

New Zealand Police Workplace Survey 2012

Summary of Findings: Bay of Plenty District

April 2012

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Safer Communities Together Kaupapa whai Oranga mō te iti me te rahi

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An Analysis of Employee Engagement – Bay of Plenty District
April, 2012
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RESPONSE RATE

	Bay of Plenty District 2012	Bay of Plenty District 2011	NZ Police 2012 (Total Org)
Number of Responses	595	600	9393
Response Rate	77.6%	81.6%	77.1%

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 2011 survey. **Red font** indicates the score is statistically lower, and/or has significantly declined since the 2011 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 District 2012	Bay of Plenty District 2011	NZ Police 2012 (Total Org)
Performance Index (average of all questions in the survey)	69.4	64.8 (+4.6)	67.7 (+1.7)
1. Vision and Purpose + Communication and Cooperation	66.8	59.8 (+7.0)	63.9 (+2.9)
2. My Supervisor	77.2	74.5 (+2.7)	75.6 (+1.6)
3. My Work Group	78.7	76.5 (+2.2)	76.7 (+2.0)
4. My Job	66.5	62.2 (+4.3)	65.7 (+0.8)
5. Respect & Integrity in the Workplace	70.4	66.7 (+3.7)	71.2 (-0.8)
6. Learning and Development	64.1	60.0 (+4.1)	62.7 (+1.4)
7. Performance and Feedback	71.0	67.9 (+3.1)	69.4 (+1.6)
8. Recognition	61.1	56.1 (+5.0)	58.0 (+3.1)
9. Final Thoughts (Engagement)	75.7	70.6 (+5.1)	73.3 (+2.4)
10. The Survey - Your Views	51.2	42.4 (+8.8)	49.6 (+1.6)

HIGHEST RATED AREAS WITHIN THE BAY OF PLenty DISTRICT

Question	Bay of Plenty District 2012	Bay of Plenty District 2011	NZ Police 2012 (Total Org)
1.7: I intend to continue working at NZ Police for at least the next 12 months	87.2	86.7 (+0.5)	85.8 (+1.4)
3.7: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	82.4	80.8 (+1.6)	80.0 (+2.4)
2.3: My supervisor behaves in a way that is consistent with the values of NZ Police	81.1	78.9 (+2.2)	79.2 (+1.9)
2.4: My supervisor treats staff with respect	81.0	78.3 (+2.7)	80.0 (+1.0)
3.2: I can rely on the support of others in my work group	80.8	79.0 (+1.8)	80.0 (+0.8)
3.1: Staff in my work group work well together	80.7	79.0 (+1.7)	79.1 (+1.6)
7.1: NZ Police expects high standards of performance from its people	80.1	79.3 (+0.8)	79.3 (+0.8)
3.4: I have confidence in the ability of others in my work group	79.4	78.0 (+1.4)	77.5 (+1.9)
2.6: I have confidence in my supervisor	79.4	77.4 (+2.0)	77.1 (+2.3)
4.3: My job gives me a sense of personal achievement	79.4	77.2 (+2.2)	78.0 (+1.4)

LOWEST RATED AREAS WITHIN THE BAY OF PLENTY DISTRICT

Question	Bay of Plenty District 2012	Bay of Plenty District 2011	NZ Police 2012 (Total Org)
10.2: Changes in response to the 2011 Workplace Survey have had a positive impact on my workgroup	49.4	40.5 (+8.9)	47.8 (+1.6)
8.5: People here are appointed to positions based on merit	50.6	46.1 (+4.5)	48.2 (+2.4)
10.1: I believe actions will be taken based on the results of this survey	53.0	44.4 (+8.6)	51.5 (+1.5)
1.10: NZ Police is interested in the views and opinions of its staff	53.3	44.0 (+9.3)	51.3 (+2.0)
4.9: The pay and benefits I receive are fair for the work I do	54.5	50.9 (+3.6)	53.0 (+1.5)
4.4: I have the tools and resources I need to do my job	57.5	50.9 (+6.6)	59.0 (-1.5)
1.4: NZ Police cares about the well-being of its staff	59.3	50.3 (+9.0)	56.9 (+2.4)
6.1: NZ Police provides adequate training for the work I do	59.5	53.8 (+5.7)	58.9 (+0.6)
1.11: Work groups in NZ Police work well together	60.7	54.8 (+5.9)	56.0 (+4.7)
8.3: NZ Police has appropriate ways of recognising outstanding achievement	61.4	56.4 (+5.0)	58.8 (+2.6)

BIGGEST DIFFERENCES WITHIN THE BAY OF PLENTY DISTRICT SINCE 2011 - POSITIVE

Question	Bay of Plenty District 2012	Bay of Plenty District 2011	NZ Police 2012 (Total Org)
1.8: Communication in my District or my Service Centre is open and honest	62.2	52.8 (+9.4)	57.4 (+4.8)
1.10: NZ Police is interested in the views and opinions of its staff	53.3	44.0 (+9.3)	51.3 (+2.0)
1.4: NZ Police cares about the well-being of its staff	59.3	50.3 (+9.0)	56.9 (+2.4)
10.2: Changes in response to the 2011 Workplace Survey have had a positive impact on my workgroup	49.4	40.5 (+8.9)	47.8 (+1.6)
10.1: I believe actions will be taken based on the results of this survey	53.0	44.4 (+8.6)	51.5 (+1.5)
4.6: I am satisfied with my physical work environment	62.4	54.2 (+8.2)	63.6 (-1.2)
1.1: NZ Police has a clear vision of where it's going and how it's going to get there	69.0	61.0 (+8.0)	67.8 (+1.2)
1.2: I feel I am working for an effective organisation	67.4	59.8 (+7.6)	65.6 (+1.8)
1.9: I feel informed about NZ Police and its activities	65.8	58.2 (+7.6)	62.8 (+3.0)
9.6: NZ Police inspires me to do the best I can in my job every day	70.7	63.7 (+7.0)	67.4 (+3.3)

NOTE: all questions showed an improvement in score since the 2011 survey

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	77.2	66.8	69.8	67.9	69.7	69.4
1. Vision and Purpose + Communication and Cooperation	75.8	63.9	66.2	65.6	67.7	66.8
2. My Supervisor	81.9	72.9	79.1	78.0	76.3	77.2
3. My Work Group	79.1	77.4	79.2	76.2	80.3	78.7
4. My Job	77.4	63.4	66.5	65.0	66.7	66.5
5. Respect & Integrity in the Workplace	80.1	70.8	68.9	69.3	70.5	70.4
6. Learning and Development	71.1	62.1	65.4	61.5	64.3	64.1
7. Performance and Feedback	72.6	68.9	71.6	68.8	72.4	71.0
8. Recognition	74.8	57.0	61.3	60.0	60.9	61.1
9. Final Thoughts	82.4	72.0	77.4	73.1	76.3	75.7
10. The Survey - Your Views	67.6	50.6	52.4	49.4	48.7	51.2

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.

RESPECT AND INTEGRITY WITHIN THE BAY OF PLENTY DISTRICT

Question	Bay of Plenty District	NZ Police (Total Org)
5.1: Staff in my workgroup respect employee diversity	79.7	81.0 (-1.3)
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	82.4	80.9 (+1.5)
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	67.7	69.4 (-1.7)
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)	65.0	67.1 (-2.1)
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	65.0	63.5 (+1.5)

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?

	Bay of Plenty District	NZ Police (Total Org)
Not Applicable	84.4	83.4 (+1.0)
Yes	3.7	4.6 (-0.9)
No	11.9	12.0 (-0.1)

HOW ENGAGED ARE STAFF WITHIN THE BAY OF PLENTY DISTRICT?

Engagement Index (average of all six engagement questions)

Bay of Plenty District 2012	Bay of Plenty District 2011	NZ Police (Total Org)
75.7	70.6 (+5.1)	73.3 (+2.4)

Weighted Mean Score (%)

Engagement Profile

Engagement Group	Bay of Plenty District 2012	Bay of Plenty District 2011	NZ Police (Total Org)
Engaged	31.8	21.7 (+10.1)	27.8 (+4.0)
Ambivalent	59.6	64.6 (-5.0)	59.7 (-0.1)
Disengaged	8.6	13.7 (-5.1)	12.5 (-3.9)

Proportion of Employees (%)

WHAT DRIVES EMPLOYEE ENGAGEMENT WITHIN THE BAY OF PLENTY DISTRICT?

	Rank from 2011	Key Driver Questions	Bay of Plenty District 2012	Bay of Plenty District 2011	NZ Police (Total Org)
	1	1.3: NZ Police is an enjoyable place to work	74.5	67.9 (+6.6)	71.1 (+3.4)
	NA	1.1: NZ Police has a clear vision of where it's going and how it's going to get there	69.0	61.0 (+8.0)	67.8 (+1.2)
	6	1.6: I feel a sense of belonging to my District or my Service Centre	69.0	62.2 (+6.8)	65.5 (+3.5)
	2	4.3: My job gives me a sense of personal achievement	79.4	77.2 (+2.2)	78.0 (+1.4)
	3	8.4: I feel my contribution is valued in NZ Police	62.4	56.0 (+6.4)	59.0 (+3.4)
	NA	1.5: There is a sense of 'common purpose' in NZ Police	66.5	60.5 (+6.0)	62.8 (+3.7)
	NA	6.2: The work I do makes good use of my knowledge and skills	70.8	67.8 (+3.0)	71.0 (-0.2)
	4	6.4: I am encouraged to try new ways of doing things	63.5	58.4 (+5.1)	61.9 (+1.6)
	9	6.6: I am satisfied with my learning and development opportunities in NZ Police	61.5	58.1 (+3.4)	59.1 (+2.4)
	NA	4.7: The level of work-related stress I experience in my job is acceptable	61.6	56.1 (+5.5)	61.6 (+0.0)

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 2011 is shown in the column headed "Rank from 2011".

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	1.1: NZ Police has a clear vision of where it's going and how it's going to get there	1.3: NZ Police is an enjoyable place to work 1.5: There is a sense of 'common purpose' in NZ Police	6.6: I am satisfied with my learning and development opportunities in NZ Police	
Team level			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 or my Service Centre 8.4: I feel my contribution is valued in NZ Police	4.3: My job gives me a sense of personal achievement 6.2: The work I do makes good use of my knowledge and skills	4.7: The level of work-related stress I experience in my job is acceptable

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	82.9	72.1	74.5	71.1	76.0	74.5	71.1
1.1: NZ Police has a clear vision of where it's going and how it's going to get there	75.7	64.3	67.9	69.4	70.5	69.0	67.8
1.6: I feel a sense of belonging to my District or my Service Centre	80.7	64.9	68.2	65.9	71.2	69.0	65.5
4.3: My job gives me a sense of personal achievement	87.1	76.8	80.0	77.7	79.6	79.4	78.0
8.4: I feel my contribution is valued in NZ Police	73.6	58.2	62.1	61.8	62.7	62.4	59.0
1.5: There is a sense of 'common purpose' in NZ Police	72.9	62.6	67.0	63.3	68.4	66.5	62.8
6.2: The work I do makes good use of my knowledge and skills	79.3	69.1	72.3	69.4	69.7	70.8	71.0
6.4: I am encouraged to try new ways of doing things	72.9	58.5	65.6	60.1	64.4	63.5	61.9
6.6: I am satisfied with my learning and development opportunities in NZ Police	69.3	60.9	61.3	58.3	62.4	61.5	59.1
4.7: The level of work-related stress I experience in my job is acceptable	75.7	55.9	62.5	56.6	63.8	61.6	61.6

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

In 2012 a total of 595 people in the District completed the survey. This equates to 77.6% of all those invited to participate. While down on the response rate for 2011 (81.6%) it still represents a very good response rate, ensuring that the results presented in this report provide an accurate indication of employee attitude and opinion towards the District.

How Employees Perceive Bay of Plenty District as a Place to Work

There has been a significant shift since 2011 as to how people in the District think about their place of work. In 2012 the District's 'Performance Index' – the average score across all questions across all employees – has increased to 69.4% (up +4.6%), which is a great improvement from 2011.

All ten survey sections have had improvements worth noting, with increases ranging from +2.2% to +8.8%. The largest increases are seen in the sections 'The Survey – Your Views', 'Vision and Purpose + Communication and Cooperation', 'Final Thoughts – Engagement' and 'Recognition', which all had improvements greater than +5.0%.

Not only has the District improved greatly on 2011, but it also outscores NZ Police overall by an average of +1.7%. In all, the District scores higher than NZ Police in seven of the ten survey sections. Significant differences in scores range from +1.6% to +3.1%, with 'Recognition' and 'Vision and Purpose + Communication and Cooperation' the best performing sections compared to NZ Police. The three remaining sections of 'My Job', 'Respect and Integrity in the Workplace' and 'Learning and Development' all score on par with NZ Police overall.

It is interesting to note that the ten highest rated questions across the District are the same as those from 2011. Intention to stay at NZ Police remains by far the highest rated item in the entire survey. The score of 87.2% is similar to the 2011 result and is comparable to the NZ Police (overall) result of 85.8%. The 'My Supervisor' and 'My Work Group' sections dominate the make-up of the ten highest rated questions, with a total of seven survey items coming from these two sections. People feel that they are part of a work group where they have confidence in both their supervisor and their immediate colleagues, and where they know they can rely upon each other in their job. These highest rated items tend to score higher than last year, and either perform better than, or the same as NZ Police in 2012.

An examination of the District's ten lowest scoring items unveils some interesting observations. Firstly eight of the ten lowest scoring items for 2012 were lowest scoring items in 2011. Secondly, all ten lowest scoring items have increased markedly since 2011 (ranging from +3.6% to +9.3%). Despite many of the same questions being rated low again, people in the District certainly feel more positively about working in the District. The District performs higher than NZ Police on eight of these low scoring items. 'I have the tools and resources I need to do my job' is the one lowest scoring item that at 59.0% is lower than NZ Police by -1.5%.

When looking at survey items that have improved the most since 2011, there two are notable standouts: 'Vision and Purpose – Communication and Cooperation' and 'The Survey – Your Views'. For 'Vision and Purpose – Communication and Cooperation' it is the number of items with significant improvements that make it a standout. In all, six survey items from this section are among the ten largest increases from 2011, with improvements ranging from +7.6% to +9.4%. People have a better understanding of NZ Police's vision, feel more informed about its activities, and think that NZ Police is a more effective organisation than it was a year ago. Meanwhile from 'The Survey – Your Views' it is the extent of the increase that is notable with the items 'I believe actions will be taken based on the results of this survey' and 'Changes in response to the 2011 Workplace Survey have had a positive impact on my workgroup' increasing by +8.6% and +8.9% respectively. These two items still remain as lowest scoring items from across the survey, but it is encouraging that the survey and the outcomes of the survey are starting to be seen in a much more positive light.

Looking at results across the District, on average Bay of Plenty Dhq outperforms all other Areas by significant margins. The Bay of Plenty Dhq's 'Performance Index' score of 77.2% is +7.8% higher than the

Bay of Plenty overall result. This is a similar outcome to the 2011 survey results. The Eastern Bay of Plenty and the Taupo Areas score the lowest in the District across most survey sections, while the Western Bay of Plenty and Rotorua Areas tend to score mainly on par with the District's overall result.

Respect and Integrity within the Bay of Plenty District

'Respect and Integrity in the Workplace' is a survey section that has increased markedly since 2011. On average, scores across the respect and integrity items have increased by +3.7% points, allowing the District to remain on par with NZ Police overall. Most people agree that employee diversity is respected within workgroups and that they know who to contact to report instances of workplace harassment, bullying or discrimination. However fewer people are confident about what would happen as a result of concerns being raised. Approximately one-third of respondents are not confident in raising concerns without fear of reprisal, or that concerns would be dealt with appropriately. The proportion of people who have witnessed some form of harassment, discrimination or workplace bullying, at 15.6% of staff, is less than the NZ Police overall result. However approximately three-quarters of those who have witnessed any such incident, do not believe it was dealt with effectively.

Employee Engagement within Bay of Plenty District

A significant increase in the District's Engagement Index (up +5.1% from 2011) has also translated into a large shift in the proportion of people in the District who are now 'engaged' employees. The proportion of people who are 'engaged' is now 31.8% of staff, compared to 21.7% of staff a year ago. The proportion of people who are 'disengaged' has also dropped markedly, from 13.7% in 2011 to now stand at 8.6%. In effect this means there are many more positive voices within the District than negative voices by a ratio of over 3.5 to 1.

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 ten key drivers of engagement have been identified for the District. The 'Vision and Purpose + Communication and Cooperation' items of 'an enjoyable place to work', 'a clear vision of where it's going' and 'a sense of belonging' are the three highest ranked items, with 'a sense of common purpose' also featuring among the ten key drivers. 'Learning and Development' also features strongly with three items from this section identified as key drivers.

The Bay of Plenty District is in a position of strength in regard to its key drivers, with half of them performing significantly better than NZ Police. Although the other five key drivers are performing on par with NZ Police they are all items that have had large improvements from the year previous forming a strong platform from which to build on.

Using the 'Anatomy of a Great Workplace' model, we see that a sense of 'Community' and 'Development' are important and engaging to Bay of Plenty District staff and represent significant leverage points for continued improvements in the District. A sense of 'Community' is an area the District is performing particularly well in, and efforts should be made to ensure that this is maintained and leveraged further.

These items offer the District a 'springboard' to help lift scores and make improvements in other low scoring survey items, or Areas with the District that are not performing as well as others. As seen in section scores, it is the Bay of Plenty Dhq Area that in general scores highest across the key driver items for the District, and is an Area that may offer insights from the last 12 months that could be implemented in lower scoring Areas such as the Eastern Bay of Plenty and Taupo.

Employee Comments

As has happened in the previous year's survey, the elements that people like the best about working at NZ Police in the Bay of Plenty District appear to have remained constant over the last 12 months, with the 'people we work with', the 'teamwork and camaraderie', the 'diversity and variety of work' and 'serving the community' all frequently mentioned in employee comments as elements that make working at NZ Police great. There is a sense of belonging, commitment and dedication in that people are working together to get the job done.

There are a wide variety of comments on the elements where NZ Police could do better. A large number of these refer to resourcing in general, with other comments made that are specific to staffing levels and tools and equipment required to do the job. These include the mention of cars, computers, and phones.

Recognition seems to be another theme, be it in the form of pay, promotion based on merit, or an appreciation of peoples' efforts on the frontline. Improved communication from management and comments regarding better management/direct supervisor actions are also mentioned, as is the need for poor performance to be dealt with accordingly.

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

Summary

The 2012 survey results for the Bay of Plenty District overall have improved greatly on the year prior. There have been substantial increases across all survey sections, which have translated in to a much higher proportion of people in the District who are 'engaged' in their work, compared to those who are 'disengaged'. People in the District have on average a more positive view of NZ Police as a place to work than their colleagues across the rest of the organisation.

There has undoubtedly been an investment in time allowing for improvements to be made in key areas since 2011. This is particularly noted with large increases seen for the 'The Survey – Your Views' items. More people certainly believe that the survey, and the outcomes of the survey, is having a positive impact on their workplace. While this is pleasing to see, scores on these survey 'impact items' still remain relatively neutral (just above the 50% mark) meaning there is plenty of opportunity for post survey actions to have a greater impact of people's daily work.

Opportunities exist in Areas that score lower than the District results. The Bay of Plenty DHQ leads the way in 2012, with higher scores seen across the survey. Meanwhile specific attention is recommended to address low scores across the Eastern Bay of Plenty and Taupo Areas. It is recommended that the Areas share ideas on what has (or hasn't) worked well for them since the previous survey, and look to leverage off each other to implement successful changes. For example people in the Bay of Plenty Dhq have a far more positive view of the impact of the 2011 survey, than colleagues from all other Areas within the District.

The Bay of Plenty District is in prime position to benefit operationally from higher engagement level, particularly when many of the identified key drivers of engagement are strengths for the District. Emphasis should be given to ensure that these key drivers remain strengths, while the District looks to make improvements in other lower scoring items, and while focussing on lower scoring Areas within the District.

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 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 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 2012	NZ Police 2011
Number of Responses	9393	9503
Response Rate	77.1%	79.2%

OVERALL PERCEPTIONS OF THE NZ POLICE AS A PLACE TO WORK

Section	NZ Police 2012	NZ Police 2011
Performance Index	67.7	64.2 (+3.5)
1. Vision and Purpose + Communication and Cooperation	63.9	59.2 (+4.7)
2. My Supervisor	75.6	72.3 (+3.3)
3. My Work Group	76.7	74.7 (+2.0)
4. My Job	65.7	62.7 (+3.0)
5. Respect & Integrity in the Workplace	71.2	68.1 (+3.1)
6. Learning and Development	62.7	60.1 (+2.6)
7. Performance and Feedback	69.4	66.7 (+2.7)
8. Recognition	58.0	53.1 (+4.9)
9. Final Thoughts	73.3	70.5 (+2.8)
10. The Survey - Your Views	49.6	42.8 (+6.8)

Weighted Mean Score (%)

ENGAGEMENT PROFILE

Engagement Group	NZ Police 2012	NZ Police 2011
Engaged	27.8	21.3 (+6.5)
Ambivalent	59.7	63.2 (-3.5)
Disengaged	12.5	15.5 (-3.0)

Proportion of Employees (%)

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 2012 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.