

# **New Zealand Police Workplace Survey 2012**

## **Summary of Findings: Canterbury District**

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**April 2012**

**KeneXa® | JRA**



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

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An Analysis of Employee Engagement – Canterbury District  
April, 2012  
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## RESPONSE RATE

	Canterbury District 2012	Canterbury District 2011	NZ Police 2012 (Total Org)
Number of Responses	759	808	9393
Response Rate	70.7%	77.9%	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 CANTERBURY DISTRICT AS A PLACE TO WORK

Section	Canterbury District 2012	Canterbury District 2011	NZ Police 2012 (Total Org)
Performance Index (average of all questions in the survey)	71.0	65.7 (+5.3)	67.7 (+3.3)
1. Vision and Purpose + Communication and Cooperation	67.6	60.6 (+7.0)	63.9 (+3.7)
2. My Supervisor	80.1	75.6 (+4.5)	75.6 (+4.5)
3. My Work Group	81.2	78.3 (+2.9)	76.7 (+4.5)
4. My Job	67.4	63.0 (+4.4)	65.7 (+1.7)
5. Respect & Integrity in the Workplace	74.8	69.7 (+5.1)	71.2 (+3.6)
6. Learning and Development	66.6	61.8 (+4.8)	62.7 (+3.9)
7. Performance and Feedback	73.2	67.9 (+5.3)	69.4 (+3.8)
8. Recognition	61.2	54.0 (+7.2)	58.0 (+3.2)
9. Final Thoughts (Engagement)	75.3	70.9 (+4.4)	73.3 (+2.0)
10. The Survey - Your Views	52.7	40.9 (+11.8)	49.6 (+3.1)

## HIGHEST RATED AREAS WITHIN THE CANTERBURY DISTRICT

Question	Canterbury District 2012	Canterbury District 2011	NZ Police 2012 (Total Org)
1.7: I intend to continue working at NZ Police for at least the next 12 months	89.3	87.8 (+1.5)	85.8 (+3.5)
3.7: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	84.6	81.7 (+2.9)	80.0 (+4.6)
3.2: I can rely on the support of others in my work group	83.9	81.3 (+2.6)	80.0 (+3.9)
2.4: My supervisor treats staff with respect	83.4	80.4 (+3.0)	80.0 (+3.4)
3.1: Staff in my work group work well together	83.0	81.2 (+1.8)	79.1 (+3.9)
2.3: My supervisor behaves in a way that is consistent with the values of NZ Police	82.9	78.8 (+4.1)	79.2 (+3.7)
2.5: My supervisor supports and encourages me in my job	81.9	78.3 (+3.6)	77.6 (+4.3)
2.6: I have confidence in my supervisor	81.4	78.7 (+2.7)	77.1 (+4.3)
3.4: I have confidence in the ability of others in my work group	81.3	78.8 (+2.5)	77.5 (+3.8)
3.5: I feel part of an effective work group	80.8	77.6 (+3.2)	76.7 (+4.1)

## LOWEST RATED AREAS WITHIN THE CANTERBURY DISTRICT

Question	Canterbury District 2012	Canterbury 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	51.0	39.0 (+12.0)	47.8 (+3.2)
8.5: People here are appointed to positions based on merit	53.9	45.1 (+8.8)	48.2 (+5.7)
4.4: I have the tools and resources I need to do my job	54.1	47.1 (+7.0)	59.0 (-4.9)
4.9: The pay and benefits I receive are fair for the work I do	54.6	51.1 (+3.5)	53.0 (+1.6)
10.1: I believe actions will be taken based on the results of this survey	54.6	43.0 (+11.6)	51.5 (+3.1)
1.10: NZ Police is interested in the views and opinions of its staff	54.7	46.9 (+7.8)	51.3 (+3.4)
4.6: I am satisfied with my physical work environment	58.9	53.3 (+5.6)	63.6 (-4.7)
8.3: NZ Police has appropriate ways of recognising outstanding achievement	59.4	52.2 (+7.2)	58.8 (+0.6)
6.1: NZ Police provides adequate training for the work I do	60.7	54.8 (+5.9)	58.9 (+1.8)
1.11: Work groups in NZ Police work well together	60.7	53.5 (+7.2)	56.0 (+4.7)

## BIGGEST DIFFERENCES WITHIN THE CANTERBURY DISTRICT SINCE 2011 - POSITIVE

Question	Canterbury District 2012	Canterbury 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	51.0	39.0 (+12.0)	47.8 (+3.2)
10.1: I believe actions will be taken based on the results of this survey	54.6	43.0 (+11.6)	51.5 (+3.1)
1.9: I feel informed about NZ Police and its activities	68.5	57.5 (+11.0)	62.8 (+5.7)
1.1: NZ Police has a clear vision of where it's going and how it's going to get there	68.7	58.5 (+10.2)	67.8 (+0.9)
1.8: Communication in my District or my Service Centre is open and honest	65.8	56.2 (+9.6)	57.4 (+8.4)
8.5: People here are appointed to positions based on merit	53.9	45.1 (+8.8)	48.2 (+5.7)
1.2: I feel I am working for an effective organisation	66.1	57.8 (+8.3)	65.6 (+0.5)
1.10: NZ Police is interested in the views and opinions of its staff	54.7	46.9 (+7.8)	51.3 (+3.4)
1.11: Work groups in NZ Police work well together	60.7	53.5 (+7.2)	56.0 (+4.7)
8.3: NZ Police has appropriate ways of recognising outstanding achievement	59.4	52.2 (+7.2)	58.8 (+0.6)

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

## SCORES ACROSS THE CANTERBURY DISTRICT

Section	Canterbury Dhq Area	Central Area Canterbury	Mid/South Area Canterbury	Northern Area Canterbury	Southern Area Canterbury	Canterbury District
Performance Index	68.7	68.2	73.7	71.9	76.6	71.0
1. Vision and Purpose + Communication and Cooperation	64.9	63.8	69.8	70.6	73.5	67.6
2. My Supervisor	77.2	80.0	83.1	80.6	84.9	80.1
3. My Work Group	78.2	82.0	82.6	81.0	87.8	81.2
4. My Job	66.1	61.7	71.0	67.9	73.2	67.4
5. Respect & Integrity in the Workplace	72.2	72.0	76.9	77.6	79.9	74.8
6. Learning and Development	65.3	63.4	69.0	65.3	73.3	66.6
7. Performance and Feedback	70.7	74.0	76.6	72.0	77.9	73.2
8. Recognition	59.9	56.5	65.6	59.9	67.6	61.2
9. Final Thoughts	72.5	74.1	78.6	77.1	78.8	75.3
10. The Survey - Your Views	50.1	46.6	55.9	56.6	58.5	52.7

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 CANTERBURY DISTRICT

Question	Canterbury District	NZ Police (Total Org)
5.1: Staff in my workgroup respect employee diversity	87.0	81.0 (+6.0)
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	82.8	80.9 (+1.9)
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	74.7	69.4 (+5.3)
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)	71.8	67.1 (+4.7)
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	71.1	63.5 (+7.6)

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?

	Canterbury District	NZ Police (Total Org)
Not Applicable	85.4	83.4 (+2.0)
Yes	5.0	4.6 (+0.4)
No	9.6	12.0 (-2.4)

## HOW ENGAGED ARE STAFF WITHIN THE CANTERBURY DISTRICT?

**Engagement Index** (average of all six engagement questions)

Canterbury District 2012	Canterbury District 2011	NZ Police (Total Org)
75.3	70.9 (+4.4)	73.3 (+2.0)

Weighted Mean Score (%)

### Engagement Profile

Engagement Group	Canterbury District 2012	Canterbury District 2011	NZ Police (Total Org)
Engaged	30.2	20.5 (+9.7)	27.8 (+2.4)
Ambivalent	59.7	65.3 (-5.6)	59.7 (0.0)
Disengaged	10.1	14.2 (-4.1)	12.5 (-2.4)

Proportion of Employees (%)

## WHAT DRIVES EMPLOYEE ENGAGEMENT WITHIN THE CANTERBURY DISTRICT?

	Rank from 2011	Key Driver Questions	Canterbury District 2012	Canterbury District 2011	NZ Police (Total Org)
	1	1.3: NZ Police is an enjoyable place to work	73.8	70.8 (+3.0)	71.1 (+2.7)
	4	1.2: I feel I am working for an effective organisation	66.1	57.8 (+8.3)	65.6 (+0.5)
	2	4.3: My job gives me a sense of personal achievement	80.6	77.0 (+3.6)	78.0 (+2.6)
	3	1.6: I feel a sense of belonging to my District or my Service Centre	69.7	64.2 (+5.5)	65.5 (+4.2)
	NA	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	71.6	65.1 (+6.5)	66.5 (+5.1)
	10	6.5: There are career and personal development opportunities for me in NZ Police	68.6	64.6 (+4.0)	62.2 (+6.4)
	5	4.7: The level of work-related stress I experience in my job is acceptable	65.2	60.6 (+4.6)	61.6 (+3.6)
	NA	6.2: The work I do makes good use of my knowledge and skills	74.0	69.9 (+4.1)	71.0 (+3.0)
	NA	6.4: I am encouraged to try new ways of doing things	65.6	60.2 (+5.4)	61.9 (+3.7)
	NA	5.1: Staff in my workgroup respect employee diversity	79.6	74.1 (+5.5)	76.2 (+3.4)

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
<b>Organisation level</b>		1.3: NZ Police is an enjoyable place to work	6.5: There are career and personal development opportunities for me in NZ Police	1.2: I feel I am working for an effective organisation
<b>Team level</b>		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  5.1: Staff in my workgroup respect employee diversity	6.4: I am encouraged to try new ways of doing things	
<b>Individual level</b>		1.6: I feel a sense of belonging to my District or my Service Centre	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	Canterbury Dhq Area	Central Area Canterbury	Mid/South Area Canterbury	Northern Area Canterbury	Southern Area Canterbury	Canterbury District	Total Organisation
1.3: NZ Police is an enjoyable place to work	70.1	72.1	77.7	76.4	79.0	73.8	71.1
1.2: I feel I am working for an effective organisation	63.1	63.4	69.6	68.4	71.0	66.1	65.6
4.3: My job gives me a sense of personal achievement	77.8	81.8	84.7	80.4	83.7	80.6	78.0
1.6: I feel a sense of belonging to my District or my Service Centre	66.2	66.9	70.8	73.1	77.2	69.7	65.5
5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	69.2	68.0	73.8	75.2	75.5	71.6	66.5
6.5: There are career and personal development opportunities for me in NZ Police	65.7	67.3	71.0	68.2	76.5	68.6	62.2
4.7: The level of work-related stress I experience in my job is acceptable	64.2	60.5	70.8	65.9	66.6	65.2	61.6
6.2: The work I do makes good use of my knowledge and skills	73.1	71.3	76.0	73.1	79.5	74.0	71.0
6.4: I am encouraged to try new ways of doing things	65.9	59.6	68.8	63.4	71.0	65.6	61.9
5.1: Staff in my workgroup respect employee diversity	77.4	79.2	80.3	79.6	85.6	79.6	76.2

Weighted Mean Score (%)

## SUMMARY AND KEY OBSERVATIONS – CANTERBURY 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 759 people from the Canterbury District completed the NZ Police staff survey. This represents 70.7% of those invited from the District to participate. While this is down on the 2011 response rate of 77.9%, it is still a very good response rate. This means that the results presented in this report provide a very accurate indication of employee attitude and opinion towards the District.

### How Employees Perceive Canterbury District as a Place to Work

As occurred a year prior, the 2012 survey results show that there has again been a large improvement in peoples' perceptions of working for NZ Police in the Canterbury District. In 2012 the District's 'Performance Index' – the average score across all questions across all employees – has increased to 71.0% weighted mean points (up from 65.7%). This is a significant increase and represents a real improvement in how people feel about their workplace.

All ten survey sections have had improvements worth noting, with increases ranging from +2.9% to an impressive +11.8%. The largest increases are seen in the sections 'The Survey – Your Views', 'Recognition', 'Vision and Purpose + Communication and Cooperation', 'Performance and Feedback' and 'Respect and Integrity in the Workplace', which all had improvements of greater than +5.0%.

Not only has the District improved greatly on 2011, but it also outscores NZ Police overall by an average of +3.3%. The District has section scores greater than NZ Police across all ten survey sections, ranging from +1.7% to +4.5%. 'My Supervisor' and 'My Work Group' both perform +4.5% points higher than the NZ Police average.

As seen in the previous year's surveys, intention to stay at NZ Police is by far the highest rated item in the entire survey for the District. The 'intention to stay' score of 89.3% is higher than the 2011 Canterbury result of 87.8%, and even further ahead of the NZ Police result of 85.8%. It is also interesting to note that the ten highest rated questions across the District are the same as those from 2011, with nine of these highest rated items coming from the survey sections already mentioned; 'My Supervisor' and 'My Work Group'. People feel that they are part of an effective work group – 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. All items perform better than a year ago, and outscore the NZ Police scores on these same items.

An examination of the District's ten lowest scoring items unveils some interesting observations. Firstly almost all of 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 +3.5% to +12.0%). So despite the same questions being rated low, people in the District certainly feel more positively about how NZ Police is performing against them. The District performs higher than NZ Police on seven of these low scoring items, but is well behind the overall average for the two 'My Job' items 'I have the tools and resources I need to do my job' (-4.9%) and 'I am satisfied with my physical work environment' (-4.7%).

When looking at survey items that have improved the most since 2011, there 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 +7.2% to +11.0%. 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 +11.6% and +12.0% respectively. In other areas staff also think the District is doing a much better job than a year ago of promoting people on merit, and recognising people for outstanding achievement.

Looking at results across the District, large variance of results exists between the higher scoring Southern Area and the lower scoring Central and Canterbury Dhq Areas. With a 'Performance Index' score of 76.6%



the Southern Area is on average ahead of all other Areas. The Southern Area scores better across all survey sections, while Central and Canterbury Dhq score the lowest in the District across a majority of their survey sections. Meanwhile the Mid/South and Northern Areas tend to have scores closer to the District results over most sections.

### **Respect and Integrity within the Canterbury District**

'Respect and Integrity in the Workplace' is a survey section that has increased markedly. People agree that employee diversity is respected within workgroups, that they know who to contact to report instances of workplace harassment, and that they are confident they could raise issues related to harassment or discrimination without fear of reprisal. There is however less confidence amongst staff that any issues they raise, will be dealt with appropriately. The proportion of people who have witnessed some form of harassment, discrimination or workplace bullying, at 14.6% of staff, is less than the NZ Police overall result. However approximately two-thirds of those who have witnessed any such incident, do not believe it was dealt with effectively.

### **Employee Engagement within Canterbury District**

A significant increase in the District's Engagement Index (up +4.4% from 2011) has also translated into a large shift in the proportion of people in the District who are considered 'engaged' employees. The proportion of people who are 'engaged' is now 30.2% of staff, compared to 20.5% of staff a year ago. The proportion of people who are 'disengaged' has dropped markedly, from 14.2% in 2011 to now stand at 10.1%. In effect this means there are many more positive voices within the District than negative voices by a ratio of 3 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, with the 'Vision and Purpose + Communication and Cooperation' items of 'an enjoyable place to work', 'working for an effective organisation' and 'a sense of belonging' among the highest ranked items. The Canterbury District comes from a position of strength in regard to nine items, with all of them all performing better than NZ Police. The item 'I feel I am working for an effective organisation' is on par with the NZ Police average, but has had a dramatic rise since 2011 of +8.3% points.

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

### **Employee Comments**

The elements that people like the best about working at NZ Police in the Canterbury 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', 'serving the community' and 'catching criminals' all frequently mentioned in employee comments as elements that make working at NZ Police great. There is a sense of belonging and commitment in that people are working together to get the job done.

Comments on the elements where NZ Police could do better centre round a handful of key themes. Comments often refer to staffing levels and resourcing in general. Comments in regard to 'equipment' are often made, including radios, cars, computers and other essential items (which backs up results in the survey data regarding 'having tools and equipment'). Improved communication from management, and comments regarding better management/direct supervisor actions are also mentioned.

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 Canterbury District overall can be best described as a 'good news' story. 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 (around 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 Southern Area has led the way in 2012, with higher scores seen across the survey. Meanwhile specific attention is recommended to address low scores across the Canterbury Dhq and Central 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 Southern Area have a far more positive view of the impact of the 2011 survey, than say their Central Area colleagues.

## 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.