

# New Zealand Police Workplace Survey 2013

## Summary of Findings Central District

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April 2013

**KeneXa**<sup>®</sup>  
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## RESPONSE RATE

	Central District 2013	Central District 2012	NZ Police 2013 (Total Org)
Number of Responses	540	610	8863
Response Rate	67.6%	73.3%	74.8%

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

## OVERALL PERCEPTIONS OF THE CENTRAL DISTRICT AS A PLACE TO WORK

Section	Central District 2013	Central District 2012	NZ Police 2013 (Total Org)
Performance Index (average of all questions in the survey)	62.7	65.5 (-2.8)	63.6 (-0.9)
1. Vision and Purpose + Communication and Cooperation	52.3	58.0 (-5.7)	54.9 (-2.6)
2. Quality and Excellence	45.0	NA	48.1 (-3.1)
3. My Supervisor	77.1	78.1 (-1.0)	76.6 (+0.5)
4. My Work Group	82.3	81.3 (+1.0)	79.9 (+2.4)
5. My Job	62.1	64.6 (-2.5)	62.4 (-0.3)
6. Respect & Integrity in the Workplace	74.2	71.8 (+2.4)	73.4 (+0.8)
7. Learning and Development	57.0	60.1 (-3.1)	58.9 (-1.9)
8. Performance and Feedback	70.6	69.4 (+1.2)	69.7 (+0.9)
9. Recognition	43.8	50.2 (-6.4)	48.1 (-4.3)
10. Final Thoughts (Engagement Index)	70.4	74.9 (-4.5)	71.1 (-0.7)
11. The Survey - Your Views (Change Index)	27.1	32.9 (-5.8)	28.9 (-1.8)

## SCORES ACROSS THE CENTRAL DISTRICT

Section	Central District DHQ	New Plymouth Area	Palmerston North City	Palmerston North Rural Area	Ruapehu Area	Taranaki Rural Area	Traffic Services Central Dist	Whanganui Area	Central District
Performance Index	67.3	56.5	63.2	65.6	68.1	64.0	47.5	58.0	61.4
1. Vision and Purpose + Communication and Cooperation	65.8	39.0	53.1	56.2	67.7	52.3	39.7	51.4	52.3
2. Quality and Excellence	60.3	33.2	44.2	47.9	58.3	48.7	36.5	40.9	45.0
3. My Supervisor	74.9	79.0	84.4	83.4	76.9	81.1	43.2	75.0	77.1
4. My Work Group	82.8	86.8	86.9	85.2	84.3	78.9	74.8	80.6	83.6
5. My Job	67.4	62.5	63.9	64.2	65.6	63.9	54.0	54.1	62.1
6. Respect & Integrity in the Workplace	75.9	72.2	78.9	77.6	75.0	75.8	64.5	69.2	74.2
7. Learning and Development	55.3	47.8	58.4	64.9	65.3	65.4	41.7	55.3	56.6
8. Performance and Feedback	68.8	69.8	72.4	76.0	73.1	72.5	52.1	71.4	70.6
9. Recognition	56.0	40.3	41.7	47.8	50.0	50.0	27.4	37.9	43.8
10. Final Thoughts	78.7	60.5	72.9	77.7	76.4	73.1	53.0	68.4	70.4
11. The Survey - Your Views	40.6	21.3	23.1	29.8	45.4	37.7	20.9	26.6	28.9

Note that for the table above, red scores indicate the lowest performing area within the District on the survey sections – and reflect potentially important intervention areas. Green coloured scores reflect possible 'best practice' areas in terms of the respective survey section.

## HOW ENGAGED ARE STAFF WITHIN THE CENTRAL DISTRICT?

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

Central District 2013	Central District 2012	NZ Police 2013 (Total Org)
70.4	74.9 (-4.5)	71.1 (-0.7)

## Engagement Profile

Engagement Group	Central District 2013	Central District 2012	NZ Police 2013 (Total Org)
Engaged	22.5	27.5 (-5.0)	24.5 (-2.0)
Ambivalent	62.1	60.3 (+1.8)	59.9 (+2.2)
Disengaged	15.4	12.2 (+3.2)	15.6 (-0.2)
Engagement Ratio	1.5:1	2.3:1	1.6:1

Proportion of Employees (%)

## Engagement Across the District

Engagement Group	Central District DHQ	New Plymouth Area	Palmerston North City	Palmerston North Rural Area	Ruapehu Area	Taranaki Rural Area	Traffic Services Central Dist	Whanganui Area	Central District
Engaged	36.5	12.4	23.7	26.0	30.6	28.9	10.3	17.1	22.5
Ambivalent	54.0	66.0	64.5	61.5	58.3	60.6	58.9	65.8	62.1
Disengaged	9.5	21.6	11.8	12.5	11.1	10.5	30.8	17.1	15.4
Engagement Index	78.7	60.5	72.9	77.7	76.4	73.1	53.0	68.4	70.4
Engagement Ratio	3.8:1	0.6:1	2:1	2.1:1	2.8:1	2.8:1	0.3:1	1:1	1.5:1

## PERFORMANCE ENABLEMENT WITHIN THE CENTRAL DISTRICT?

**Performance Enablement Index** (average of all eight enablement questions)

Central District 2013	NZ Police 2013 (Total Org)
52.0	54.3 (-2.3)

### Enablement Questions

Concept	Question	Central District 2013	NZ Police 2013 (Total Org)
Quality emphasis	Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	51.9	52.9 (-1.0)
Involvement	NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	34.5	42.5 (-8.0)
	I am sufficiently involved in decisions that affect my work	52.8	52.5 (+0.3)
Resource access	I have the tools and resources I need to do my job	48.9	52.6 (-3.7)
	NZ Police's systems and processes enable me to do my job well	39.3	42.8 (-3.5)
Training	NZ Police provides adequate training for the work I do	44.1	49.7 (-5.6)
Collaboration	People I work with cooperate to get the job done	90.1	87.1 (+3.0)
Customer Service	NZ Police delivers on the promises it makes to its customers	54.4	54.2 (+0.2)

## WHAT DRIVES EMPLOYEE ENGAGEMENT WITHIN THE CENTRAL DISTRICT?

	Key Driver Questions	Central District 2013	Central District 2012	NZ Police 2013 (Total Org)
	1.3: NZ Police is an enjoyable place to work	66.2	74.5 (-8.3)	66.8 (-0.6)
	9.4: I feel my contribution is valued in NZ Police	43.8	51.4 (-7.6)	48.0 (-4.2)
	1.6: I feel a sense of belonging to my District or my Service Centre	51.8	58.5 (-6.7)	57.9 (-6.1)
	1.2: I feel I am working for an effective organisation	56.4	63.8 (-7.4)	59.6 (-3.2)
	1.5: There is a sense of 'common purpose' in NZ Police	51.3	57.1 (-5.8)	53.5 (-2.2)
	1.4: NZ Police cares about the well-being of its staff	39.4	45.0 (-5.6)	40.1 (-0.7)
	5.3: My job gives me a sense of personal achievement	81.9	85.9 (-4.0)	79.7 (+2.2)
	1.10: NZ Police is interested in the views and opinions of its staff	32.5	38.9 (-6.4)	34.8 (-2.3)
	2.4: NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	34.5	NA	42.5 (-8.0)
	7.2: The work I do makes good use of my knowledge and skills	75.1	77.5 (-2.4)	75.3 (-0.2)

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. The colour coding for each question reveals if a particular key driver is scoring higher (green), lower (red), or the same (orange) as NZ Police overall. Red key drivers are important to your employees' engagement levels but score poorly compared to the rest of the organisation and hence represents a particularly useful leverage point when attempting to further engage employees.

## PRIORITY AREAS – KEY DRIVER SCORES ACROSS KEY DEMOGRAPHIC GROUPS

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

Question	Central District DHQ	New Plymouth Area	Palmerston North City	Palmerston North Rural Area	Ruapehu Area	Taranaki Rural Area	Traffic Services Central Dist	Whanganui Area	Central District
1.3: NZ Police is an enjoyable place to work	76.2	56.7	71.0	69.8	77.8	65.8	43.6	65.8	66.2
9.4: I feel my contribution is valued in NZ Police	57.1	41.2	38.7	50.0	47.2	55.3	28.2	34.7	43.8
1.6: I feel a sense of belonging to my District or my Service Centre	63.5	40.2	49.5	53.7	69.4	57.9	35.9	53.9	51.8
1.2: I feel I am working for an effective organisation	66.7	38.5	58.1	67.7	66.7	57.9	46.2	53.9	56.4
1.5: There is a sense of 'common purpose' in NZ Police	61.9	33.3	49.5	62.1	75.0	56.8	36.8	47.4	51.3
1.4: NZ Police cares about the well-being of its staff	63.5	27.8	33.3	38.5	58.3	34.2	33.3	39.5	39.4
5.3: My job gives me a sense of personal achievement	82.5	83.3	82.8	87.5	83.3	86.8	71.1	73.3	81.9
1.10: NZ Police is interested in the views and opinions of its staff	42.9	18.6	32.3	29.2	44.4	34.2	30.8	40.8	32.5
2.4: NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	49.2	23.7	31.2	36.8	44.4	34.2	20.5	40.0	34.5
7.2: The work I do makes good use of my knowledge and skills	73.0	75.3	84.9	76.0	75.0	78.9	56.4	71.1	75.1

## TAKING ACTION WITHIN THE CENTRAL DISTRICT?

Question	Central District 2013	Central District 2012	NZ Police 2013 (Total Org)
11.1: I believe actions will be taken based on the results of this survey	33.0	39.8 (-6.8)	34.9 (-1.9)
11.2: Changes in response to the 2012 Workplace Survey have had a positive impact on my work group	21.1	26.0 (-4.9)	22.9 (-1.8)
11.3: My supervisor has actively involved our work group in making changes as a result of the last survey	32.5	NA	34.0 (-1.5)

### Taking Action within the District

Area	Change Index	Central District
Central District DHQ	40.6	28.9 (+11.7)
New Plymouth Area	21.3	28.9 (-7.6)
Palmerston North City	23.1	28.9 (-5.8)
Palmerston North Rural Area	29.8	28.9 (+0.9)
Ruapehu Area	45.4	28.9 (+16.5)
Taranaki Rural Area	37.7	28.9 (+8.8)
Traffic Services Central Dist	20.9	28.9 (-8.0)
Whanganui Area	26.6	28.9 (-2.3)

### BIGGEST DIFFERENCES WITHIN THE CENTRAL DISTRICT SINCE 2012 - POSITIVE

Question	Central District 2013	Central District 2012	NZ Police 2013 (Total Org)
6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	65.5	60.1 (+5.4)	64.2 (+1.3)
1.1: NZ Police has a clear vision of where it's going and how it's going to get there	60.7	56.8 (+3.9)	65.8 (-5.1)
4.5: The way work is allocated in my workgroup is fair	75.2	71.6 (+3.6)	71.6 (+3.6)
5.1: The responsibilities of my job are clearly defined	81.4	78.0 (+3.4)	76.0 (+5.4)
6.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	70.6	67.5 (+3.1)	68.4 (+2.2)
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	72.1	69.2 (+2.9)	70.2 (+1.9)
3.6: I get regular feedback on my performance from my supervisor (formal/informal)	69.6	66.9 (+2.7)	67.4 (+2.2)
6.1: Staff in my workgroup respect employee diversity	82.9	80.6 (+2.3)	82.9 (0.0)
4.2: I can rely on the support of others in my work group	88.7	86.5 (+2.2)	86.4 (+2.3)
8.2: People are held accountable for their performance in my work group	69.4	67.5 (+1.9)	69.2 (+0.2)

### BIGGEST DIFFERENCES WITHIN THE CENTRAL DISTRICT SINCE 2012 - NEGATIVE

Question	Central District 2013	Central District 2012	NZ Police 2013 (Total Org)
1.9: I feel informed about NZ Police and its activities	45.2	55.5 (-10.3)	54.2 (-9.0)
1.3: NZ Police is an enjoyable place to work	66.2	74.5 (-8.3)	66.8 (-0.6)
9.3: NZ Police has appropriate ways of recognising outstanding achievement	40.7	48.9 (-8.2)	48.1 (-7.4)
1.7: I intend to continue working at NZ Police for at least the next 12 months	82.7	90.4 (-7.7)	83.1 (-0.4)
9.4: I feel my contribution is valued in NZ Police	43.8	51.4 (-7.6)	48.0 (-4.2)
1.8: Communication in my District or my Service Centre is open and honest	38.0	45.6 (-7.6)	43.2 (-5.2)
1.2: I feel I am working for an effective organisation	56.4	63.8 (-7.4)	59.6 (-3.2)
10.2: Overall, I would recommend NZ Police as a great place to work	64.5	71.6 (-7.1)	65.5 (-1.0)
9.2: We celebrate success in NZ Police	43.8	50.8 (-7.0)	50.8 (-7.0)
11.1: I believe actions will be taken based on the results of this survey	33.0	39.8 (-6.8)	34.9 (-1.9)

**BIGGEST POSITIVE DIFFERENCES TO NZ POLICE TOP 25%**

Question	Central District 2013	NZ Police Top 25%
5.1: The responsibilities of my job are clearly defined	81.4	79.6 (+1.8)
4.6: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	89.6	88.9 (+0.7)
4.2: I can rely on the support of others in my work group	88.7	88.3 (+0.4)
4.1: People I work with cooperate to get the job done	90.1	89.8 (+0.3)

**BIGGEST NEGATIVE DIFFERENCES TO NZ POLICE TOP 25%**

Question	Central District 2013	NZ Police Top 25%
1.9: I feel informed about NZ Police and its activities	45.2	68.7 (-23.5)
9.2: We celebrate success in NZ Police	43.8	63.6 (-19.8)
9.4: I feel my contribution is valued in NZ Police	43.8	62.4 (-18.6)
2.4: NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	34.5	53.0 (-18.5)
10.6: NZ Police inspires me to do the best I can in my job every day	55.0	73.3 (-18.3)
1.8: Communication in my District or my Service Centre is open and honest	38.0	56.1 (-18.1)
9.3: NZ Police has appropriate ways of recognising outstanding achievement	40.7	58.6 (-17.9)
1.2: I feel I am working for an effective organisation	56.4	74.1 (-17.7)
1.6: I feel a sense of belonging to my District or my Service Centre	51.8	69.3 (-17.5)
1.5: There is a sense of 'common purpose' in NZ Police	51.3	68.2 (-16.9)
1.10: NZ Police is interested in the views and opinions of its staff	32.5	49.4 (-16.9)

## RESPECT AND INTEGRITY WITHIN THE CENTRAL DISTRICT

Question	Central District 2013	Central District 2012	NZ Police 2013 (Total Org)
6.1: Staff in my workgroup respect employee diversity	82.9	80.6 (+2.3)	82.9 (0.0)
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	80.0	81.5 (-1.5)	81.4 (-1.4)
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	72.1	69.2 (+2.9)	70.2 (+1.9)
6.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	70.6	67.5 (+3.1)	68.4 (+2.2)
6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	65.5	60.1 (+5.4)	64.2 (+1.3)

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?

	Central District 2013	Central District 2012	NZ Police 2013 (Total Org)
Not Applicable	87.2	82.8 (+4.4)	84.0 (+3.2)
Yes	3.1	5.1 (-2.0)	3.9 (-0.8)
No	9.6	12.1 (-2.5)	12.1 (-2.5)

### Gender Differences Within the District

Question	Central District - Female	Central District - Male
6.1: Staff in my workgroup respect employee diversity	81.5	83.3
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	81.5	79.6
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	73.1	71.7
6.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	69.0	71.1
6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	57.7	68.1
Respect & Integrity in the Workplace (Overall Section Score)	72.6	74.7

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?

	Central District - Female	Central District - Male
Not Applicable	81.5	89.0
Yes	5.4	2.4
No	13.1	8.5

## SUMMARY AND KEY OBSERVATIONS – CENTRAL DISTRICT

The following summary provides insight into how employees perceive the Central 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 Central District that would likely provide it with the greatest improvement leverage when attempting to make the Central District a truly great – and engaging – place to work.

### Response Rate

The response for the Central District to the 2013 staff survey was 67.6%. This is an adequate response rate, although it is down nearly 6% from the very good rates achieved in both 2012 and 2011. It is also just over 7% less than the response rate achieved by NZ Police overall in 2013. However, it is still sufficient to ensure the results presented in this report provide an accurate indication of employee attitude and opinion towards the District.

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

The 'Performance Index' is a score that takes into account all responses to all questions in the survey, and thus can give us an overall picture of Central's results. After making significant gains in 2012, this year Central's Performance Index has slipped by 2.8 points. Central's results are on par with the NZ Police Overall results on average. When looking at the results across the different sections of the survey, the biggest movements have been decreases in the 'Vision & Purpose + Communication & Cooperation', 'Recognition', and 'The Survey – Your Views (Change Index)' sections. The Engagement Index has also decreased 4.5 points, which is very close to being statistically significant. The big increases seen in the Change Index in 2012 indicating the faith in the survey process that had been building over time has now disappeared. Compared to the NZ Police Overall results, the topic of Recognition also presents itself as an area for improvement (-4.3).

Digging further, we can examine scores for individual questions within these survey sections to determine what specific issues are influencing the overall decrease in results noted above. The biggest decreases are for questions from the 'Vision, Purpose + Communication & Cooperation' section – staff have responded significantly less favourably to questions about whether they feel informed about NZ Police and its activities, that it is an enjoyable place to work, that communication in their District is open and honest, and that they feel that NZ Police is an effective organisation. Central has also seen significant decreased in a number of areas relating to recognition, with people less likely to agree that NZ Police has appropriate ways of recognising outstanding achievement, that their contribution is valued, and that success is celebrated in NZ Police. It is no coincidence that Central has also seen decreases in both the score for the question 'I intend to continue working for NZ Police for at least the next 12 months' and in their overall engagement levels from 2012, as a number of the issues mentioned above are also key drivers of engagement for the District.

A new analysis conducted for 2013 is a comparison of Central's results against an 'NZ Police Top 25%' benchmark (a 'best practice' group that demonstrates what good results look like within the NZ Police context). This analysis contained a familiar theme – six of the questions which Central is scoring furthest from this benchmark group are also questions that have declined most significantly in the Central District since 2012. This analysis further reinforces that great opportunity exists to improve on some key drivers of engagement for Central, as other parts of NZ Police score significantly higher when it comes to people feeling that their contribution is valued, their ideas encouraged, that they are working for an effective organisation, and that there is a sense of belonging and common purpose.

Results across the areas within Central District vary significantly, with Traffic Services Central District often having the lowest scores, along with a few significantly lower results in the New Plymouth area. The highest scores are shared amongst the other areas. We would recommend a review of the table on page 2 to see the patterns.

### Respect and Integrity within the Central District

The Respect & Integrity section of the survey contained the only question to see a significantly positive change from 2012 across Central. There has been an improvement in people feeling confident that any concerns they raise would be dealt with appropriately, but otherwise Central's results are on par with both 2012 and the NZ Police Overall result.

Over 87% of Central's respondents indicated that they hadn't witnessed or experienced any harassment, bullying or discrimination in the past 12 months, up slightly from 82.8% in 2012. In total 12.7% of the District's respondents indicated that they had witnessed or experienced some form of harassment,

discrimination or bullying in the workplace in the last 12 months. Over two-thirds of these people did not believe the issue had been dealt with effectively.

When we look at Respect & Integrity responses by gender, we can see that both females and males are aware of the harassment reporting procedures and have similar levels of agreement that their workgroup members respect diversity. While females are more likely to have witnessed or experienced some form of harassment, discrimination or bullying in the last 12 months, males are 3.5% more likely to think that issues are addressed appropriately when raised.

### **Employee Engagement within Central District**

Employee engagement levels within the Central District have declined somewhat from 2012 levels, down 4.5 points. This is in comparison to a significant increase in 2012. The District's 2013 engagement levels are on par with NZ Police overall. The shift in engagement has come from both a decrease in the proportion of engaged staff (-5.0) and also an increase in the proportion of disengaged staff (+3.2). This means that the ratio of engaged:disengaged staff has shifted slightly, from 2.3:1 to just 1.5:1.

'Engaged' proportions vary across the areas making up Central District, with those in Central District DHQ having the highest proportion of engagement staff (36.5%) compared to only 10.3% in Traffic Services Central District and 12.4% in New Plymouth Area. The proportion of disengaged staff in Traffic Services Central District is high at 30.8%. There are three disengaged people for every one engaged person in Traffic Services Central District.

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

### **Key Drivers of Employee Engagement – Leverage Points for Performance Improvement**

Key driver analysis was performed on Central District's results, and this process has highlighted which questions in the survey actually have the strongest relationship with employee engagement scores. They are the most influential to drive improvement in engagement levels.

The first thing that is apparent about Central's key drivers is that they have all decreased in score from 2012, with 7 out of 9 by at least 5 points. The 'Vision & Purpose +Communication & Cooperation' section contributes a large number of key drivers this year; in fact, 6 key drivers are from this section, and all of those have significant decreases for 2013.

One main theme to emerge from the list of key drivers this year, as last year, is around how important it is for people feel like they are part of something bigger than themselves. It's important for Central staff to enjoy their workplace, and feel a sense of belonging and common purpose across the District. They also want to feel that NZ Police cares about their well-being.

The second theme to emerge from the key driver list this year is around their desire to be involved in making NZ Police a more effective organisation. People want to feel that NZ Police is interested in their views and opinions, and their ideas and suggestions for improving the way things are done. However staff currently don't believe they are encouraged to contribute in this way. Although staff tend to agree that their skills and knowledge are being utilised to their full extent, they feel less valued than staff at NZ Police overall (-4.2).

As noted previously, Traffic Services Central District and New Plymouth tended to score the least favourably of the areas across many aspects of the survey, and this is also the case across the key driver questions.

As seen in section scores, it is Ruapehu Area and Central District DHQ that in general scored higher across the key driver items for the District and these are areas that may offer insights of what works well that could be implemented in other areas.

### **Performance Enablement within the Central District**

'Performance enablement' is about ensuring that staff have the basic resources, training and support they need to do their jobs. Additionally, it considers an emphasis on delivering a quality, customer-focused service to support a high performing workplace. A workforce that is both highly enabled (can do the job) and engaged (want to do the job) will outperform those that lack enablement or engagement.

Based on responses to the enablement questions, there is strong collaboration within the District, with people reporting very good levels of cooperation within their workgroups. Central District, however, is falling behind on encouraging solutions and ideas for improving the way things are done, and ensuring staff are feeling adequately trained for the work they are doing.

## **Taking Action within the Central District**

A low proportion of just 21.1% of Central District staff felt that the 2012 survey had a positive impact on their workplace. Just 32.5% of staff agreed that their supervisor had involved them in making changes last year, and 33.0% of staff feel positive that the 2013 survey will inspire change.

When we look at the results within the District, we can see some significant gains have been made in some areas. Ruapehu Area and Central District DHQ are most positive about the impact the survey is having. Taranaki Rural Area has also scored significantly higher than they did in 2012. Likewise, there are areas where staff feel far less optimistic than in 2012, in particular Traffic Services Central District (-8.0), New Plymouth Area (-7.6), and Palmerston North City (-5.8).

## **Employee Comments**

The people they work with are the number one reason for what makes NZ Police a great place to work. Many comments refer to camaraderie, teamwork, and the support and commitment people show towards each other and their communities. Knowing they are making a difference, protecting those in need, and catching "the bad guys" all lead to a sense of personal achievement for many people within the District, as it does for staff across the organisation. Staff are also positive about the variety that their job offers.

A number of issues were raised, including the need for a greater level of involvement from those on the frontlines on changes being made, and more transparent communication from management. The impact of recent budget cuts is being felt keenly. It would seem many people do not understand the rationale behind changes being made and they feel change is being made for the sake of it.

As in previous years, many comments relate to a lack of resources, the promotions process, and poor performance not being addressed.

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

## **Summary**

The momentum Central District gained in 2012 appears to have stalled. While in 2012 the District went from being well behind NZ Police overall results, to being on par, now we see that results have slipped backwards.

Overall, those in the Central District are feeling less valued, with a lowered sense of connection to the organisation, and they are feeling less positive that things will change for the better.

Some of the questions that have decreased the most are among the key drivers of engagement. While the desire to contribute to their communities is as strong as ever, those in the Central District are feeling less of a sense of belonging to the District, and that the workplace is less enjoyable and 'caring' than it was a year ago. In general, people are feeling less informed about what's going on and are seeing less open and honest communication. In other words, they are feeling 'out of touch'. People still believe that their job gives them a sense of personal achievement, however they feel that current working conditions are not as supportive as they used to be. What's more, they feel less valued as an individual in terms of their contribution, their views and opinions, and the due recognition attached to them. A feeling of disconnection, has increased greatly in the past year.

Suggested focus areas for 2013 are to show people that they are valued, listen to them and involve them in decision making, and improve the transparency and quality of communication. Improvement in these areas will make the Central District – and NZ Police – more effective and a better, more enjoyable place to work.

Critical to regaining the engagement of Central District staff in 2013 will be everyone in the work group recognising their role in building a great workplace. On average only a third of people reported that their supervisor has involved their work group in making changes based on the last survey, and just 21.1% of people felt that any changes made since the 2012 survey had had a positive impact. These results echo the changes in the engagement metrics across the past year. With several work groups having higher scores in key areas, there is an opportunity for work groups across Central to learn from one another and share ideas and experiences in order to build a more supportive and enjoyable workplace.

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

### OVERALL PERCEPTIONS OF THE NZ POLICE AS A PLACE TO WORK

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

### ENGAGEMENT PROFILE

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

Proportion of Employees (%)

## GLOSSARY

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

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

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

**Engagement Ratio:** the proportion of engaged to disengaged employees

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

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

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

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

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

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

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

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

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

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

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

