New Zealand Police
Workplace Survey 2015

Summary of Findings
Central 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

Central District's response rate has improved by 2.3% since 2014 and is now sitting above the NZ Police overall response rate. With 72.0% of people responding, we can be confident that the results provide a good reflection of employee attitude and opinion towards the District.

	Central District 2015	Central District 2014	NZ Police 2015
Number of Responses	580	554	8361
Response Rate	72.0%	69.7%	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

	Central District 2015	Central District 2014	NZ Police 2015
Performance Index	56.3	58.5	**63.2**
Engagement Index	64.2	67.2	**72.1**
Work Engagement Index	81.9	81.1	84.0
Change Index	16.8	**22.5**	**26.4**
Engagement Profile			

Summary of Findings

As a whole, Central District generally has fairly similar results to 2014, but are significantly behind NZ Police overall. Of note is the significant decline in perceptions of post-survey action since 2014, as well as the sizeable negative gap in perceptions related to vision, purpose, communication and cooperation when compared against NZ Police overall. Connection to the work being done remains strong within the Central District, but people feel less connected to the organisation. Among the Areas, only Whanganui and Central District DHQ have a higher proportion of engaged to disengaged staff.

Where to from here

Based on the areas identified as being strongly related to organisational engagement levels for the Central District, we recommend that post-survey action focuses on two areas: 1) rallying people around NZ Police's purpose and 2) encouraging greater staff involvement at both the local and organisational level. One exercise that might address both areas could involve engaging staff in a genuine two-way conversation about the reasons underlying declined understanding of NZ Police's future direction, the reduced sense of 'common purpose' and organisational effectiveness. Survey-wise, to demonstrate that people's feedback is of value, post-survey communication should clearly link actions taken with survey feedback.

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

	Central District 2015	Central District 2014	NZ Police 2015
Performance Index (average of all questions in the survey)	56.3	58.5	**63.2**
1. The Work I Do	65.3	66.9	**70.8**
2. Learning and Development	43.9	46.7	**52.6**
3. Work Conditions	48.0	50.7	52.8
4. My Team	73.5	74.5	75.7
5. Respect & Integrity in the Workplace	69.5	68.5	72.7
6. My Supervisor	78.7	76.6	80.7
7. Recognition	35.3	37.7	**44.6**
8. Vision and Purpose + Communication and Cooperation	45.9	50.7	**58.0**
9. Quality and Excellence	49.5	53.1	**58.7**
10. Final Thoughts (Employee Engagement)	64.2	67.2	**72.1**
11. The Survey - Your Views (Change Index)	16.8	**22.5**	**26.4**

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

2.2 Across the Areas

Survey Sections	Central District DHQ		Manawatu		Taranaki		Traffic Services Central Dist		Whanganui	
	2015	**2014**	**2015**	**2014**	**2015**	**2014**	**2015**	**2014**	**2015**	**2014**
Performance Index (average of all questions in the survey)	53.9	61.2	54.4	--	55.7	--	58.0	58.9	61.3	59.2
1. The Work I Do	62.9	66.6	62.8	--	66.0	--	70.2	68.1	69.1	64.5
2. Learning and Development	41.1	45.4	42.9	--	42.4	--	40.3	43.8	50.9	49.7
3. Work Conditions	47.9	53.6	46.4	--	52.3	--	56.6	57.4	42.9	49.5
4. My Team	65.5	68.7	73.8	--	77.9	--	69.6	67.9	76.4	76.3
5. Respect & Integrity in the Workplace	60.6	64.7	69.7	--	73.2	--	64.9	65.4	74.3	67.8
6. My Supervisor	66.7	75.4	81.5	--	84.3	--	68.9	70.4	81.7	80.3
7. Recognition	34.0	43.1	30.2	--	35.1	--	39.0	40.6	44.0	39.4
8. Vision and Purpose + Communication and Cooperation	45.5	57.3	42.7	--	40.0	--	49.7	54.0	55.9	53.4
9. Quality and Excellence	55.9	61.1	46.2	--	42.8	--	55.6	60.5	54.4	52.9
10. Final Thoughts (Employee Engagement)	66.3	75.0	61.2	--	61.4	--	66.1	64.8	69.5	66.2
11. The Survey - Your Views (Change Index)	17.6	39.4	11.4	--	12.2	--	33.3	29.2	23.0	22.4

2.3 Interpretation

At a District level, people's perceptions generally remain similar to 2014. The only exception to this are views of post-survey action, which are significantly less favourable than 2014. Notably, perceptions of vision, purpose, communication and cooperation are less positive this year. This is also the section with the biggest negative gap when compared against NZ Police overall.

Comparing the Areas, views differ the most in relation to post-survey action and the immediate supervisor. Relative to 2014, Central District DHQ has had declines in the same sections as Central District overall, namely the Change Index, as well as vision and purpose + communication and cooperation. People within Whanganui are significantly more positive about practices relating to respect and integrity relative to 2014, but are now significantly less positive about their work conditions.

2.3.1 Notes on Change Index

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

3. Engagement

Whilst levels of engagement with their work remain similar to last year for the Central District as a whole, it has significantly strengthened within Whanganui. Levels of organisational engagement for Central District have also been maintained since last year. However, for Central District DHQ, there has been a marked decline on the majority of the elements that make up organisational engagement. The only exception to this is the level of active interest in NZ Police, where perceptions remain similar to 2014.

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	Central District 2015	Central District 2014	NZ Police 2015
1.7 My job gives me a sense of personal achievement	73.3	75.4	77.9
1.8 I am strongly committed to the work I do	88.3	86.5	89.1
1.9 I am motivated to do the best I can in my job every day	84.1	81.4	85.1

	Central District DHQ		Manawatu		Taranaki		Traffic Services Central Dist		Whanganui	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
1.7	67.0	72.9	70.9	--	78.0	--	63.3	67.9	81.9	71.7
1.8	86.2	87.1	88.7	--	86.4	--	89.8	87.0	90.5	83.8
1.9	80.9	84.3	85.7	--	81.4	--	83.7	81.5	87.1	77.8

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.
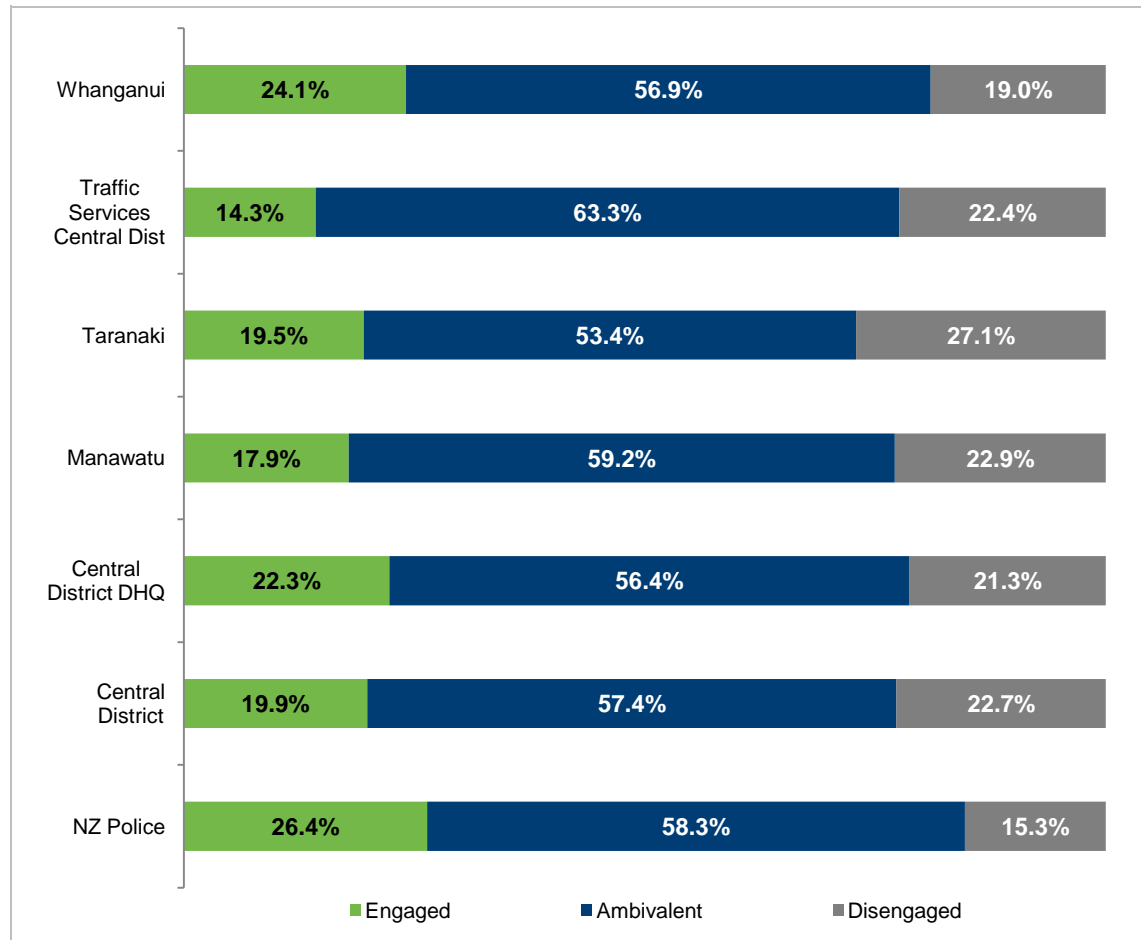
Question	Central District 2015	Central District 2014	NZ Police 2015
Engagement Index	64.2	67.2	**72.1**
10.1 Overall, I'm satisfied with my job	64.5	68.7	**73.1**
10.2 Overall, I would recommend NZ Police as a great place to work	56.3	**61.9**	**66.6**
10.3 I take an active interest in what happens in NZ Police	78.9	80.3	80.7
10.4 I feel inspired to go the extra mile to help NZ Police succeed	62.4	65.1	**71.5**
10.5 I feel a sense of commitment to NZ Police	74.2	75.4	**80.9**
10.6 NZ Police inspires me to do the best I can in my job every day	48.8	52.1	**59.8**

	Central District DHQ		Manawatu		Taranaki		Traffic Services Central Dist		Whanganui	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Index	66.3	75.0	61.2	--	61.4	--	66.1	64.8	69.5	66.2
10.1	56.4	70.0	63.2	--	65.8	--	69.4	64.8	69.8	68.7
10.2	56.4	70.0	54.7	--	55.1	--	56.3	57.4	60.3	57.6
10.3	86.2	87.1	76.6	--	78.0	--	72.9	66.7	80.2	77.8
10.4	71.0	78.6	55.8	--	55.9	--	67.3	66.7	71.3	69.7
10.5	73.4	78.6	72.1	--	73.7	--	77.6	75.9	77.6	76.8
10.6	54.3	65.7	45.0	--	40.2	--	53.1	57.4	57.8	46.5

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.

Central District has a less favourable engagement profile relative to NZ Police overall. Whanganui and Central District DHQ are the only Areas where there is a higher proportion of engaged to disengaged staff.

3.4 District and Area Engagement Profile Trend 2014-15

Reflecting the declines seen in the organisational engagement questions, the proportion of disengaged staff within Central District DHQ has increased by almost 50% since 2014.

Engagement Profile	Central District DHQ		Manawatu		Taranaki		Traffic Services Central Dist		Whanganui	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Engaged	22.3	25.7	17.9	--	19.5	--	14.3	22.2	24.1	22.2
Ambivalent	56.4	60.0	59.2	--	53.4	--	63.3	53.7	56.9	60.6
Disengaged	21.3	14.3	22.9	--	27.1	--	22.4	24.1	19.0	17.2

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

Based on Central District's key drivers of engagement shown below, we recommend that Central District focus on two things: 1) strengthening the sense of common purpose and 2) encouraging greater staff involvement at both the local and organisational level. These are areas that have not only been identified as being strongly related to employee engagement levels, but have also significantly declined and have some of the bigger negative gaps to close when compared to NZ Police overall.

Compared to 2014, it is concerning that there have been significant declines on just over half of the key driver questions. Notably, perceptions within the Central District are also significantly less favourable than NZ Police overall on the majority of the questions shown below.

Key Driver Questions	Central District 2015	Central District 2014	NZ Police 2015
8.9: NZ Police is an enjoyable place to work	63.1	**68.1**	**71.2**
8.10: I feel I am working for an effective organisation	47.8	**55.2**	**62.8**
7.5: I feel my contribution is valued in NZ Police	37.0	**43.9**	**49.2**
8.7: I feel a sense of belonging to my District or my Service Centre	44.9	46.0	**59.8**
8.5: NZ Police is interested in the views and opinions of its staff	26.7	31.2	**38.9**
8.4: There is a sense of 'common purpose' in NZ Police	40.1	**50.0**	**57.2**
9.4: I am sufficiently involved in decisions that affect the way I do my job	38.3	**47.1**	**49.2**
1.7: My job gives me a sense of personal achievement	73.3	75.4	77.9
8.8: NZ Police cares about the well-being of its staff	34.4	**42.8**	**48.7**
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	42.3	46.7	**52.9**

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

Perceptions related to respect and integrity remain largely unchanged since 2014 and people in the Central District generally have comparable views to NZ Police overall. Question 5.5 is also the only question where people in the Central District are still significantly less positive than NZ Police as a whole.

Question	Central District 2015	Central District 2014	NZ Police 2015
5.1: Staff in my workgroup respect employee diversity	82.0	79.7	83.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	75.1	74.0	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	66.1	64.8	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)	66.6	65.7	68.4
5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	57.6	58.5	**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	79.5	83.9	81.7
Yes	4.3	4.0	4.5
No	16.2	12.1	13.8

5. Biggest Differences 2014 - 2015

People remain very positive about their immediate supervisor, the high performance standards, as well as being motivated to do their best every day. However, compared to 2014 and NZ Police as a whole, people within Central District are significantly less positive about the organisation's future direction, 'common purpose' and effectiveness, as well as feeling included and cared for.

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

| Question	Central District 2015	Central District 2014	NZ Police 2015
6.2: My supervisor treats staff with respect	86.6	83.3	87.5
6.6: I have confidence in my supervisor	80.0	76.9	80.9
1.9: I am motivated to do the best I can in my job everyday	84.1	81.4	85.1
9.2: NZ Police expects high standards of performance from its people	84.8	82.3	87.6
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	87.0	84.5	87.5

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

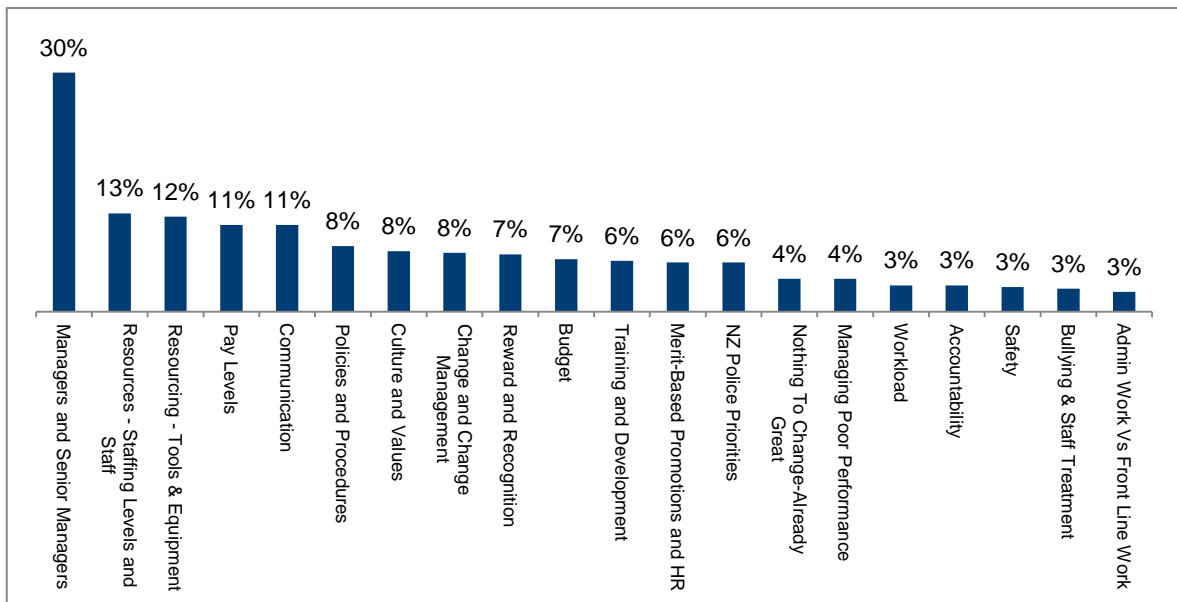| Question	Central District 2015	Central District 2014	NZ Police 2015
8.4: There is a sense of 'common purpose' in NZ Police	40.1	**50.0**	**57.2**
9.4: I am sufficiently involved in decisions that affect the way I do my job	38.3	**47.1**	**49.2**
8.8: NZ Police cares about the well-being of its staff	34.4	**42.8**	**48.7**
8.1: NZ Police has a clear vision of where it's going and how it's going to get there	45.1	**53.2**	**60.0**
8.10: I feel I am working for an effective organisation	47.8	**55.2**	**62.8**

6. Employee Comments Theme Analysis

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

6.1 One thing that makes this a great place to work
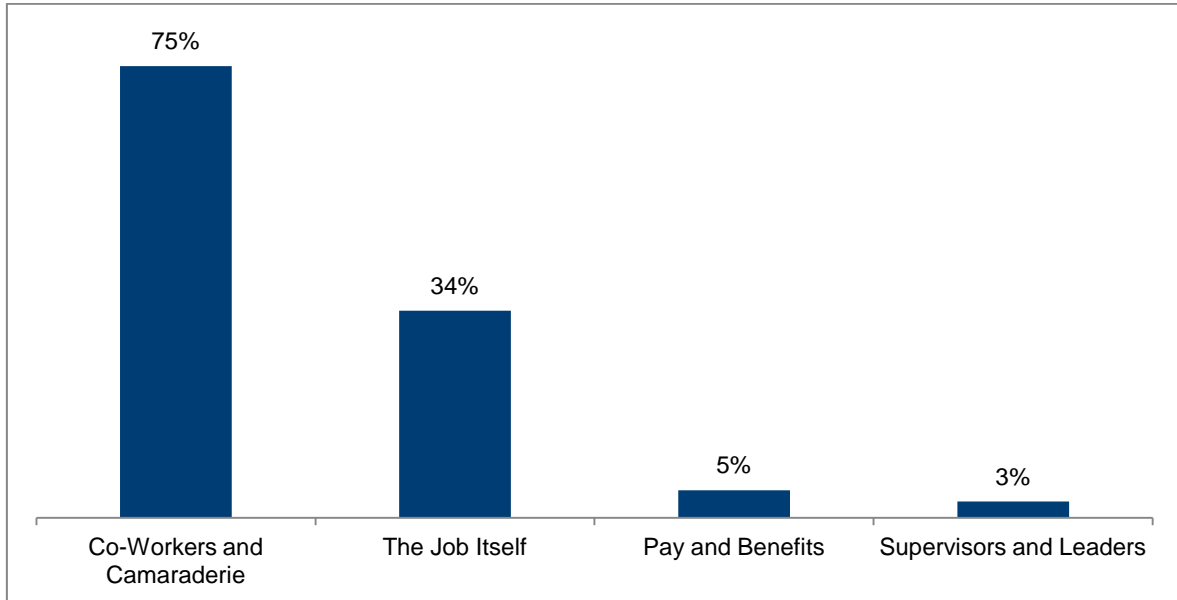
For the Central District, the majority of people feel that it is their co-workers and the sense of camaraderie that make NZ Police a great place to work.

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

Management and resourcing – in terms of both staffing levels as well as tools and equipment – are the top concerns for people within the Central District as the things that need to change for NZ Police to be a great place to work.

7. Appendix 1 – All Question Results

Question	Central District		NZ Police	
	2015	2014	2015	2014
1. The Work I Do	65.3	66.9	70.8	71.9
1.1: The responsibilities of my job are clearly defined	71.9	72.7	75.8	76.1
1.2: I know how my work contributes to the effectiveness of NZ Police	74.1	80.5	82.8	83.9
1.3: I understand how my performance is measured	52.4	53.2	59.4	61.1
1.4: My performance is fairly assessed	42.7	47.8	52.7	54.6
1.5: NZ Police provides adequate training for the work I do	29.8	34.1	40.0	44.8
1.6: The work I do makes good use of my knowledge and skills	71.3	70.3	74.4	75.0
1.7: My job gives me a sense of personal achievement	73.3	75.4	77.9	78.3
1.8: I am strongly committed to the work I do	88.3	86.5	89.1	88.6
1.9: I am motivated to do the best I can in my job everyday	84.1	81.4	85.1	85.1
2. Learning and Development	43.9	46.7	52.6	53.2
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	42.7	44.0	52.3	53.2
2.2: I am encouraged to try new ways of doing things	41.6	45.0	49.7	51.2
2.3: There are learning and development opportunities for me in NZ Police	45.9	50.0	54.8	55.0
2.4: There are career development opportunities for me in NZ Police	45.3	47.8	53.5	53.4
3. Work Conditions	48.0	50.7	52.8	56.2
3.1: I am satisfied with my physical work environment	57.8	59.2	60.1	62.5
3.2: The level of work-related stress I experience in my job is acceptable	45.7	46.2	52.2	54.9
3.3: I am able to maintain a balance between my personal and working life	59.7	64.1	64.9	67.2
3.4: The pay and benefits I receive are fair for the work I do	29.0	33.2	33.7	40.1
4. My Team	73.5	74.5	75.7	76.4
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	83.8	84.9	86.0	86.2
4.2: Roles and responsibilities are clearly defined in my team	75.2	73.9	76.4	76.9
4.3: The way work is allocated in my team is fair	69.3	72.3	71.5	72.5
4.4: People I work with cooperate to get the job done	84.1	85.3	86.1	86.5
4.5: I can rely on the support of others in my team	85.0	84.3	86.4	86.9
4.6: I feel part of an effective team	76.3	79.2	80.3	81.2
4.7: People are held accountable for their performance in my team	64.3	64.7	65.7	66.9
4.8: Poor performance is dealt with effectively in my team	49.7	51.3	53.3	54.4
5. Respect & Integrity in the Workplace	69.5	68.5	72.7	73.4
5.1: Staff in my team respect employee diversity	82.0	79.7	83.6	83.4
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	75.1	74.0	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	66.1	64.8	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)	66.6	65.7	68.4	69.1
5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	57.6	58.5	63.0	64.4

Question	Central District		NZ Police	
	2015	2014	2015	2014
6. My Supervisor	78.7	76.6	80.7	80.6
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	87.0	84.5	87.5	87.4
6.2: My supervisor treats staff with respect	86.6	83.3	87.5	86.7
6.3: My supervisor communicates the goals and objectives of our team effectively	74.6	74.5	78.8	79.0
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	78.7	77.3	81.0	81.1
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	65.1	63.3	68.5	68.8
6.6: I have confidence in my supervisor	80.0	76.9	80.9	80.8
7. Recognition	35.3	37.7	44.6	46.3
7.1: NZ Police has appropriate ways of recognising outstanding achievement	35.0	37.2	44.9	46.3
7.2: People here are appointed to positions based on merit	26.0	30.5	31.3	34.5
7.3: We celebrate success in NZ Police	36.2	34.9	47.5	47.0
7.4: I get recognition when I do a good job	42.4	42.3	50.3	52.7
7.5: I feel my contribution is valued in NZ Police	37.0	43.9	49.2	51.0
8. Vision and Purpose + Communication and Cooperation	45.9	50.7	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	45.1	53.2	60.0	62.3
8.2: Communication in my District or my Service Centre is open and honest	28.7	32.8	45.1	46.3
8.3: I feel informed about NZ Police and its activities	40.0	46.7	56.0	56.5
8.4: There is a sense of 'common purpose' in NZ Police	40.1	50.0	57.2	58.2
8.5: NZ Police is interested in the views and opinions of its staff	26.7	31.2	38.9	39.9
8.6: Teams within NZ Police work well together	51.4	50.1	54.1	54.3
8.7: I feel a sense of belonging to my District or my Service Centre	44.9	46.0	59.8	60.3
8.8: NZ Police cares about the well-being of its staff	34.4	42.8	48.7	50.9
8.9: NZ Police is an enjoyable place to work	63.1	68.1	71.2	72.4
8.10: I feel I am working for an effective organisation	47.8	55.2	62.8	64.2
8.11: I intend to continue working at NZ Police for at least the next 12 months	82.3	81.5	84.6	85.2
9. Quality and Excellence	49.5	53.1	58.7	60.8
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	42.3	46.7	52.9	55.1
9.2: NZ Police expects high standards of performance from its people	84.8	82.3	87.6	87.3
9.3: I have the tools and resources I need to do my job	42.6	49.5	53.4	57.2
9.4: I am sufficiently involved in decisions that affect the way I do my job	38.3	47.1	49.2	51.3
9.5: Systems and processes I use enable me to do my job well	51.3	52.2	59.1	60.8
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	45.9	50.0	57.5	59.1
9.7: NZ Police delivers on the promises it makes to its customers	41.5	43.7	51.5	55.1
10. Final Thoughts	64.2	67.2	72.1	73.3
10.1: Overall, I'm satisfied with my job	64.5	68.7	73.1	74.9
10.2: Overall, I would recommend NZ Police as a great place to work	56.3	61.9	66.6	68.3
10.3: I take an active interest in what happens in NZ Police	78.9	80.3	80.7	81.6
10.4: I feel inspired to go the extra mile to help NZ Police succeed	62.4	65.1	71.5	72.5
10.5: I feel a sense of commitment to NZ Police	74.2	75.4	80.9	81.8
10.6: NZ Police inspires me to do the best I can in my job every day	48.8	52.1	59.8	60.6

Question	Central District		NZ Police	
	2015	**2014**	**2015**	**2014**
11. The Survey - Your Views	16.8	22.5	26.4	30.5
11.1: Changes in response to the 2014 Workplace Survey have had a positive impact on my team	10.4	15.5	19.0	22.6
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	20.6	27.4	30.9	35.2
11.3: I believe actions will be taken based on the results of this survey	19.4	24.6	29.3	33.8

Question	Central 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	79.5	81.7
Yes	4.3	4.5
No	16.2	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.