

New Zealand Police Workplace Survey 2013

Summary of Findings Bay of Plenty District



April 2013

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RESPONSE RATE

	Bay of Plenty 2013	Bay of Plenty 2012	NZ Police 2013 (Total Org)
Number of Responses	547	595	8863
Response Rate	70.9%	77.6%	74.8%

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

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

Section	Bay of Plenty 2013	Bay of Plenty 2012	NZ Police 2013 (Total Org)
Performance Index (average of all questions in the survey)	66.8	67.2 (-0.4)	63.6 (+3.2)
1. Vision and Purpose + Communication and Cooperation	59.5	63.1 (-3.6)	54.9 (+4.6)
2. Quality and Excellence	50.5	NA	48.1 (+2.4)
3. My Supervisor	77.7	78.0 (-0.3)	76.6 (+1.1)
4. My Work Group	84.6	82.1 (+2.5)	79.9 (+4.7)
5. My Job	66.1	64.7 (+1.4)	62.4 (+3.7)
6. Respect & Integrity in the Workplace	72.3	71.9 (+0.4)	73.4 (-1.1)
7. Learning and Development	61.4	60.6 (+0.8)	58.9 (+2.5)
8. Performance and Feedback	73.3	71.5 (+1.8)	69.7 (+3.6)
9. Recognition	52.1	53.5 (-1.4)	48.1 (+4.0)
10. Final Thoughts (Engagement Index)	76.4	78.3 (-1.9)	71.1 (+5.3)
11. The Survey - Your Views (Change Index)	29.2	30.8 (-1.6)	28.9 (+0.3)

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 District
Performance Index	68.6	66.5	66.6	63.4	64.1	65.4
1. Vision and Purpose + Communication and Cooperation	63.0	60.5	60.7	60.7	56.4	59.5
2. Quality and Excellence	55.7	49.9	49.3	54.1	47.6	50.5
3. My Supervisor	84.4	79.0	74.4	76.8	77.0	77.7
4. My Work Group	83.7	85.9	87.3	77.8	88.7	85.5
5. My Job	71.5	66.0	68.0	64.4	63.9	66.1
6. Respect & Integrity in the Workplace	75.2	73.7	70.7	69.7	72.8	72.3
7. Learning and Development	56.2	64.0	66.6	61.0	59.3	61.4
8. Performance and Feedback	72.3	78.8	74.0	65.2	74.9	73.3
9. Recognition	57.0	56.2	54.2	47.8	49.4	52.1
10. Final Thoughts	82.4	75.2	79.6	72.7	74.4	76.4
11. The Survey - Your Views	35.9	29.7	28.7	26.9	27.3	29.0

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 District 2013	Bay of Plenty District 2012	NZ Police 2013 (Total Org)
76.4	78.3 (-1.9)	71.1 (+5.3)

Engagement Profile

Engagement Group	Bay of Plenty District 2013	Bay of Plenty District 2012	NZ Police 2013 (Total Org)
Engaged	29.0	31.8 (-2.8)	24.5 (+4.5)
Ambivalent	60.5	59.6 (+0.9)	59.9 (+0.6)
Disengaged	10.5	8.6 (+1.9)	15.6 (-5.1)
Engagement Ratio	2.8:1	3.7:1	1.6:1

Proportion of Employees (%)

Engagement Across the District

Engagement Group	Bay of Plenty DHQ Area	Eastern Bay of Plenty Area	Rotorua Area	Taupo Area	Western Bay of Plenty Area	Bay Of Plenty District
Engaged	40.5	27.3	33.0	25.5	24.5	29.0
Ambivalent	52.7	61.0	57.2	59.6	65.9	60.5
Disengaged	6.8	11.7	9.8	14.9	9.6	10.5
Engagement Index	82.4	75.2	79.6	72.7	74.4	76.4
Engagement Ratio	6:1	2.3:1	3.4:1	1.7:1	2.6:1	2.8:1

PERFORMANCE ENABLEMENT WITHIN THE BAY OF PLENTY DISTRICT?

Performance Enablement Index (average of all eight enablement questions)

Bay of Plenty District 2013	NZ Police 2013 (Total Org)
56.5	54.3 (+2.2)

Enablement Questions

Concept	Question	Bay of Plenty District 2013	NZ Police 2013 (Total Org)
Quality emphasis	Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	56.4	52.9 (+3.5)
Involvement	NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	43.1	42.5 (+0.6)
	I am sufficiently involved in decisions that affect my work	56.0	52.5 (+3.5)
Resource access	I have the tools and resources I need to do my job	52.7	52.6 (+0.1)
	NZ Police's systems and processes enable me to do my job well	46.2	42.8 (+3.4)
Training	NZ Police provides adequate training for the work I do	51.6	49.7 (+1.9)
Collaboration	People I work with cooperate to get the job done	89.8	87.1 (+2.7)
Customer Service	NZ Police delivers on the promises it makes to its customers	56.4	54.2 (+2.2)

WHAT DRIVES EMPLOYEE ENGAGEMENT WITHIN THE BAY OF PLenty DISTRICT?

	Key Driver Questions	Bay of Plenty 2013	Bay of Plenty 2012	NZ Police 2013 (Total Org)
	1.3: NZ Police is an enjoyable place to work	73.6	79.2 (-5.6)	66.8 (+6.8)
	9.4: I feel my contribution is valued in NZ Police	53.0	56.3 (-3.3)	48.0 (+5.0)
	1.6: I feel a sense of belonging to my District or my Service Centre	64.5	69.6 (-5.1)	57.9 (+6.6)
	5.3: My job gives me a sense of personal achievement	85.3	84.5 (+0.8)	79.7 (+5.6)
	1.10: NZ Police is interested in the views and opinions of its staff	35.3	36.9 (-1.6)	34.8 (+0.5)
	1.4: NZ Police cares about the well-being of its staff	43.8	49.1 (-5.3)	40.1 (+3.7)
	1.2: I feel I am working for an effective organisation	62.9	66.9 (-4.0)	59.6 (+3.3)
	1.8: Communication in my District or my Service Centre is open and honest	50.2	55.5 (-5.3)	43.2 (+7.0)
	1.5: There is a sense of 'common purpose' in NZ Police	59.3	63.0 (-3.7)	53.5 (+5.8)
	2.4: NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	43.1	NA	42.5 (+0.6)

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

PRIORITY AREAS – KEY DRIVER SCORES ACROSS KEY DEMOGRAPHIC GROUPS

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

Question	Bay of Plenty DHQ Area	Eastern Bay of Plenty Area	Rotorua Area	Taupo Area	Western Bay of Plenty Area	Bay Of Plenty District
1.3: NZ Police is an enjoyable place to work	78.4	71.8	79.6	72.3	69.5	73.6
9.4: I feel my contribution is valued in NZ Police	55.4	61.0	56.6	47.3	49.5	53.0
1.6: I feel a sense of belonging to my District or my Service Centre	67.6	67.9	61.1	63.8	64.4	64.5
5.3: My job gives me a sense of personal achievement	79.7	87.0	90.2	79.8	86.7	85.3
1.10: NZ Police is interested in the views and opinions of its staff	39.2	38.5	38.1	39.4	28.7	35.3
1.4: NZ Police cares about the well-being of its staff	48.6	48.1	42.5	46.8	39.4	43.8
1.2: I feel I am working for an effective organisation	70.3	59.0	64.6	61.7	61.2	62.9
1.8: Communication in my District or my Service Centre is open and honest	63.5	53.8	47.8	54.3	42.8	50.2
1.5: There is a sense of 'common purpose' in NZ Police	59.5	57.1	64.0	60.6	56.7	59.3
2.4: NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	47.3	43.6	44.2	48.4	38.0	43.1

TAKING ACTION WITHIN THE BAY OF PLENTY DISTRICT?

Question	Bay of Plenty District 2013	Bay of Plenty District 2012	NZ Police 2013 (Total Org)
11.1: I believe actions will be taken based on the results of this survey	36.8	37.6 (-0.8)	34.9 (+1.9)
11.2: Changes in response to the 2012 Workplace Survey have had a positive impact on my work group	21.6	24.0 (-2.4)	22.9 (-1.3)
11.3: My supervisor has actively involved our work group in making changes as a result of the last survey	28.7	NA	34.0 (-5.3)

Taking Action within the District

Area	Change Index	Bay of Plenty District
Bay of Plenty DHQ Area	35.9	29.0 (+6.9)
Eastern Bay of Plenty Area	29.7	29.0 (+0.7)
Rotorua Area	28.7	29.0 (-0.3)
Taupo Area	26.9	29.0 (-2.1)
Western Bay of Plenty Area	27.3	29.0 (-1.7)

BIGGEST DIFFERENCES WITHIN THE BAY OF PLENTY DISTRICT SINCE 2012 - POSITIVE

Question	Bay of Plenty District 2013	Bay of Plenty District 2012	NZ Police 2013 (Total Org)
5.6: I am satisfied with my physical work environment	66.8	60.9 (+5.9)	63.5 (+3.3)
4.2: I can rely on the support of others in my work group	88.5	84.1 (+4.4)	86.4 (+2.1)
5.1: The responsibilities of my job are clearly defined	85.0	81.0 (+4.0)	76.0 (+9.0)
4.3: Roles and responsibilities are clearly defined in my work group	84.1	80.1 (+4.0)	76.2 (+7.9)
5.7: The level of work-related stress I experience in my job is acceptable	59.9	56.1 (+3.8)	56.0 (+3.9)
5.4: I have the tools and resources I need to do my job	52.7	49.0 (+3.7)	52.6 (+0.1)
7.2: The work I do makes good use of my knowledge and skills	78.4	75.0 (+3.4)	75.3 (+3.1)
5.2: I know how my work contributes to the effectiveness of NZ Police	86.3	83.3 (+3.0)	81.7 (+4.6)
3.6: I get regular feedback on my performance from my supervisor (formal/informal)	70.0	67.3 (+2.7)	67.4 (+2.6)
8.1: NZ Police expects high standards of performance from its people	90.5	88.2 (+2.3)	87.3 (+3.2)

BIGGEST DIFFERENCES WITHIN THE BAY OF PLENTY DISTRICT SINCE 2012 - NEGATIVE

Question	Bay of Plenty District 2013	Bay of Plenty District 2012	NZ Police 2013 (Total Org)
1.3: NZ Police is an enjoyable place to work	73.6	79.2 (-5.6)	66.8 (+6.8)
1.4: NZ Police cares about the well-being of its staff	43.8	49.1 (-5.3)	40.1 (+3.7)
1.8: Communication in my District or my Service Centre is open and honest	50.2	55.5 (-5.3)	43.2 (+7.0)
1.6: I feel a sense of belonging to my District or my Service Centre	64.5	69.6 (-5.1)	57.9 (+6.6)
10.2: Overall, I would recommend NZ Police as a great place to work	73.1	77.6 (-4.5)	65.5 (+7.6)
1.9: I feel informed about NZ Police and its activities	59.6	63.8 (-4.2)	54.2 (+5.4)
1.2: I feel I am working for an effective organisation	62.9	66.9 (-4.0)	59.6 (+3.3)
10.6: NZ Police inspires me to do the best I can in my job every day	63.5	67.5 (-4.0)	58.5 (+5.0)
6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	61.2	65.0 (-3.8)	64.2 (-3.0)
1.5: There is a sense of 'common purpose' in NZ Police	59.3	63.0 (-3.7)	53.5 (+5.8)

BIGGEST POSITIVE DIFFERENCES TO NZ POLICE TOP 25%

Question	Bay v Plenty District 2013	NZ Police Top 25%
5.1: The responsibilities of my job are clearly defined	85.0	79.6 (+5.4)
4.3: Roles and responsibilities are clearly defined in my work group	84.1	79.3 (+4.8)
1.7: I intend to continue working at NZ Police for at least the next 12 months	88.5	86.4 (+2.1)
4.6: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	90.3	88.9 (+1.4)
8.1: NZ Police expects high standards of performance from its people	90.5	90.2 (+0.3)
4.2: I can rely on the support of others in my work group	88.5	88.3 (+0.2)
4.4: I feel part of an effective work group	84.8	84.6 (+0.2)

BIGGEST NEGATIVE DIFFERENCES TO NZ POLICE TOP 25%

Question	Bay of Plenty District 2013	NZ Police Top 25%
11.3: My supervisor has actively involved our work group in making changes as a result of the last survey	28.7	44.2 (-15.5)
1.10: NZ Police is interested in the views and opinions of its staff	35.3	49.4 (-14.1)
11.1: I believe actions will be taken based on the results of this survey	36.8	49.4 (-12.6)
1.4: NZ Police cares about the well-being of its staff	43.8	55.8 (-12.0)
11.2: Changes in response to the 2012 Workplace Survey have had a positive impact on my work group	21.6	32.9 (-11.3)
1.2: I feel I am working for an effective organisation	62.9	74.1 (-11.2)
9.5: People here are appointed to positions based on merit	34.8	45.7 (-10.9)
5.4: I have the tools and resources I need to do my job	52.7	63.4 (-10.7)
1.1: NZ Police has a clear vision of where it's going and how it's going to get there	66.2	76.7 (-10.5)
2.4: NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	43.1	53.0 (-9.9)

RESPECT AND INTEGRITY WITHIN THE BAY OF PLENTY DISTRICT

Question	Bay of Plenty District 2013	Bay of Plenty District 2012	NZ Police 2013 (Total Org)
6.1: Staff in my workgroup respect employee diversity	81.8	79.7 (+2.1)	82.9 (-1.1)
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	81.9	82.4 (-0.5)	81.4 (+0.5)
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	69.8	67.7 (+2.1)	70.2 (-0.4)
6.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	66.8	65.0 (+1.8)	68.4 (-1.6)
6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	61.2	65.0 (-3.8)	64.2 (-3.0)

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 2013	Bay of Plenty District 2012	NZ Police 2013 (Total Org)
Not Applicable	84.1	84.4 (-0.3)	84.0 (+0.1)
Yes	2.2	3.7 (-1.5)	3.9 (-1.7)
No	13.7	11.9 (+1.8)	12.1 (+1.6)

Gender Differences Within the District

Question	Bay of Plenty District - Female	Bay of Plenty District - Male
6.1: Staff in my workgroup respect employee diversity	78.7	82.9
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	84.5	81.0
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	62.0	72.6
6.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	62.0	68.5
6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	56.8	62.7
Respect & Integrity in the Workplace (Overall Section Score)	68.8	73.5

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 - Female	Bay of Plenty District - Male
Not Applicable	78.9	85.9
Yes	5.6	1.0
No	15.5	13.1

SUMMARY AND KEY OBSERVATIONS – BAY OF PLENTY DISTRICT

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

Response Rate

There was a good response to the 2013 staff survey from within the Bay of Plenty District. 547 employees responded, representing a response rate of 70.9%. This level of participation ensures the results presented in this report provide a very accurate indication of employee attitude and opinion towards the District. However it is noticeably down on last year's response rate of 77.6% and is worthwhile understanding why it is that fewer employees participated.

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

In terms of how staff perceive the Bay of Plenty District as a place to work, the average score across all survey questions (the Performance Index) is 66.8%, and is essentially on par with the 2012 result. This score is above the NZ Police overall Performance Index, although not significantly. We are looking for differences of over 5 points to be considered meaningful change or difference. Essentially the District as a whole reflects the average NZ Police overall level of agreement as to what it is like to work for NZ Police and in the Bay of Plenty District. In comparison to the District's 2012 section results, differences vary negligibly up and down. Overall the District has maintained the results of 2012 in all areas. That said there is a tendency for the District's results to be more positive with one section showing a significant favourable difference, and that is the Engagement Index (5.3 points).

Digging further, we can examine scores for individual questions within these survey sections to determine what specific issues are influencing the overall results. Given little change there are few items scoring significantly differently from 2012. There is a positive lift in satisfaction with physical environment (5.9 points), as well as good lifts in clarity around roles and responsibilities. The significant negative decreases were in enjoyment, well-being, communication and sense of belonging (ranging between -5.1 and -5.6 points) – all of which are identified as being key items driving the Districts engagement this year which would help us understand why the Engagement Index (although up on NZ Police overall as noted above) actually decreased slightly for the District relative to its 2012 result.

A new analysis conducted for 2013 is a comparison of Bay of Plenty District's results against an 'NZ Police Top 25%' benchmark (a 'best practice' group that demonstrates what good results look like within the NZ Police context). This analysis reveals that while the District's staff have good clarity on the responsibilities of their roles, there is a big opportunity to in the areas of valuing, involving, equipping and giving vision clarity. Six of the ten largest unfavourable gaps to the Top 25% relate to valuing and involvement such as involvement in changes, change happening as a result of their feedback, interest in their views and opinions, being encouraged to put forward ideas, and their well-being being cared about. All the unfavourable gaps mentioned here are at and over 10 points in order to close the gap on the Top 25%, and indicate strong actionable areas of involving and valuing staff, clarifying the vision and ensuring people are equipped to do their jobs. Some of these themes arise again when we look at Key Drivers below.

Results across the areas within Bay of Plenty District, while having some variation, are reasonably tight with usually no more than 10 points separating highest and lowest. All are on or above NZ Police overall results including the lower scoring Areas of the District, Taupo and Western Bay of Plenty. Bay of Plenty DHQ Area is achieving levels of highest agreement for the District and is a contributing Area to the Top 25%. At this level of reporting there do not appear to be any standout concerns, although we would certainly recommend a review of the Area results.

Respect and Integrity within the Bay of Plenty District

Results in this section of the survey are materially unchanged from 2012 and are on par with overall NZ Police results for the same section. Of cautionary note is the need to redress the fall back on the belief that concerns are being dealt with appropriately (-3.8 points on 2012 and -3.0 points comparative the NZ Police).

As in 2012, over 84% of Bay of Plenty respondents indicated they hadn't witnessed or experienced any harassment, bullying or discrimination in the past 12 months which is reflective on what is seen elsewhere in NZ Police. That said, of those that did witness or experience such behaviour, 86% believe the behaviour was not dealt with effectively. This is comparative to 75% across NZ Police and 76% for the District in 2012.

When we look at Respect and Integrity responses by gender we can see that female employees on the whole have lower levels of agreement to diversity and are less confident than male employees that they could raise any issues they might have, and if they raised any concerns they would be addressed appropriately and without reprisal. That said, a greater proportion of female employees reported witnessing/experience of respect issues with more effective resolution than male employees.

Employee Engagement within Bay of Plenty District

Employee engagement levels within the Bay of Plenty District are slightly down on 2012 results (-1.9 points), with a drop off in the proportion of 'engaged' staff (-2.8 points) and increase in the proportion of 'disengaged' staff (1.9 points). While these are not considered significant changes there is a tendency towards less engagement in the District since 2012. Relative to NZ Police overall, the District continues to outperform at a meaningful level with greater overall engagement (by 5.3 points), more identified as 'engaged' (by 4.5 points) and less as 'disengaged' (by 5.1 points). Overall a positive result, but an area to monitor and correct in the coming year by addressing some of the opportunities raised below.

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

Key Drivers of Employee Engagement – Leverage Points for Performance Improvement

Key driver analysis was performed on Bay of Plenty District's results, and this process has highlighted which questions in the survey actually have the strongest relationship with employee engagement scores. If you are able to improve your results on these key questions, they are the most influential to drive improvement in engagement levels. Of the ten drivers identified, the District is outperforming NZ Police overall in six of them. These indicate strengths for District and in the interests of 'playing to your strengths' should be nurtured and continually developed. That said, three of these areas of 'strength' for the District have had significant falls from 2012 and are worthy of redressing before significantly impacting comparatively strong engagement levels. There are four drivers, the District is performing the same as NZ Police overall, three of which relate to the strong theme coming through in this year's survey for Bay of Plenty District – involvement and care.

In order to further increase engagement levels, we firstly recommend the District play to its strengths as mentioned above. A notable area of strength for the District is over 85% of staff agreeing they have a 'sense of personal achievement', outperforming NZ Police as whole by 5.6 points. This is likely to be complemented with the strong results in roles and responsibility clarity. One avenue to explore would be how to leverage this area of strength to redressing perceptions of NZ Police as an 'effective organisation'.

One of the top engagement drivers is 'I feel my contribution is valued in NZ Police' and only just over half of District staff agree with this statement. We see strong links to between being valued to being involved in decisions, thinking and communications as well as being cared about. There are a number of key drivers relating to all of these elements for the District (all of which have low overall levels of agreement ranging between 35% and 50%). The second recommendation, therefore, is to understand the opportunities to increase open and honest two-way communication channels within the District, lift staff opportunities to have input, encourage manager to facilitate this involvement and address perceptions of care.

As noted before Bay of Plenty DHQ Area tended to score more highly across most of the survey, and this is also the case across the key driver questions. Western Bay of Plenty Area has the lowest key driver scores on the whole.

Performance Enablement within the Bay of Plenty District

'Performance enablement' is about ensuring that staff have the basic resources, training and support they need to do their jobs. Additionally, it considers an emphasis on delivering a quality, customer-focused service to support a high performing workplace. A workforce that is both highly enabled (can do the job) and engaged (want to do the job) will outperform those that lack enablement or engagement. Based on responses to the enablement questions, while comparative to NZ Police overall, the opportunity to further enable Bay of Plenty District staff may exist with regards to encouraging ideas and suggestions from staff as well as continuing to improve access to required training, and essential tools and resources.

Taking Action within the Bay of Plenty District

The 'Change Index' is a key metric for Police and is a low scoring area for both NZ Police and the District with agreement levels ranging around 30%. The District's results have dropped back slightly from 2012 and there is a significantly unfavourable gap to NZ Police related to whether supervisors have actively involved work groups in making changes as a result of their feedback in the survey last year which is reflective of other insights from the survey around levels of involvement in the District.

Employee Comments

Examining the comments made by staff we see further support for the Key Drivers mentioned above. Many comments refer to camaraderie, teamwork and the sense of personal achievement they get from working in the District. Staff are also positive about the ability they have to make a difference in the community as well as the variety that the job offers. There are some commendations for the progress being made and the direction NZ Police is heading.

A number of issues are raised as things that needed to change. A good number related to tools and resources including: access to training, computers, radios and cars. That said, there is some optimism with regards to technology plans. Staff are concerned about well-being impacts for employees regarding staffing resources, rosters, treatment when unwell. Comments are made relating to management not considering or involving staff in change or in impact of decisions made, being disconnected to the front line and their needs, along with need for managers to act as leaders

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

Summary

The 2013 survey results for Bay of Plenty District tell two distinct stories. The first story is one of face value, where the District's results are in step with NZ Police overall and in fact tend to outperform in a number of areas. Of particular note is the Engagement Index result, and portion of 'engaged' to 'disengaged' for the District. With a top performing Area in Bay of Plenty DHQ and all other Area's performing at or just above NZ Police averages, the District could feel comfortable with Workplace Survey results.

The second story is that Bay of Plenty District has essentially stood still in its results, with a tendency towards falling back although for the most not yet significantly. Where there *are* significant decreases they are in key engagement driver items and threaten to impact more noticeably on engagement results. Additionally there is a noticeable drop in response rate. With just over 20% of District staff saying 'changes in response to the 2012 workplace Survey have had a positive impact on my work group', and less than 30% saying their supervisor has actively involved them in making changes, a conclusion could be drawn from response rate and results in general that staff may not have perceived their feedback as of interest or priority for the District and NZ Police or they are unable to link initiatives taken.

The challenge for the District is to maintain their favourable position relative to NZ Police overall, contribute more Areas to the Top 25%, and demonstrate to Bay of Plenty District staff the value placed in their input, involvement and well-being both to NZ Police and the District. In addition, to complement engagement is staff being enabled to do their jobs – in particular as it relates to accessing the required training, and essential tools and resources.

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

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

OVERALL PERCEPTIONS OF THE NZ POLICE AS A PLACE TO WORK

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

ENGAGEMENT PROFILE

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

Proportion of Employees (%)

GLOSSARY

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

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

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

Engagement Ratio: the proportion of engaged to disengaged employees

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

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

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

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

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

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

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

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

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

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

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

