New Zealand Police Workplace Survey 2015

Summary of Findings Canterbury District 2015
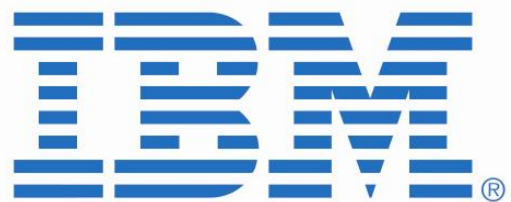
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1. Executive Summary

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 Canterbury District to the 2015 survey of 59.7% was down almost 6% from the previous year. It is also almost 10% lower than the NZ Police overall response rate. Consequently, some caution is needed when interpreting the results as they may not be fully reflective of the wider unit's views.

	Canterbury District 2015	Canterbury District 2014	NZ Police 2015
Number of Responses	603	662	8361
Response Rate	59.7%	65.5%	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

	Canterbury District 2015	Canterbury District 2014	NZ Police 2015
Performance Index	61.2	61.5	63.2
Engagement Index	69.5	69.3	72.1
Work Engagement Index	84.5	84.1	84.0
Change Index	19.9	21.3	**26.4**

Engagement Profile

	Engaged	Ambivalent	Disengaged
NZP 2015	26.4%	58.3%	15.3%
Canterbury District 2015	20.7%	63.0%	16.3%
Canterbury District 2014	21.5%	61.7%	16.8%

Summary of Findings

Canterbury District results are generally consistent with NZ Police overall, with little change since 2014. While there appears to be a strong connection to the work being done amongst Canterbury District employees, their engagement and connectedness with NZ Police as an organisation is less strong, with less people feeling inspired by NZ Police to go the 'extra mile' and to do the best they can compared to their peers across the wider organisation. Their perceptions have significantly improved with regards to being informed about NZ Police generally (top-down communication), and there has been a slight improvement in the perception that staff views and opinions are listened to (bottom-up communication). However, they view communication in their District as less open and honest, and feel less consulted than do those in NZ Police overall. Canterbury respondents also appear to have lower confidence that the survey will result in positive change, compared to NZ Police overall. Apart from communication, the sense of common purpose and organisational effectiveness remain areas to be further strengthened. Compared to 2014, less people feel appropriately trained and fairly paid for their work, which was also reflected in staff comments.

Where to from here

With communication coming through as a theme in the key driver questions, action planning with Canterbury District teams on the results of the survey is an excellent opportunity for making people feel more consulted and involved, opening the lines of communication and building confidence that the survey will lead to positive action. Focus on further exploring opportunities and ideas for how they can feel more involved and more connected to NZ Police, possibly by asking for feedback on how NZ Police can improve its effectiveness. Also seek to discuss gaps in training, and how these could be addressed, and explore perceptions around pay with care.

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

	Canterbury District 2015	Canterbury District 2014	NZ Police 2015
Performance Index (average of all questions in the survey)	61.2	61.5	63.2
1. The Work I Do	69.2	71.7	70.8
2. Learning and Development	52.0	53.6	52.6
3. Work Conditions	49.4	52.0	52.8
4. My Team	77.8	78.5	75.7
5. Respect & Integrity in the Workplace	73.7	73.6	72.7
6. My Supervisor	82.7	84.0	80.7
7. Recognition	40.2	39.8	44.6
8. Vision and Purpose + Communication and Cooperation	54.2	52.1	58.0
9. Quality and Excellence	53.0	51.7	**58.7**
10. Final Thoughts (Employee Engagement)	69.5	69.3	72.1
11. The Survey - Your Views (Change Index)	19.9	21.3	**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

Section	Canterbury DHQ		Canterbury Metro		Mid/South Canterbury	
	2015	2014	2015	2014	2015	2014
Performance Index (average of all questions in the survey)	59.2	61.2	63.4	--	62.8	63.4
1. The Work I Do	68.4	72.7	69.9	--	70.4	71.7
2. Learning and Development	50.1	52.6	55.6	--	50.6	53.0
3. Work Conditions	53.4	53.2	42.5	--	51.8	56.1
4. My Team	72.6	76.9	85.8	--	76.8	78.9
5. Respect & Integrity in the Workplace	69.6	71.5	76.8	--	81.2	82.1
6. My Supervisor	78.4	82.8	88.3	--	84.1	86.3
7. Recognition	39.6	42.1	41.3	--	39.8	41.0
8. Vision and Purpose + Communication and Cooperation	53.2	52.5	55.4	--	54.9	50.1
9. Quality and Excellence	53.5	52.3	51.6	--	54.6	56.3
10. Final Thoughts (Employee Engagement)	65.6	66.4	74.1	--	72.4	76.9
11. The Survey - Your Views (Change Index)	15.7	20.9	23.1	--	27.1	20.6

2.3 Interpretation

The overall Performance Index score for Canterbury District is at a similar level to the previous year and to NZ Police overall. However there are a couple of sections that are scoring significantly below NZ Police as a whole, namely 'Quality and Excellence' and the Change Index. For Canterbury DHQ specifically, the Change Index has declined significantly from the previous year, suggesting that fewer respondents feel action has occurred, or will occur, on the basis of survey results.

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.

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3. Engagement

Employees within Canterbury District score very similarly to NZ Police overall, with respect to their engagement with their work. With respect to their engagement with NZ Police, the results indicate that fewer people feel inspired to go the extra mile to help NZ Police succeed (6.2 points lower), or feel inspired by NZ Police to do the best they can in their job every day (5.5 points lower), compared to NZ Police overall. Across the Areas within Canterbury, Mid/South Canterbury showed significant declines with respect to the proportion of people who would recommend NZ Police as a great place to work, and who feeling inspired by NZ Police to do the best they can.

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	Canterbury District 2015	Canterbury District 2014	NZ Police 2015
1.7 My job gives me a sense of personal achievement	78.9	77.7	77.9
1.8 I am strongly committed to the work I do	88.9	88.9	89.1
1.9 I am motivated to do the best I can in my job every day	85.6	85.7	85.1

	Canterbury DHQ		Canterbury Metro		Mid/South Canterbury	
	2015	2014	2015	2014	2015	2014
1.7	75.6	79.1	80.6	--	86.9	71.6
1.8	85.6	87.4	92.4	--	91.7	89.6
1.9	83.4	85.4	88.2	--	86.9	88.1

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.
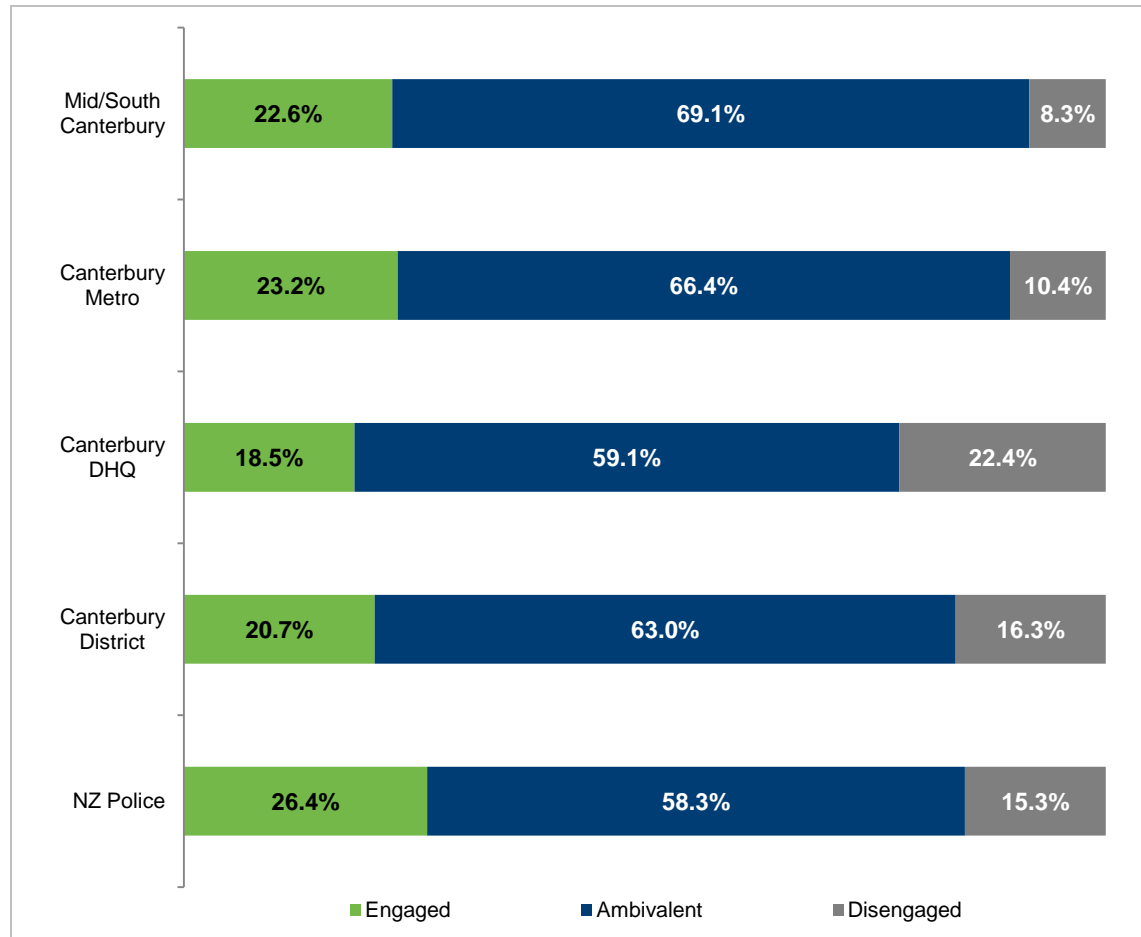
Question	Canterbury District 2015	Canterbury District 2014	NZ Police 2015
Engagement Index	69.5	69.3	72.1
10.1 Overall, I'm satisfied with my job	73.8	74.7	73.1
10.2 Overall, I would recommend NZ Police as a great place to work	65.3	66.1	66.6
10.3 I take an active interest in what happens in NZ Police	78.7	79.8	80.7
10.4 I feel inspired to go the extra mile to help NZ Police succeed	65.3	65.3	**71.5**
10.5 I feel a sense of commitment to NZ Police	79.5	78.5	80.9
10.6 NZ Police inspires me to do the best I can in my job every day	54.3	51.4	**59.8**

	Canterbury DHQ		Canterbury Metro		Mid/South Canterbury	
	2015	2014	2015	2014	2015	2014
Index	65.6	66.4	74.1	--	72.4	76.9
10.1	66.6	71.1	81.0	--	82.1	83.6
10.2	62.0	63.8	70.6	--	64.3	**70.1**
10.3	74.3	77.8	82.4	--	85.7	89.6
10.4	63.0	61.5	68.2	--	66.7	70.1
10.5	75.6	73.6	84.3	--	82.1	86.6
10.6	52.1	50.8	57.8	--	53.6	**61.2**

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.

Canterbury District has a lower proportion of engaged employees compared to NZ Police overall. The individual Areas, Mid/South Canterbury, Canterbury Metro, and Canterbury DHQ all have similar proportions of employees who can be classified as 'engaged', however Canterbury DHQ has a higher proportion of 'disengaged' staff (almost a quarter of its people).

3.4 District and Area Engagement Profile Trend 2014-15

There was no meaningful change in the Engagement Profiles for any of the individual Areas within Canterbury District when compared to the previous year.

Engagement Profile	Canterbury DHQ		Canterbury Metro		Mid/South Canterbury	
	2015	2014	2015	2014	2015	2014
Engaged	18.5	21.9	23.2	--	22.6	19.4
Ambivalent	59.1	58.4	66.4	--	69.1	76.1
Disengaged	22.4	19.7	10.4	--	8.3	4.5

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

With respect to Key Drivers of engagement within Canterbury District, just over half of these scored lower than NZ Police overall, particularly the items relating to communication (although some have improved since 2014). With respect to 'top-down' communication in the organisation, there was a notable improvement regarding the extent to which people in Canterbury District feel informed about NZ Police and its activities; however, the perceptions on this are still lagging behind the overall NZ Police. Compared to NZ Police overall, people in Canterbury are less likely to feel that communication in their District is open and honest. A similar pattern was observed for questions related to 'bottom-up' communication, with Canterbury District employees less likely to feel that NZ Police is interested in the views and opinions of its staff, or that employees are encouraged to provide ideas and suggestions to improve the way things are done. Compared to NZ Police overall, the sense of common purpose and perceptions of organisational effectiveness can also be strengthened further.

Key Driver Questions	Canterbury District 2015	Canterbury District 2014	NZ Police 2015
8.9: NZ Police is an enjoyable place to work	71.8	69.8	71.2
8.10: I feel I am working for an effective organisation	56.4	55.2	**62.8**
8.7: I feel a sense of belonging to my District or my Service Centre	54.6	56.1	**59.8**
7.5: I feel my contribution is valued in NZ Police	44.3	42.9	49.2
8.5: NZ Police is interested in the views and opinions of its staff	28.9	24.9	**38.9**
8.8: NZ Police cares about the well-being of its staff	47.7	44.0	48.7
8.4: There is a sense of 'common purpose' in NZ Police	50.2	48.0	**57.2**
8.2: Communication in my District or my Service Centre is open and honest	39.4	35.8	**45.1**
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	52.0	49.2	**57.5**
8.3: I feel informed about NZ Police and its activities	51.4	**46.3**	56.0

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

Across the various 'Respect and Integrity' questions, Canterbury District scored at a similar level to the previous year, and to NZ Police overall.

Question		Canterbury District 2015	Canterbury District 2014	NZ Police 2015
5.1: Staff in my workgroup respect employee diversity		84.0	83.7	83.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination		79.3	78.3	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		71.2	71.6	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)		70.4	69.8	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		63.8	64.4	63.0
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?	Not Applicable	84.6	86.4	81.7
	Yes	3.3	2.7	4.5
	No	12.1	10.9	13.8

5. Biggest Differences 2014 - 2015

Since 2014, there has been significant improvement for the Canterbury District with respect to 'top-down' (feeling informed about NZ Police) communication. While there also has been slight (not meaningful) improvement in 'bottom-up' communication (being interested in the views and opinions of staff) in the District, it still lags behind NZ Police. There has also been an improvement in perceptions that successes are celebrated in NZ Police, although this question is still scoring significantly lower than NZ Police overall.

There are two questions where Canterbury District has had significant declines from the previous year, with a lower proportion agreeing that NZ Police provides adequate job-related training, and that pay and benefits received are fair for the work. These scores are also meaningfully below NZ Police overall.

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

| Question	Canterbury District 2015	Canterbury District 2014	NZ Police 2015
7.3: We celebrate success in NZ Police	42.4	**36.7**	**47.5**
8.3: I feel informed about NZ Police and its activities	51.4	**46.3**	56.0
8.1: NZ Police has a clear vision of where it's going and how it's going to get there	55.7	51.1	60.0
8.5: NZ Police is interested in the views and opinions of its staff	28.9	24.9	**38.9**
8.8: NZ Police cares about the well-being of its staff	47.7	44.0	48.7

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

| Question	Canterbury District 2015	Canterbury District 2014	NZ Police 2015
1.5: NZ Police provides adequate training for the work I do	29.9	**37.7**	**40.0**
3.4: The pay and benefits I receive are fair for the work I do	25.0	**32.7**	**33.7**
1.3: I understand how my performance is measured	60.2	65.0	59.4
2.2: I am encouraged to try new ways of doing things	43.9	48.6	**49.7**
4.7: People are held accountable for their performance in my team	65.7	70.2	65.7

6. Employee Comments Theme Analysis

All 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
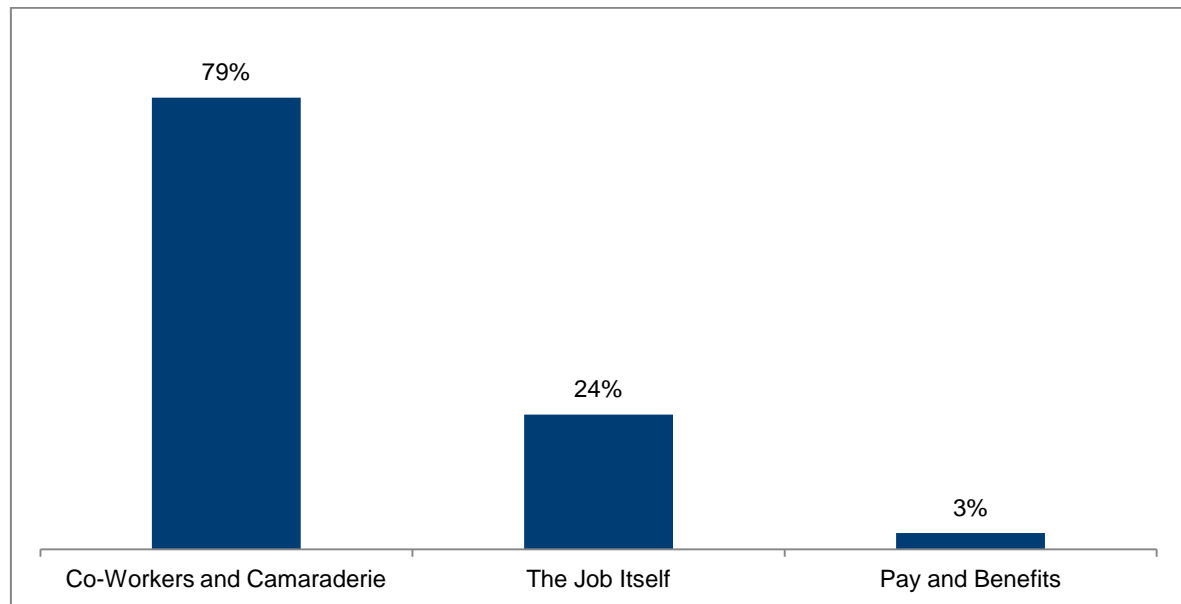
It is clear that Canterbury District employees feel that their colleagues and camaraderie are the main reason they would consider NZ Police a great place to work.

6.2 One thing that needs to change to make this a great place to work
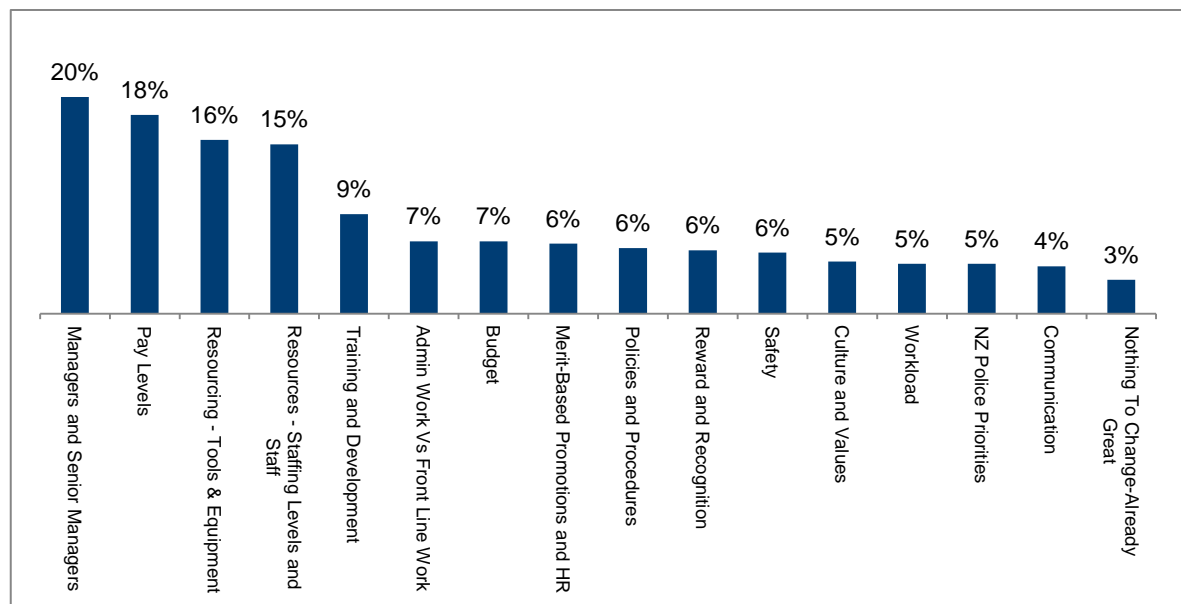
Commentary regarding what needs to change is more varied, with four themes standing out. Managers and Senior Managers was the most frequently mentioned issue, followed by pay and resourcing issues (tools/equipment and staffing).

7. Appendix 1 – All Question Results

Question	Canterbury District		NZ Police	
	2015	**2014**	**2015**	**2014**
1. The Work I Do	69.2	71.7	70.8	71.9
1.1: The responsibilities of my job are clearly defined	75.5	76.3	75.8	76.1
1.2: I know how my work contributes to the effectiveness of NZ Police	80.4	81.5	82.8	83.9
1.3: I understand how my performance is measured	60.2	65.0	59.4	61.1
1.4: My performance is fairly assessed	51.5	55.9	52.7	54.6
1.5: NZ Police provides adequate training for the work I do	29.9	37.7	40.0	44.8
1.6: The work I do makes good use of my knowledge and skills	71.8	76.2	74.4	75.0
1.7: My job gives me a sense of personal achievement	78.9	77.7	77.9	78.3
1.8: I am strongly committed to the work I do	88.9	88.9	89.1	88.6
1.9: I am motivated to do the best I can in my job everyday	85.6	85.7	85.1	85.1
2. Learning and Development	52.0	53.6	52.6	53.2
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	47.7	50.5	52.3	53.2
2.2: I am encouraged to try new ways of doing things	43.9	48.6	49.7	51.2
2.3: There are learning and development opportunities for me in NZ Police	56.9	58.4	54.8	55.0
2.4: There are career development opportunities for me in NZ Police	59.7	56.9	53.5	53.4
3. Work Conditions	49.4	52.0	52.8	56.2
3.1: I am satisfied with my physical work environment	57.5	58.2	60.1	62.5
3.2: The level of work-related stress I experience in my job is acceptable	49.3	51.6	52.2	54.9
3.3: I am able to maintain a balance between my personal and working life	65.5	65.5	64.9	67.2
3.4: The pay and benefits I receive are fair for the work I do	25.0	32.7	33.7	40.1
4. My Team	77.8	78.5	75.7	76.4
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	89.4	88.8	86.0	86.2
4.2: Roles and responsibilities are clearly defined in my team	78.1	78.5	76.4	76.9
4.3: The way work is allocated in my team is fair	76.1	73.9	71.5	72.5
4.4: People I work with cooperate to get the job done	86.6	87.9	86.1	86.5
4.5: I can rely on the support of others in my team	89.2	88.8	86.4	86.9
4.6: I feel part of an effective team	82.7	82.3	80.3	81.2
4.7: People are held accountable for their performance in my team	65.7	70.2	65.7	66.9
4.8: Poor performance is dealt with effectively in my team	54.6	57.9	53.3	54.4
5. Respect & Integrity in the Workplace	73.7	73.6	72.7	73.4
5.1: Staff in my team respect employee diversity	84.0	83.7	83.6	83.4
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	79.3	78.3	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	71.2	71.6	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)	70.4	69.8	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	63.8	64.4	63.0	64.4

Question	Canterbury District		NZ Police	
	2015	2014	2015	2014
6. My Supervisor	82.7	84.0	80.7	80.6
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	89.6	89.5	87.5	87.4
6.2: My supervisor treats staff with respect	89.9	87.9	87.5	86.7
6.3: My supervisor communicates the goals and objectives of our team effectively	79.6	83.3	78.8	79.0
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	83.7	85.7	81.0	81.1
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	69.3	72.9	68.5	68.8
6.6: I have confidence in my supervisor	84.1	85.0	80.9	80.8
7. Recognition	40.2	39.8	44.6	46.3
7.1: NZ Police has appropriate ways of recognising outstanding achievement	37.9	38.9	44.9	46.3
7.2: People here are appointed to positions based on merit	28.3	30.1	31.3	34.5
7.3: We celebrate success in NZ Police	42.4	36.7	47.5	47.0
7.4: I get recognition when I do a good job	48.2	50.5	50.3	52.7
7.5: I feel my contribution is valued in NZ Police	44.3	42.9	49.2	51.0
8. Vision and Purpose + Communication and Cooperation	54.2	52.1	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	55.7	51.1	60.0	62.3
8.2: Communication in my District or my Service Centre is open and honest	39.4	35.8	45.1	46.3
8.3: I feel informed about NZ Police and its activities	51.4	46.3	56.0	56.5
8.4: There is a sense of 'common purpose' in NZ Police	50.2	48.0	57.2	58.2
8.5: NZ Police is interested in the views and opinions of its staff	28.9	24.9	38.9	39.9
8.6: Teams within NZ Police work well together	54.0	54.0	54.1	54.3
8.7: I feel a sense of belonging to my District or my Service Centre	54.6	56.1	59.8	60.3
8.8: NZ Police cares about the well-being of its staff	47.7	44.0	48.7	50.9
8.9: NZ Police is an enjoyable place to work	71.8	69.8	71.2	72.4
8.10: I feel I am working for an effective organisation	56.4	55.2	62.8	64.2
8.11: I intend to continue working at NZ Police for at least the next 12 months	86.4	87.4	84.6	85.2
9. Quality and Excellence	53.0	51.7	58.7	60.8
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	46.3	43.8	52.9	55.1
9.2: NZ Police expects high standards of performance from its people	89.4	87.3	87.6	87.3
9.3: I have the tools and resources I need to do my job	44.3	43.6	53.4	57.2
9.4: I am sufficiently involved in decisions that affect the way I do my job	44.8	43.8	49.2	51.3
9.5: Systems and processes I use enable me to do my job well	53.3	55.7	59.1	60.8
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	52.0	49.2	57.5	59.1
9.7: NZ Police delivers on the promises it makes to its customers	40.9	38.7	51.5	55.1
10. Final Thoughts (Employee Engagement)	69.5	69.3	72.1	73.3
10.1: Overall, I'm satisfied with my job	73.8	74.7	73.1	74.9
10.2: Overall, I would recommend NZ Police as a great place to work	65.3	66.1	66.6	68.3
10.3: I take an active interest in what happens in NZ Police	78.7	79.8	80.7	81.6
10.4: I feel inspired to go the extra mile to help NZ Police succeed	65.3	65.3	71.5	72.5
10.5: I feel a sense of commitment to NZ Police	79.5	78.5	80.9	81.8
10.6: NZ Police inspires me to do the best I can in my job every day	54.3	51.4	59.8	60.6

Question	Canterbury District		NZ Police	
	2015	2014	2015	2014
11. The Survey - Your Views	19.9	21.3	26.4	30.5
11.1: Changes in response to the 2014 Workplace Survey have had a positive impact on my team	12.4	13.1	19.0	22.6
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	26.0	28.0	30.9	35.2
11.3: I believe actions will be taken based on the results of this survey	21.2	22.6	29.3	33.8

Question	Canterbury 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	84.6	81.7
Yes	3.3	4.5
No	12.1	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.