptable	62.2	61.2	52.2	54.9
3.3: I am able to maintain a balance between my personal and working life	71.4	73.3	64.9	67.2
3.4: The pay and benefits I receive are fair for the work I do	28.0	33.4	33.7	40.1
<b>4. My Team</b>	80.0	81.0	75.7	76.4
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	86.7	89.4	86.0	86.2
4.2: Roles and responsibilities are clearly defined in my team	80.3	81.0	76.4	76.9
4.3: The way work is allocated in my team is fair	75.9	77.8	71.5	72.5
4.4: People I work with cooperate to get the job done	88.8	89.1	86.1	86.5
4.5: I can rely on the support of others in my team	89.8	90.2	86.4	86.9
4.6: I feel part of an effective team	85.3	86.3	80.3	81.2
4.7: People are held accountable for their performance in my team	71.6	73.0	65.7	66.9
4.8: Poor performance is dealt with effectively in my team	61.5	61.1	53.3	54.4
<b>5. Respect &amp; Integrity in the Workplace</b>	79.0	77.8	72.7	73.4
5.1: Staff in my team respect employee diversity	88.0	88.5	83.6	83.4
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	79.8	78.9	79.1	79.7
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	77.1	75.5	69.2	70.4
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)	75.9	74.6	68.4	69.1
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	74.3	71.3	63.0	64.4

Question	Auckland City District		NZ Police	
	2015	2014	2015	2014
<b>6. My Supervisor</b>	82.6	83.2	80.7	80.6
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	87.8	89.2	87.5	87.4
6.2: My supervisor treats staff with respect	88.6	88.0	87.5	86.7
6.3: My supervisor communicates the goals and objectives of our team effectively	81.1	82.2	78.8	79.0
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	83.9	83.9	81.0	81.1
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	71.7	73.3	68.5	68.8
6.6: I have confidence in my supervisor	82.8	82.4	80.9	80.8
<b>7. Recognition</b>	52.2	52.7	44.6	46.3
7.1: NZ Police has appropriate ways of recognising outstanding achievement	55.2	51.2	44.9	46.3
7.2: People here are appointed to positions based on merit	36.8	36.3	31.3	34.5
7.3: We celebrate success in NZ Police	55.1	53.9	47.5	47.0
7.4: I get recognition when I do a good job	56.5	63.2	50.3	52.7
7.5: I feel my contribution is valued in NZ Police	57.4	58.7	49.2	51.0
<b>8. Vision and Purpose + Communication and Cooperation</b>	71.3	67.5	58.0	59.1
8.1: NZ Police has a clear vision of where it's going and how it's going to get there	73.9	76.4	60.0	62.3
8.2: Communication in my District or my Service Centre is open and honest	66.5	57.3	45.1	46.3
8.3: I feel informed about NZ Police and its activities	70.1	64.7	56.0	56.5
8.4: There is a sense of 'common purpose' in NZ Police	72.6	70.9	57.2	58.2
8.5: NZ Police is interested in the views and opinions of its staff	55.8	47.4	38.9	39.9
8.6: Teams within NZ Police work well together	63.5	60.8	54.1	54.3
8.7: I feel a sense of belonging to my District or my Service Centre	72.7	64.3	59.8	60.3
8.8: NZ Police cares about the well-being of its staff	61.8	54.7	48.7	50.9
8.9: NZ Police is an enjoyable place to work	81.9	80.6	71.2	72.4
8.10: I feel I am working for an effective organisation	75.9	73.9	62.8	64.2
8.11: I intend to continue working at NZ Police for at least the next 12 months	89.8	91.1	84.6	85.2
<b>9. Quality and Excellence</b>	67.9	68.4	58.7	60.8
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	67.9	68.1	52.9	55.1
9.2: NZ Police expects high standards of performance from its people	88.9	89.1	87.6	87.3
9.3: I have the tools and resources I need to do my job	57.0	60.3	53.4	57.2
9.4: I am sufficiently involved in decisions that affect the way I do my job	58.2	56.8	49.2	51.3
9.5: Systems and processes I use enable me to do my job well	67.8	68.7	59.1	60.8
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	68.2	66.9	57.5	59.1
9.7: NZ Police delivers on the promises it makes to its customers	67.1	68.5	51.5	55.1
<b>10. Final Thoughts (Employee Engagement)</b>	82.0	80.1	72.1	73.3
10.1: Overall, I'm satisfied with my job	83.6	82.3	73.1	74.9
10.2: Overall, I would recommend NZ Police as a great place to work	80.6	77.5	66.6	68.3
10.3: I take an active interest in what happens in NZ Police	83.4	83.6	80.7	81.6
10.4: I feel inspired to go the extra mile to help NZ Police succeed	82.8	79.9	71.5	72.5
10.5: I feel a sense of commitment to NZ Police	88.6	87.2	80.9	81.8
10.6: NZ Police inspires me to do the best I can in my job every day	73.2	70.2	59.8	60.6

Question	Auckland City District		NZ Police	
	2015	2014	2015	2014
<b>11. The Survey - Your Views</b>	33.8	35.8	26.4	30.5
11.1: Changes in response to the 2014 Workplace Survey have had a positive impact on my team	27.1	28.4	19.0	22.6
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	37.0	41.6	30.9	35.2
11.3: I believe actions will be taken based on the results of this survey	37.2	37.4	29.3	33.8

Question	Auckland City District		NZ Police	
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	85.6		81.7	
Yes	5.2		4.5	
No	9.1		13.8	

## 8. Appendix 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 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.



## 9. Appendix 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'

**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 2015 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.

