

New Zealand Police Workplace Survey 2011

Summary of Findings: Bay of Plenty District

June 2011



SAFER COMMUNITIES TOGETHER Kaupapa whai Oranga mō te iti me te rahi



RESPONSE RATE

	Bay of Plenty 2011	Bay of Plenty 2010	NZ Police 2011 (Total Org)
Number of Responses	600	622	9,503
Response Rate	81.6%	82.1%	79.2%

Note: For the tables below **Green font** indicates that the District's score is statistically higher than the average score for NZ Police on that survey section/question, and/or that a score has improved since the 2010 survey. **Red font** indicates the score is statistically lower, and/or has significantly declined since the 2010 survey. The scores in the tables, excluding the response rate, are weighted mean scores (unless otherwise stated). See the glossary on the last page of this report for definitions of all terms used.

OVERALL PERCEPTIONS OF THE BAY OF PLENTY DISTRICT AS A PLACE TO WORK

Section	Bay of Plenty 2011	Bay of Plenty 2010	NZ Police 2011 (Total Org)
Performance Index (average of all questions in the survey)	64.8	63.1 (+1.7)	64.2 (+0.6)
1. Vision and Purpose + Communication and Cooperation	59.8	57.0 (+2.8)	59.2 (+0.6)
2. My Supervisor	74.5	73.1 (+1.4)	72.3 (+2.2)
3. My Work Group	76.5	76.5 (0.0)	74.7 (+1.8)
4. My Job	62.2	60.3 (+1.9)	62.7 (-0.5)
5. Respect & Integrity in the Workplace	66.7	65.9 (+0.8)	68.1 (-1.4)
6. Learning and Development	60.0	60.0 (0.0)	60.1 (-0.1)
7. Performance and Feedback	67.9	67.9 (0.0)	66.7 (+1.2)
8. Recognition	56.1	52.2 (+3.9)	53.1 (+3.0)
9. Final Thoughts (Engagement)	70.6	68.5 (+2.1)	70.5 (0.0)
10. The Survey - Your Views	42.4	38.5 (+3.9)	42.8 (-0.3)

HIGHEST RATED AREAS WITHIN THE BAY OF PLENTY DISTRICT

Section	Bay of Plenty 2011	Bay of Plenty 2010	NZ Police 2011 (Total Org)
1.7: I intend to continue working at NZ Police for at least the next 12 months	86.7	87.2 (-0.5)	85.3 (+1.4)
3.7: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	80.8	77.3 (+3.5)	78.6 (+2.2)
7.1: NZ Police expects high standards of performance from its people	79.3	79.5 (-0.2)	77.0 (+2.3)
3.2: I can rely on the support of others in my work group	79.0	80.9 (-1.9)	78.3 (+0.7)
3.1: Staff in my work group work well together	79.0	80.2 (-1.2)	77.5 (+1.5)
2.3: My supervisor behaves in a way that is consistent with the values of NZ Police	78.9	77.2 (+1.7)	76.3 (+2.6)
2.4: My supervisor treats staff with respect	78.3	76.5 (+1.8)	77.1 (+1.2)
3.4: I have confidence in the ability of others in my work group	78.0	78.2 (-0.2)	75.5 (+2.5)
2.6: I have confidence in my supervisor	77.4	76.5 (+0.9)	74.5 (+2.9)
4.3: My job gives me a sense of personal achievement	77.2	76.2 (+1.0)	76.1 (+1.1)

LOWEST RATED AREAS WITHIN THE BAY OF PLENTY DISTRICT

Section	Bay of Plenty 2011	Bay of Plenty 2010	NZ Police 2011 (Total Org)
10.2: Changes in response to the 2010 Workplace Survey have had a positive impact on my workgroup	40.5	37.9 (+2.6)	40.8 (-0.3)
1.10: NZ Police is interested in the views and opinions of its staff	44.0	39.3 (+4.7)	45.3 (-1.3)
10.1: I believe actions will be taken based on the results of this survey	44.4	39.1 (+5.3)	44.8 (-0.4)
8.5: People here are appointed to positions based on merit	46.1	41.5 (+4.6)	43.7 (+2.4)
1.4: NZ Police cares about the well-being of its staff	50.3	45.0 (+5.3)	51.9 (-1.6)
4.4: I have the tools and resources I need to do my job	50.9	46.0 (+4.9)	53.5 (-2.6)
4.9: The pay and benefits I receive are fair for the work I do	50.9	45.1 (+5.8)	50.8 (+0.1)
1.8: Communication in my District/Service Centre is open and honest	52.8	47.7 (+5.1)	52.0 (+0.8)
6.1: NZ Police provides adequate training for the work I do	53.8	51.5 (+2.3)	54.8 (-1.0)
4.6: I am satisfied with my physical work environment	54.2	48.7 (+5.5)	59.7 (-5.5)

SCORES ACROSS THE BAY OF PLENTY DISTRICT

Section	Bay Of Plenty DHQ Area	Eastern Bay Of Plenty Area	Rotorua Area	Taupo Area	Western Bay Of Plenty Area	Bay Of Plenty Dist
Performance Index	72.9	63.7	64.7	64.2	64.5	64.8
1. Vision and Purpose + Communication and Cooperation	70.7	58.9	58.7	59.2	59.7	59.8
2. My Supervisor	76.8	73.2	74.9	73.5	75.0	74.5
3. My Work Group	75.2	78.4	76.2	73.8	77.9	76.5
4. My Job	72.4	60.2	61.9	64.3	60.3	62.2
5. Respect & Integrity in the Workplace	79.1	67.6	66.4	65.7	65.3	66.7
6. Learning and Development	69.6	57.9	61.0	59.8	58.9	60.0
7. Performance and Feedback	70.5	68.3	69.8	65.1	67.9	67.9
8. Recognition	67.9	52.6	55.1	55.9	56.4	56.1
9. Final Thoughts (Engagement)	80.7	67.9	70.7	67.7	71.8	70.6
10. The Survey – Your Views	56.4	42.3	42.3	43.1	39.9	42.4

Weighted Mean Scores (%)

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 BAY OF PLENTY DISTRICT?

Engagement Index (average of all six engagement questions)

Bay of Plenty 2011	Bay of Plenty 2010	NZ Police (Total Org)
70.6	68.5 (+2.1)	70.5 (+0.1)

Weighted Mean Score (%)

Engagement Profile

Engagement Group	Bay of Plenty 2011	Bay of Plenty 2010	NZ Police (Total Org)
Engaged	21.7	17.2 (+4.5)	21.3 (+0.4)
Ambivalent	64.6	65.1 (-0.5)	63.2 (+1.4)
Disengaged	13.7	17.7 (-4.0)	15.5 (-1.8)

Proportion of Employees (%)

RESPECT AND INTEGRITY WITHIN THE BAY OF PLENTY DISTRICT?

Question	Bay of Plenty	NZ Police (Total Org)
5.1: Staff in my workgroup respect employee diversity	72.7	75.9 (-3.2)
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	75.2	77.6 (-2.4)
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	59.9	64.7 (-4.8)
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)	59.9	62.4 (-2.5)
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	55.4	57.8 (-2.4)

Level of Agreement (%)

5.6: 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?

	District 2011	NZ Police (Total Org)
Not Applicable	82.8	82.1 (+0.7)
Yes	4.2	4.6 (-0.4)
No	13.0	13.3 (-0.3)

WHAT DRIVES EMPLOYEE ENGAGEMENT WITHIN THE BAY OF PLenty DISTRICT?

	Rank from 2010	Key Driver Questions	Bay of Plenty 2011	Bay of Plenty 2010	NZ Police (Total Org)
	1	1.3: NZ Police is an enjoyable place to work	67.9	66.5 (+1.4)	68.3 (-0.4)
	NA	4.3: My job gives me a sense of personal achievement	77.2	76.2 (+1.0)	76.1 (+1.1)
	3	8.4: I feel my contribution is valued in NZ Police	56	53.7 (+2.3)	54.5 (+1.5)
	9	6.4: I am encouraged to try new ways of doing things	58.4	59.0 (-0.6)	57.8 (+0.6)
	NA	4.11: My performance is fairly assessed	61.8	64.8 (-3.0)	60.3 (+1.5)
	2	1.6: I feel a sense of belonging to my District/Service Centre	62.2	60.3 (+1.9)	61.7 (+0.5)
	NA	1.11: Work groups in NZ Police work well together	54.8	54.6 (+0.2)	51.9 (+2.9)
	NA	1.2: I feel I am working for an effective organisation	59.8	56.0 (+3.8)	59.7 (+0.1)
	NA	6.6: I am satisfied with my learning and development opportunities in NZ Police	58.1	58.5 (-0.4)	57.9 (+0.2)
	NA	1.10: NZ Police is interested in the views and opinions of its staff	44	39.3 (+4.7)	45.3 (-1.3)

Weighted Mean Score (%)

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. The rank of key drivers that were identified in 2010 is shown in the column headed "Rank from 2010".

ANATOMY OF A GREAT WORKPLACE™

Over a decade of research by JRA on what makes a great workplace in New Zealand reveals there are four common characteristics – Vision & Values, a strong sense of Community, a focus on employee Development, and a strong Performance Culture. The table below illustrates where the District's engagement drivers tend to fall and whether there is a specific pillar or more that should be targeted when looking for change targets.

	Vision and Values	Community	Development	Performance Culture
Organisation level	1.10: NZ Police is interested in the views and opinions of its staff	1.3: NZ Police is an enjoyable place to work	6.6: I am satisfied with my learning and development opportunities in NZ Police	1.2: I feel I am working for an effective organisation
Team level		1.11: Work groups in NZ Police work well together	6.4: I am encouraged to try new ways of doing things	
Individual level		1.6: I feel a sense of belonging to my District/Service Centre 8.4: I feel my contribution is valued in NZ Police	4.3: My job gives me a sense of personal achievement	4.11: My performance is fairly assessed

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	Bay Of Plenty DHQ Area	Eastern Bay Of Plenty Area	Rotorua Area	Taupo Area	Western Bay Of Plenty Area	Bay Of Plenty Dist	Total Organisation
1.3: NZ Police is an enjoyable place to work	76.5	67.0	66.8	65.0	69.7	67.9	68.3
4.3: My job gives me a sense of personal achievement	80.3	76.8	77.1	75.4	78.0	77.2	76.1
8.4: I feel my contribution is valued in NZ Police	72.7	54.8	55.9	55.2	54.5	56.0	54.5
6.4: I am encouraged to try new ways of doing things	68.9	54.7	59.8	55.6	59.1	58.4	57.8
4.11: My performance is fairly assessed	70.5	62.2	62.7	63.3	58.6	61.8	60.3
1.6: I feel a sense of belonging to my District/Service Centre	75.0	62.7	59.9	58.9	63.7	62.2	61.7
1.11: Work groups in NZ Police work well together	56.8	47.4	54.1	54.8	58.1	54.8	51.9
1.2: I feel I am working for an effective organisation	69.7	57.6	58.6	62.0	58.6	59.8	59.7
6.6: I am satisfied with my learning and development opportunities in NZ Police	70.5	55.9	57.7	58.0	57.4	58.1	57.9
1.10: NZ Police is interested in the views and opinions of its staff	61.4	45.3	41.9	45.4	41.3	44.0	45.3

Weighted Mean Score (%)

SUMMARY AND KEY OBSERVATIONS – BAY OF PLENTY DISTRICT

The following summary provides insight into how employees perceive the 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 District a truly great – and engaging – place to work.

Response Rate

Continuing on from last year's excellent response rate, the 2011 staff survey for the Bay of Plenty District finished with a total of 600 people participating in the survey. This represents 81.6% of all those invited in the district and is similar to the 82.1% response rate from 2010. A high response rate like this 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 Bay of Plenty District as a Place to Work

The 2011 results indicate that staff in the Bay of Plenty District have a more positive perception of the District as a place to work than in 2010. Compared to that of all NZ Police, perceptions overall are similar. This year the District's 'Performance Index' – the average score across all questions across all employees – is 64.8%, up from 63.1%. Meanwhile for NZ Police the overall Performance Index is 64.2%, up from 63.1% in 2010. Both of these increases are statistically significant.

The District saw improvements this year in many survey sections. The areas in the survey that have the greatest impact on this year's improved overall District survey score include 'Vision and Purpose + Communication and Cooperation'; 'My Job'; 'Recognition'; 'Final Thoughts (Engagement)' and 'The Survey – Your Views', all of which had increases on last year ranging from 1.9% to 3.9%. There were no significant decreases in any sections, and against NZ Police overall the District scores significantly better in 'My Supervisor', 'My Work Group' and 'Recognition'. All other section scores are similar to NZ Police overall.

On examination of the District's highest rated questions we see a predominance of questions scoring high from 'My Supervisor' and 'My Work Group', and many questions scoring significantly higher than NZ Police overall. Intention to stay at NZ Police is the top ranked question within the District at 86.7%.

While 'People in my workgroup conduct themselves in accordance with the values expected by NZ Police' had the biggest gain on 2010 (up 3.5%), there was a significant drop in one question 'I can rely on the support of others in my work group' (down -1.9%). Supervisors 'treating staff with respect' and behaving 'in a way consistent with values of NZ Police' were the two other significant increases.

Looking at the lowest ranked questions for the District it is pleasing to see that every one of the lowest ranked questions has had a significant improvement on 2010. For example 'NZ Police is interested in the views and opinions of its staff' and 'I believe actions will be taken based on the results of this survey' have each seen increases of around 5%. As heartening as these are most of these results hover around, and a few significantly below, NZ Police overall. 'Having the tools and resources to do my job' and 'I am satisfied with the physical work environment' are two areas of 'My Job' that are significantly lower than the overall NZ Police result. Of note the 2nd lowest question 'NZ Police is interested in the views and opinions of its people' has been identified through analysis as a key driver engagement in the District.

Results across the District are interesting in that there is significant variability between the DHQ and other areas. In particular the Bay of Plenty DHQ Area outperforms all other areas across most survey sections, as it did a year ago in the 2010 survey. This year Western Bay of Plenty joins the Taupo and the Eastern Bay of Plenty Areas with many sections significantly lower than DHQ.

Respect and Integrity within the Bay of Plenty District

The Bay of Plenty District results are significantly below the overall NZ Police result across all 'Respect and Integrity in the Workplace' level of agreement survey items. Approximately three-quarters of District staff agree that colleagues 'respect employee diversity' and know who to contact to report instances of workplace harassment, bullying or discrimination. However under 60% of people feel confident that they can raise issues in confidence without fear of reprisal, or that appropriate actions will be taken in response. For those people who had witnessed or experienced some form of harassment, discrimination or bullying in the workplace, they perceived the handling of those incidents to be similar to that of NZ Police overall.

Employee Engagement within the Bay of Plenty District

Employee engagement levels for the District are similar to that of NZ Police overall with 21.7% of the District ticking agree and strongly agree to the six engagement questions in the 'Final Thoughts (Engagement)' section. This is however a large increase upon last year's result for the District of 17.2%, and a significant drop in the number of staff 'Disengaged' down -4.0%. Increases are across all six engagement questions with the largest gains in 'NZ Police inspires me to do the best I can in my job every day' and 'I feel inspired to go the extra mile to help NZ Police succeed'.

Key Drivers of Employee Engagement – Leverage Points for Performance Improvement

Key driver analysis identifies via statistical analysis those survey items that have the greatest impact on employee engagement, while at the same time determining how NZ Police is performing against those same items.

A total of 10 survey items have been identified as key drivers of employee engagement for Bay of Plenty District staff, with one of them performing well compared to NZ Police, and the other 9 performing similar to NZ Police. Of particular note, half of these key drivers come from the 'Vision and Purpose + Communication and Cooperation' section of the survey.

Using the 'Anatomy of a Great Workplace' model we can see, just as we did in 2010, that a 'sense of community' is very important to staff in the District, with 4 key drivers falling into this category. This represents a significant leverage point for the district to focus on to improve employee engagement. In this category the District scores well compared to NZ Police on 'Work groups in NZ Police work well together'. However the 3 other items 'NZ Police is an enjoyable place to work', 'I feel a sense of belonging to my District/Service Centre' and 'I feel my contribution is valued in NZ Police' is scoring at the NZ Police average. If we look across the District we see that many areas vary in performance on these items, with some scoring significantly lower than others, showing there are definite opportunities for improvement.

'Development' and a 'Performance Culture' are two other categories that are important to District staff. Again the District scores here are similar to NZ Police overall, and again have plenty of room for

improvement. Interestingly the Bay of Plenty DHQ Area is strong on all these items and may have practices and initiatives in place that could be shared with other areas.

Employee Comments

Similar to the 2010 survey comments, many staff make specific reference to the people that they work with. Comments such as camaraderie, team work, colleagues, the people and the work they do for the public are frequently made as things that make working for NZ Police great. Many people take real pride and have a real belief in the work that they do for NZ Police.

Among the things that people felt NZ Police could do better included more frontline staffing, dealing with heavy workloads, and paying more attention to the opinions of those doing frontline police work. Accountability, responsibility and management supporting staff in their decisions are other themes that come through. Having access to other tools and resources is mentioned a number of times, as well as administrative tasks that take up peoples' time, as things that staff would like to change.

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

Summary

The Bay of Plenty has made great improvements over the past year, and the District should take time to recognise the efforts that they have made since the 2010 survey. Levels of 'Engagement' have improved significantly since 2010, as did NZ Police overall.

Whilst the overall District result has improved, we do see variability in areas across the District with the Bay of Plenty DHQ being a stand out this year (as they were in 2010). It would be worthwhile to look at the dynamics and initiatives in place in the DHQ, and see what 'best practice' initiatives can be implemented in other areas of the District. The Western Bay of Plenty, the Taupo, and the Eastern Bay of Plenty Areas have a good number of low scoring sections, where 'best practice' initiatives could be of real assistance. As an area of focus the District should look to build further strength in the 'Community' and 'Development' categories of the 'Anatomy of a Great Workplace' model, with emphasis on how each area of the District is performing on these.

It should be noted that all areas in the District have significantly improved scores for 'I believe actions will be taken based on the results of this survey'. With 'NZ Police is interested in the views and opinions of its staff' identified as a key driver of engagement, it is vital that the District follows through on the survey results by discussing them with staff and identifying and agreeing upon initiatives that will make a difference to their workplace.

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. 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 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 difference 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 2011 (Total Org)	NZ Police 2010 (Total Org)
Number of Responses	9503	9280
Response Rate	79.2%	77.1%

OVERALL PERCEPTIONS OF THE NZ POLICE AS A PLACE TO WORK

Section	NZ Police 2011	NZ Police 2010
Performance Index	64.2	63.1 (+1.1)
1. Vision and Purpose + Communication and Cooperation	59.2	57.1 (+2.1)
2. My Supervisor	72.3	71.3 (+1.0)
3. My Work Group	74.7	74.3 (+0.4)
4. My Job	62.7	61.9 (+0.8)
5. Respect & Integrity in the Workplace	68.1	66.8 (+1.3)
6. Learning and Development	60.1	60.2 (-0.1)
7. Performance and Feedback	66.7	67.6 (-0.9)
8. Recognition	53.1	51.6 (+1.5)
9. Final Thoughts	70.5	68.6 (+1.9)
10. The Survey - Your Views	42.8	40.2 (+2.6)

Weighted Mean Score (%)

ENGAGEMENT PROFILE

Engagement Group	NZ Police 2011	NZ Police 2010
Engaged	21.3	17.8 (+3.5)
Ambivalent	63.2	64.4 (-1.2)
Disengaged	15.5	17.8 (-2.3)

Proportion of Employees (%)

Workplace Survey

Action Plan Template

Item #	Focus Area (e.g recognition communication, performance,)	Action Agreed	Progress/completion measured by?	Timeframe for agreed actions	Person Responsible	Outcomes/ Benefits Expected	Relate to existing initiatives? Yes/No	How progress will be communicated to staff

GLOSSARY

Anatomy of a Great Workplace: Research carried out by JRA over many years into the nature of great workplaces has revealed that best-practice organisations all share four common characteristics. We call these the 'four pillars' of JRA's Anatomy of a Great Workplace™. The four pillars are enduring organisational qualities that are the product of a variety of practices, each of which has been crafted by local leadership according to their organisation's unique circumstances. This model serves as a useful diagnostic and planning tool. In the Anatomy table, each of the key drivers of employee engagement within a particular demographic variable has been shown assigned to its applicable 'Pillar'. Additionally, each key driver has been positioned to indicate whether action should be focused at the individual, team, or organisation level. By examining the concentration of key drivers in each Pillar it is possible to gain further insight into areas where intervention strategies are most likely to deliver significant performance gains.

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.

Key Driver Analysis: is a statistical technique (multiple regression) 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 weighted mean score was 72% on a particular question and the NZ Police average was 76%, 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. For example, if your survey sample had more than 800 respondents, then a difference of just 1% would be found to be 'statistically significant'. But clearly a difference of 1% is not particularly meaningful. In fact, it is probably too small to warrant any great change effort - regardless of whether it was identified as 'statistically significant'. As such, when viewing results online and thinking of 'what's important here', think of those things that represent *substantive* differences. That would likely be differences of around 3.5% or more for smaller groups (100 – 150 employees), and 2% or more for larger groups (above 450 employees).

The Questionnaire: The 2011 New Zealand Police Workplace Survey contained 67 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.

Weighted Mean Score: The survey scores reported herein are known as 'weighted mean scores'. They range between 0% and 100% and represent a 'strength of agreement' score. The weighted mean score is calculated by first converting each response option into a weighting (strongly agree = 100%, agree = 75%, neutral = 50%, disagree = 25%, and strongly disagree = 0%). All weighted responses are added together, and then divided by the total number of valid respondents (i.e., excluding all 'do not know' responses). A perfect score of 100% is achieved if respondents strongly agree with the statement, while 0% is scored if respondents strongly disagree. A score of around 75% is often desirable given that means most people have responded to a question with an 'agree'. But questions do vary and comparisons to your organisation's norms (the typical score) should be made.