

New Zealand Police
Workplace Survey 2015

Summary of Findings
Bay of Plenty District 2015

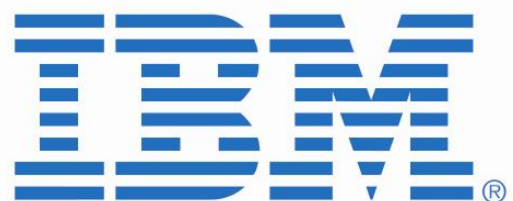


Table of Contents

1.	Executive Summary	3
2.	Section Summary.....	4
2.1	Across the District.....	4
2.2	Across the Areas.....	5
2.3	Interpretation.....	5
3.	Engagement	6
3.1	Fulfilment, motivation and commitment towards work	6
3.2	Engagement with New Zealand Police.....	6
3.3	District and Area Engagement Profile 2015.....	7
3.4	District and Area Engagement Profile Trend 2014-15	7
3.5	What drives our employee's engagement within the District?.....	8
4.	Respect & Integrity reporting.....	9
5.	Biggest Differences 2014 - 2015	9
5.1	Top five biggest differences within the District since 2014 - POSITIVE	9
5.2	Top five biggest differences within the District since 2014 - NEGATIVE.....	9
6.	Employee Comments Theme Analysis.....	10
6.1	One thing that makes this a great place to work.....	10
6.2	One thing that needs to change to make this a great place to work	10
7.	Appendix 1 – All Question Results	11
8.	Appendix 2 – Notes on taking action.....	14
9.	Appendix 3 – Glossary	15

1. Executive Summary

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

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

Response Rate

The response rate for Bay of Plenty District of 70.3% was good, although down around 2% from the response received in 2014. It is slightly higher than the NZ Police overall response rate. This level of response indicates the results in this report are a good representation of employee attitude and opinion of the District.

	Bay of Plenty District 2015	Bay of Plenty District 2014	NZ Police 2015
Number of Responses	537	547	8361
Response Rate	70.3%	72.4%	69.1%

Note: For tables in this report where comparisons are made between the District's 2015 and 2014 scores, as well as between the District and NZ Police (Total Org), green font indicates that the District's score is statistically higher than the comparison point, while red font indicates the score is statistically lower. The scores in the tables, excluding the response rate, are level of agreement (percent favourable) scores (unless otherwise stated). See the glossary on the last page of this report for definitions of all terms used.

Summary of Results

	Bay of Plenty District 2015	Bay of Plenty District 2014	NZ Police 2015
Performance Index	63.9	64.7	63.2
Engagement Index	73.8	74.3	72.1
Work Engagement Index	84.5	84.2	84.0
Change Index	27.9	25.2	26.4
Engagement Profile			
NZP 2015	26.4%	58.3%	15.3%
Bay of Plenty District 2015	27.4%	58.6%	14.0%
Bay of Plenty District 2014	27.6%	59.3%	13.1%

■ Engaged ■ Ambivalent ■ Disengaged

Summary of Findings

Bay of Plenty District results are consistent with NZ Police overall, with little change since 2014. Most of its people are connected and engaged with the work they do, although engagement with the organisation is lower, and in particular there has been an increase in disengagement in Taupo this year. Only a quarter of respondents believe that their opinions were heard and acted upon from the last survey, however Western Bay of Plenty have done relatively well in this area. Aspects of the culture that are strengths for Bay of Plenty District compared to NZ Police overall are that there is a stronger sense of common purpose, more people get a sense of personal achievement, and are likewise recognised for good work. Areas to watch are that 'tools and resources' in particular has seen a note-worthy decline, and perceptions of training and fair pay and benefits have also declined and are now scoring quite low.

Where to from here

Action plan with teams on two main areas: Communication and the sense that they individually and as an organisation are making a difference. Focus on ensuring ongoing and quality flow of information between NZ Police leaders, local leaders, and people on the front line. Demonstrate to staff that their opinions have been heard, and feed back why their ideas can or cannot be implemented. Involve staff in discussions on how to make NZ Police in general and their work unit in particular more effective.

2. Section Summary

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

2.1 Across the District

	Bay of Plenty District 2015	Bay of Plenty District 2014	NZ Police 2015
Performance Index (average of all questions in the survey)	63.9	64.7	63.2
1. The Work I Do	70.6	72.2	70.8
2. Learning and Development	50.7	51.8	52.6
3. Work Conditions	54.5	55.7	52.8
4. My Team	76.0	77.7	75.7
5. Respect & Integrity in the Workplace	71.6	73.1	72.7
6. My Supervisor	80.9	82.6	80.7
7. Recognition	48.5	45.7	44.6
8. Vision and Purpose + Communication and Cooperation	59.6	60.0	58.0
9. Quality and Excellence	59.4	61.4	58.7
10. Final Thoughts (Employee Engagement)	73.8	74.3	72.1
11. The Survey - Your Views (Change Index)	27.9	25.2	26.4

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

2.2 Across the Areas

Survey Sections	Bay of Plenty DHQ		Eastern Bay of Plenty		Rotorua		Taupo		Western Bay of Plenty	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Performance Index (average of all questions in the survey)	65.5	67.1	60.2	58.8	65.6	69.4	60.2	68.2	65.6	60.0
1. The Work I Do	71.1	72.7	71.6	68.5	72.4	76.7	69.5	76.3	69.5	67.3
2. Learning and Development	49.1	51.7	50.4	46.4	55.3	64.4	51.1	56.8	49.7	43.4
3. Work Conditions	63.5	64.5	43.8	41.9	57.0	55.1	46.3	62.0	55.2	49.0
4. My Team	76.7	78.7	75.4	75.7	74.3	80.3	68.8	74.8	80.5	78.9
5. Respect & Integrity in the Workplace	70.8	71.8	67.6	71.1	70.1	71.2	69.5	78.9	75.8	71.3
6. My Supervisor	83.1	80.4	72.6	79.0	83.9	82.2	78.4	83.8	82.9	85.6
7. Recognition	49.6	49.3	43.0	35.8	51.2	54.9	44.3	47.6	51.1	40.1
8. Vision and Purpose + Communication and Cooperation	61.4	63.5	54.8	53.1	62.3	67.7	56.1	64.9	60.9	51.9
9. Quality and Excellence	60.8	65.1	55.6	52.0	59.8	64.7	57.8	67.0	60.5	55.8
10. Final Thoughts (Employee Engagement)	76.3	81.6	72.6	69.1	78.0	83.1	67.4	77.3	74.1	62.9
11. The Survey - Your Views (Change Index)	29.3	26.9	16.7	17.5	28.5	29.5	21.1	31.3	35.0	20.1

2.3 Interpretation

Bay of Plenty District's 2015 results are very similar to NZ Police. Within Bay of Plenty District, Rotorua and Western Bay of Plenty tended to achieve the highest scores, while Taupo and Eastern Bay of Plenty scored least positively.

Although as a whole the results haven't changed much since 2014, some of the notable changes were that fewer Taupo people were positive about their work conditions and fewer felt that their views had been heard in the past year. More Eastern and Western Bay of Plenty people were positive about the recognition they receive this year, and in addition, more Western Bay of Plenty people agreed to the questions on employee engagement, and felt that their views had been heard in the past year.

2.3.1 Notes on Change Index

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

3. Engagement

While people in Bay of Plenty District overall have a similar level of engagement with their work to last year, markedly more Western Bay of Plenty people this year report feeling connected to NZ Police.

3.1 Fulfilment, motivation and commitment towards work

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

Question	Bay of Plenty District 2015	Bay of Plenty District 2014	NZ Police 2015
1.7 My job gives me a sense of personal achievement	76.7	77.8	77.9
1.8 I am strongly committed to the work I do	89.7	89.3	89.1
1.9 I am motivated to do the best I can in my job every day	87.2	85.6	85.1

	Bay of Plenty DHQ		Eastern Bay of Plenty		Rotorua		Taupo		Western Bay of Plenty	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
1.7	74.8	77.4	75.7	80.6	89.3	90.0	71.3	77.3	76.1	70.5
1.8	89.6	91.0	92.8	90.3	94.7	97.5	85.1	91.6	89.0	81.2
1.9	87.4	88.6	92.9	88.7	92.0	88.8	78.7	87.4	87.1	79.2

3.2 Engagement with New Zealand Police

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

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

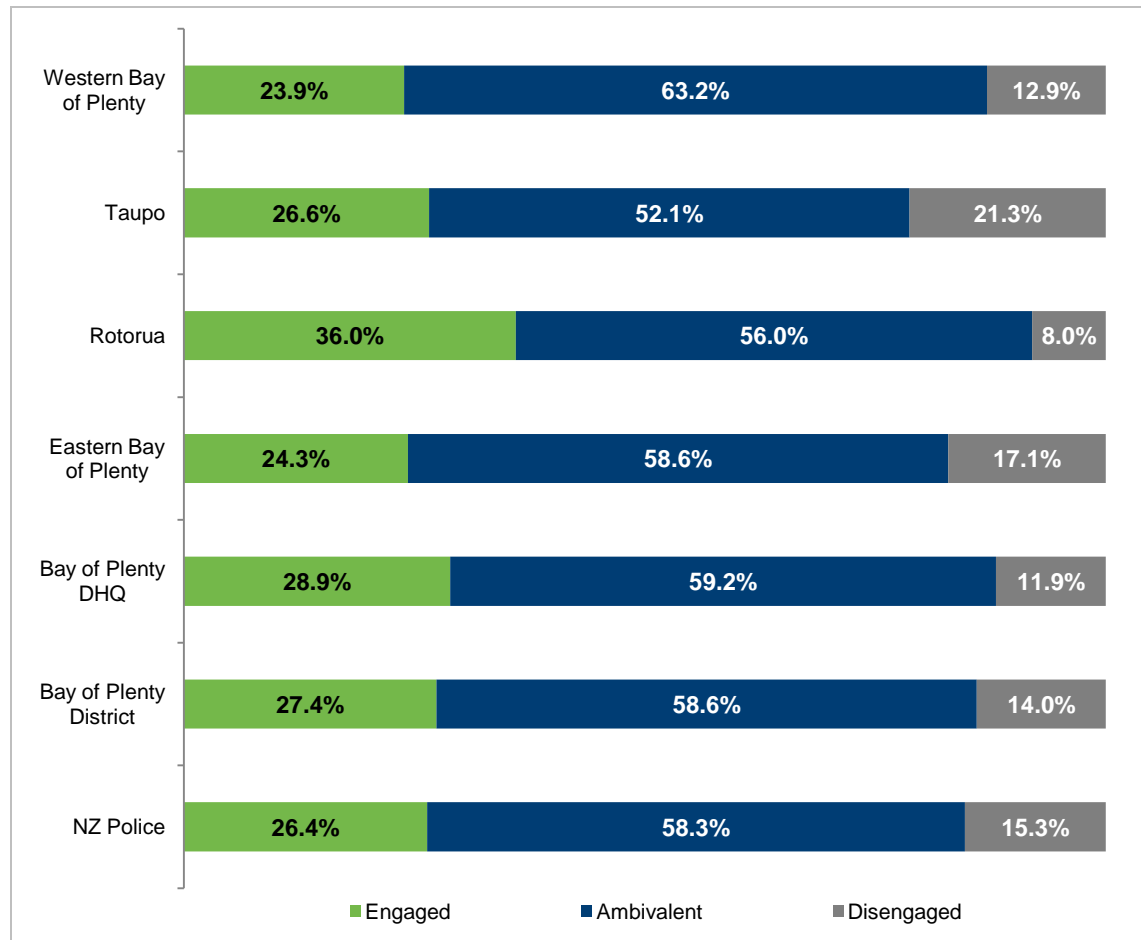
Question	Bay of Plenty District 2015	Bay of Plenty District 2014	NZ Police 2015
Engagement Index	73.8	74.3	72.1
10.1 Overall, I'm satisfied with my job	75.8	76.2	73.1
10.2 Overall, I would recommend NZ Police as a great place to work	70.0	70.7	66.6
10.3 I take an active interest in what happens in NZ Police	81.4	81.0	80.7
10.4 I feel inspired to go the extra mile to help NZ Police succeed	73.5	73.0	71.5
10.5 I feel a sense of commitment to NZ Police	82.3	82.9	80.9
10.6 NZ Police inspires me to do the best I can in my job every day	60.0	61.8	59.8

	Bay of Plenty DHQ		Eastern Bay of Plenty		Rotorua		Taupo		Western Bay of Plenty	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Index	76.3	81.6	72.6	69.1	78.0	83.1	67.4	77.3	74.1	62.9
10.1	78.5	82.0	68.6	72.1	82.7	83.8	69.1	82.4	77.3	63.8
10.2	73.1	78.9	70.0	65.6	80.0	81.3	61.7	73.9	67.5	57.0
10.3	85.2	85.0	78.6	73.8	80.0	87.3	73.4	81.5	84.7	77.2
10.4	75.6	81.8	75.4	70.5	80.0	82.3	68.1	73.9	71.2	60.8
10.5	83.0	89.5	82.9	82.0	88.0	88.8	76.6	85.7	82.2	71.8
10.6	62.2	72.2	60.0	50.8	57.3	75.0	55.3	66.1	62.0	47.0

3.3 District and Area Engagement Profile 2015

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

The proportion of highly engaged people is similar across areas within Bay of Plenty District, with the exception of Rotorua, which has more than a third of its people engaged and very few disengaged. The proportion of disengaged people in Taupo is currently high compared to the other areas of the District.



3.4 District and Area Engagement Profile Trend 2014-15

Taupo stands out as having more 'disengaged' people this year, while DHQ has fewer 'engaged' people. On the positive side, Western Bay of Plenty has almost halved the proportion of 'disengaged' people.

Engagement Profile	Bay of Plenty DHQ		Eastern Bay of Plenty		Rotorua		Taupo		Western Bay of Plenty	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Engaged	28.9	39.8	24.3	18.0	36.0	32.5	26.6	26.9	23.9	18.8
Ambivalent	59.2	51.9	58.6	67.2	56.0	61.2	52.1	63.9	63.2	57.7
Disengaged	11.9	8.3	17.1	14.8	8.0	6.3	21.3	9.2	12.9	23.5

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

The two things that we recommend Bay of Plenty District focus on for improving employee engagement relate to two-way communication and a sense that people are making a difference, as individuals and as an organisation. Perceptions haven't changed markedly since 2014 at the overall district level, but significantly more Bay of Plenty District people feel that there is a 'sense of common purpose' than is typically seen in NZ Police.

Key Driver Questions	Bay of Plenty District 2015	Bay of Plenty District 2014	NZ Police 2015
8.9: NZ Police is an enjoyable place to work	72.4	72.7	71.2
8.10: I feel I am working for an effective organisation	65.6	66.4	62.8
7.5: I feel my contribution is valued in NZ Police	54.1	51.1	49.2
8.7: I feel a sense of belonging to my District or my Service Centre	61.7	60.4	59.8
8.8: NZ Police cares about the well-being of its staff	50.7	49.4	48.7
8.2: Communication in my District or my Service Centre is open and honest	44.1	48.0	45.1
8.5: NZ Police is interested in the views and opinions of its staff	39.3	37.8	38.9
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	55.9	55.9	52.9
1.7: My job gives me a sense of personal achievement	76.7	77.8	77.9
8.4: There is a sense of 'common purpose' in NZ Police	62.9	60.8	57.2

Note: The table above shows the results of a statistical analysis identifying those things assessed in the survey that are the most engaging to staff members within the District. These key drivers are rank ordered. Any difference highlighted in green represents a statistically significant positive difference between the District and the comparison data. Any difference highlighted in red represents a statistically significant negative difference. Any non-coloured difference indicates a score statistically similar to the comparison data.

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

4. Respect & Integrity reporting

There have been no sizeable changes from 2014 in how people have rated Respect & Integrity. Bay of Plenty District is very similar in this area to the rest of NZ Police. However, note that the proportion of 'Not Applicable' responses has declined by 5%, potentially indicating that more people have witnessed or experienced some form of harassment, discrimination or bullying this year than in 2014.

Question		Bay of Plenty District 2015	Bay of Plenty District 2014	NZ Police 2015
5.1: Staff in my workgroup respect employee diversity		81.8	80.6	83.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination		80.6	81.4	79.1
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal		67.8	70.7	69.2
5.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)		67.7	69.7	68.4
5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately		60.0	63.1	63.0
<i>If you have witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months, do you believe it has been dealt with effectively?</i>	Not Applicable	81.6	87.2	81.7
	Yes	4.1	3.1	4.5
	No	14.3	9.7	13.8

5. Biggest Differences 2014 - 2015

There have been no significant improvements, but four significant declines noted. 'Tools and resources' in particular has seen a big drop. Perceptions of training and fair pay and benefits have also declined and are now scoring quite low. A positive highlight is that markedly more Bay of Plenty District people say that they get recognition when they do a good job, compared to NZ Police overall.

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

Question	Bay of Plenty District 2015	Bay of Plenty District 2014	NZ Police 2015
7.2: People here are appointed to positions based on merit	34.8	30.2	31.3
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	33.5	29.1	30.9
7.3: We celebrate success in NZ Police	50.7	47.0	47.5
7.5: I feel my contribution is valued in NZ Police	54.1	51.1	49.2
7.4: I get recognition when I do a good job	56.4	53.5	50.3
3.3: I am able to maintain a balance between my personal and working life	68.6	65.7	64.9

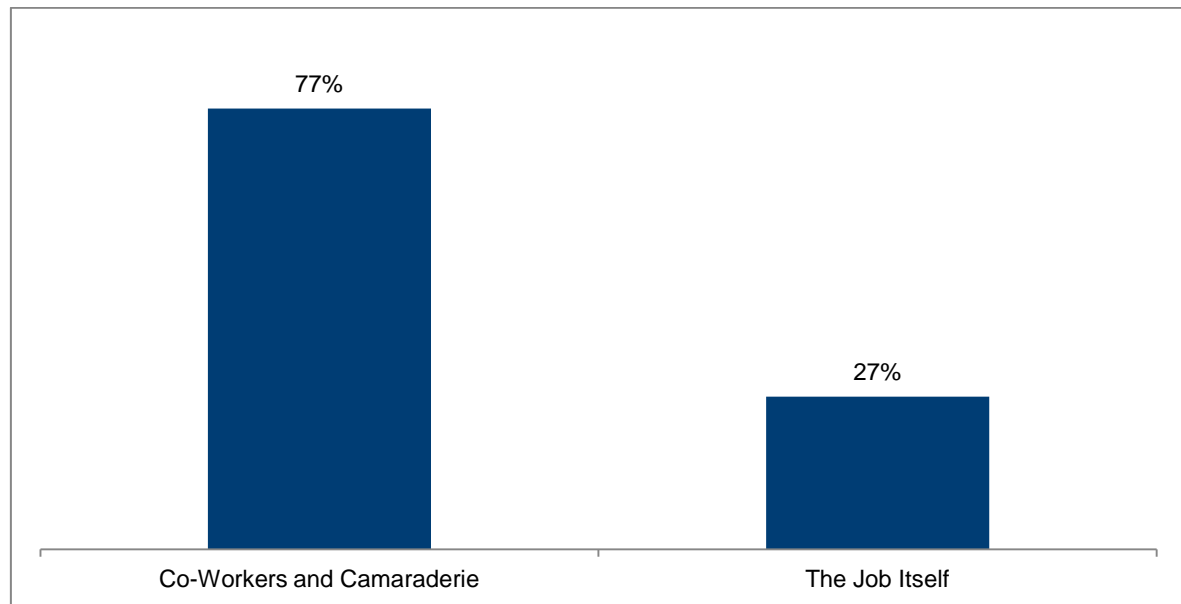
5.2 Top five biggest differences within the District since 2014 - NEGATIVE

Question	Bay of Plenty District 2015	Bay of Plenty District 2014	NZ Police 2015
9.3: I have the tools and resources I need to do my job	49.3	59.0	53.4
1.5: NZ Police provides adequate training for the work I do	37.2	43.6	40.0
3.4: The pay and benefits I receive are fair for the work I do	33.1	39.3	33.7
4.5: I can rely on the support of others in my team	83.4	88.4	86.4
8.1: NZ Police has a clear vision of where it's going and how it's going to get there	59.1	63.4	60.0

6. Employee Comments Theme Analysis

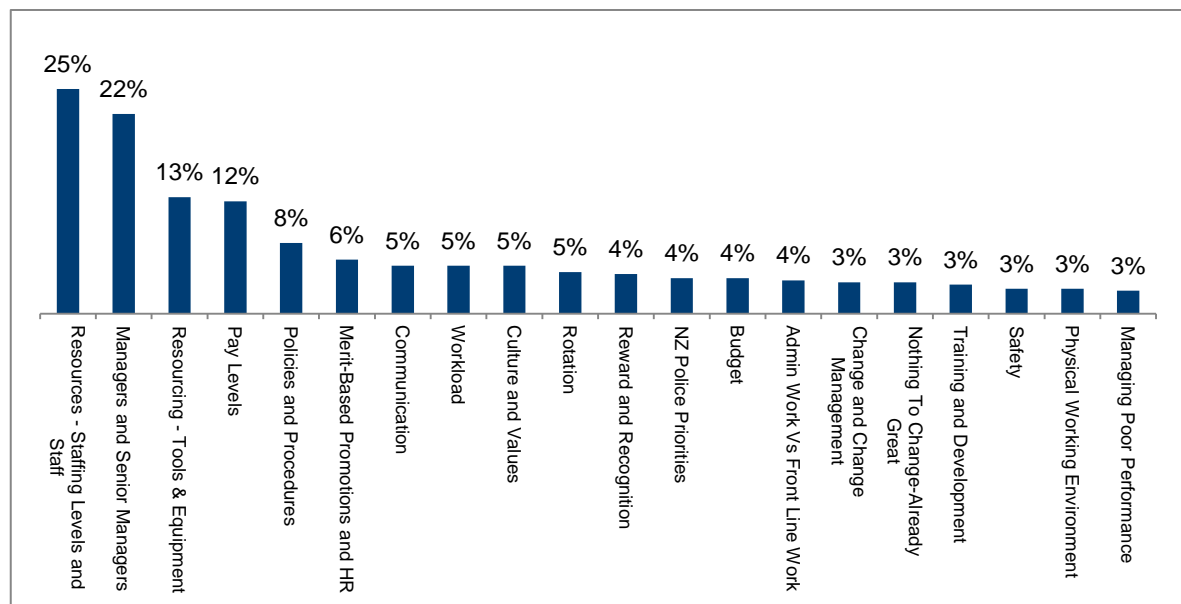
Employee comments to the two open-ended questions were analysed to provide further insight into the things people feel are working well and things that could be further improved.

6.1 One thing that makes this a great place to work



It is clear that Bay of Plenty people feel that their colleagues and camaraderie are the main reason they would consider NZ Police a great place to work.

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



Perceptions for what needs to change are more varied, with the two most common themes relating to resources in the form of staffing levels and staff, and managers and senior managers.

7. Appendix 1 – All Question Results

Question	Bay of Plenty District		NZ Police	
	2015	2014	2015	2014
1. The Work I Do	70.6	72.2	70.8	71.9
1.1: The responsibilities of my job are clearly defined	76.4	79.6	75.8	76.1
1.2: I know how my work contributes to the effectiveness of NZ Police	82.3	84.7	82.8	83.9
1.3: I understand how my performance is measured	60.3	61.3	59.4	61.1
1.4: My performance is fairly assessed	52.7	54.1	52.7	54.6
1.5: NZ Police provides adequate training for the work I do	37.2	43.6	40.0	44.8
1.6: The work I do makes good use of my knowledge and skills	72.8	73.3	74.4	75.0
1.7: My job gives me a sense of personal achievement	76.7	77.8	77.9	78.3
1.8: I am strongly committed to the work I do	89.7	89.3	89.1	88.6
1.9: I am motivated to do the best I can in my job everyday	87.2	85.6	85.1	85.1
2. Learning and Development	50.7	51.8	52.6	53.2
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	49.0	51.3	52.3	53.2
2.2: I am encouraged to try new ways of doing things	46.6	50.1	49.7	51.2
2.3: There are learning and development opportunities for me in NZ Police	53.8	53.6	54.8	55.0
2.4: There are career development opportunities for me in NZ Police	53.3	52.0	53.5	53.4
3. Work Conditions	54.5	55.7	52.8	56.2
3.1: I am satisfied with my physical work environment	65.2	65.2	60.1	62.5
3.2: The level of work-related stress I experience in my job is acceptable	51.0	52.4	52.2	54.9
3.3: I am able to maintain a balance between my personal and working life	68.6	65.7	64.9	67.2
3.4: The pay and benefits I receive are fair for the work I do	33.1	39.3	33.7	40.1
4. My Team	76.0	77.7	75.7	76.4
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	85.2	87.1	86.0	86.2
4.2: Roles and responsibilities are clearly defined in my team	80.0	78.6	76.4	76.9
4.3: The way work is allocated in my team is fair	74.2	75.7	71.5	72.5
4.4: People I work with cooperate to get the job done	86.9	88.8	86.1	86.5
4.5: I can rely on the support of others in my team	83.4	88.4	86.4	86.9
4.6: I feel part of an effective team	80.0	82.4	80.3	81.2
4.7: People are held accountable for their performance in my team	65.3	66.2	65.7	66.9
4.8: Poor performance is dealt with effectively in my team	52.8	54.7	53.3	54.4
5. Respect & Integrity in the Workplace	71.6	73.1	72.7	73.4
5.1: Staff in my team respect employee diversity	81.8	80.6	83.6	83.4
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	80.6	81.4	79.1	79.7
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	67.8	70.7	69.2	70.4
5.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	67.7	69.7	68.4	69.1
5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	60.0	63.1	63.0	64.4

Question	Bay of Plenty District		NZ Police	
	2015	2014	2015	2014
6. My Supervisor	80.9	82.6	80.7	80.6
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	87.8	88.8	87.5	87.4
6.2: My supervisor treats staff with respect	88.0	86.9	87.5	86.7
6.3: My supervisor communicates the goals and objectives of our team effectively	79.3	81.5	78.8	79.0
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	79.2	82.7	81.0	81.1
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	70.3	71.2	68.5	68.8
6.6: I have confidence in my supervisor	81.1	84.3	80.9	80.8
7. Recognition	48.5	45.7	44.6	46.3
7.1: NZ Police has appropriate ways of recognising outstanding achievement	46.5	46.7	44.9	46.3
7.2: People here are appointed to positions based on merit	34.8	30.2	31.3	34.5
7.3: We celebrate success in NZ Police	50.7	47.0	47.5	47.0
7.4: I get recognition when I do a good job	56.4	53.5	50.3	52.7
7.5: I feel my contribution is valued in NZ Police	54.1	51.1	49.2	51.0
8. Vision and Purpose + Communication and Cooperation	59.6	60.0	58.0	59.1
8.1: NZ Police has a clear vision of where it's going and how it's going to get there	59.1	63.4	60.0	62.3
8.2: Communication in my District or my Service Centre is open and honest	44.1	48.0	45.1	46.3
8.3: I feel informed about NZ Police and its activities	55.1	55.8	56.0	56.5
8.4: There is a sense of 'common purpose' in NZ Police	62.9	60.8	57.2	58.2
8.5: NZ Police is interested in the views and opinions of its staff	39.3	37.8	38.9	39.9
8.6: Teams within NZ Police work well together	58.1	57.6	54.1	54.3
8.7: I feel a sense of belonging to my District or my Service Centre	61.7	60.4	59.8	60.3
8.8: NZ Police cares about the well-being of its staff	50.7	49.4	48.7	50.9
8.9: NZ Police is an enjoyable place to work	72.4	72.7	71.2	72.4
8.10: I feel I am working for an effective organisation	65.6	66.4	62.8	64.2
8.11: I intend to continue working at NZ Police for at least the next 12 months	86.4	87.8	84.6	85.2
9. Quality and Excellence	59.4	61.4	58.7	60.8
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	55.9	55.9	52.9	55.1
9.2: NZ Police expects high standards of performance from its people	89.6	89.9	87.6	87.3
9.3: I have the tools and resources I need to do my job	49.3	59.0	53.4	57.2
9.4: I am sufficiently involved in decisions that affect the way I do my job	49.9	51.0	49.2	51.3
9.5: Systems and processes I use enable me to do my job well	61.6	60.3	59.1	60.8
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	57.0	59.7	57.5	59.1
9.7: NZ Police delivers on the promises it makes to its customers	52.3	54.0	51.5	55.1
10. Final Thoughts	73.8	74.3	72.1	73.3
10.1: Overall, I'm satisfied with my job	75.8	76.2	73.1	74.9
10.2: Overall, I would recommend NZ Police as a great place to work	70.0	70.7	66.6	68.3
10.3: I take an active interest in what happens in NZ Police	81.4	81.0	80.7	81.6
10.4: I feel inspired to go the extra mile to help NZ Police succeed	73.5	73.0	71.5	72.5
10.5: I feel a sense of commitment to NZ Police	82.3	82.9	80.9	81.8
10.6: NZ Police inspires me to do the best I can in my job every day	60.0	61.8	59.8	60.6

Question	Bay of Plenty District		NZ Police	
	2015	2014	2015	2014
11. The Survey - Your Views	27.9	25.2	26.4	30.5
11.1: Changes in response to the 2014 Workplace Survey have had a positive impact on my team	20.6	19.3	19.0	22.6
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	33.5	29.1	30.9	35.2
11.3: I believe actions will be taken based on the results of this survey	29.5	27.4	29.3	33.8

Question	Bay of Plenty District		NZ Police	
If you have witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months, do you believe it has been dealt with effectively?				
Not Applicable	81.6		81.7	
Yes	4.1		4.5	
No	14.3		13.8	

8. Appendix 2 – Notes on taking action

The key to driving any change or improvement effort is in following a suitable **action plan**. An action planning template is provided on the [Police Intranet](#) and allows you to detail the key issues to be addressed (focus areas), along with specific actions to occur, expected benefits, accountabilities, timeframes and progress reporting. Districts that adopt a standard action planning approach, provide support to those involved, and review the quality of planning output are those far more likely to see greater improvement in their subsequent survey results.

The following are some of the strategies we suggest need to be kept in mind when using survey results to drive change. Whilst there can never be one 'best' approach to the post-survey process that will suit all organisations, there are nevertheless a range of strategies that experience has shown leads to the greatest likelihood of performance improvement.

Focus on a limited number of key issues. Look for themes that emerge from your set of key drivers, paying particular attention to your 'red zone' key drivers. Try to distil these themes down to two or three major goals (80/20 principle).

Communication is vital. Do your best to keep everyone fully informed at all stages of the process, from results reporting to issue prioritisation to progress reports. Communicate survey results quickly (staff know you have them). Communicate senior management's initial response and the process to be followed. People want to know what is going to happen, how they will be involved. Have members of the management team present the results to their teams, while encouraging feedback and contribution. Consider using facilitators to assist in the process, and don't overlook the contribution supervisors may make (employees often prefer to receive organisational information directly from their supervisors rather than via emails or newsletters).

Act quickly. Make sure you act on your survey results within three months of survey results being reported. Survey momentum can be short lived and employees will quickly begin to question the relevancy of interventions that come too long after the survey has been completed. Look for the obvious "low-hanging fruit" or "easy fixes," and target them early on. Don't waste time on things you can't change – focus on things you CAN change. More complex issues can be addressed progressively during the year.

Measure your progress. Often desired improvement goals are not met because the survey is regarded as a one-off events, rather than an essential business process and KPI. Sustaining performance improvement requires not only the formulation of relevant and realistic action plans, but also regular monitoring of the impact of those initiatives. On-going measurement not only provides essential feedback on what's working and what's not, it also creates a 'virtuous cycle' where improvement becomes a reinforcing thing. Measurement is also a critical to ensure those responsible for change are held accountable. And there must be consequences – consequences for no change, and consequences for positive change.

Recognise and celebrate success. Often one of the most overlooked aspects of the survey process! And one of the most important. Obviously 'red zone' drivers need urgent attention, but don't overlook those 'green zone' drivers where your above-benchmark performance is something to celebrate (and maintain). One of the features of truly great workplaces is the emphasis they place on celebrating success. And success is all around you – celebrate, and see the different it makes!

Reinforce the survey follow-up process. Once your post-survey initiatives start to happen, make sure you take every opportunity to communicate and update staff on progress regularly. Too often organisations introduce excellent initiatives post-survey, but forget to tell anyone! Consider a quarterly update, or a section in your staff newsletter where you recap on the goals that were set and provide updates on progress to-date. This, more than anything, will reinforce to staff the value of the survey – the organisation was interested in my views, they have listened, and now they're doing something about them.

9. Appendix 3 – Glossary

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

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

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

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

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

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

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

The Questionnaire: The 2015 New Zealand Police Workplace Survey contained 69 statements (as well as three open text questions) designed to measure a workplace on a range of issues in the organisation. Respondents were asked to indicate how much they agreed or disagreed with each statement using a five point rating system. This rating system ranged from Strongly Disagree to Strongly Agree. Questions were separated into 12 sections according to statements that naturally cluster together and measure similar issues.

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

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

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

