New Zealand Police Workplace Survey 2013

Summary of Findings Communication Centres

April 2013

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RESPONSE RATE

	Communication Centres 2013	Communication Centres 2012	NZ Police 2013 (Total Org)
Number of Responses	478	481	8863
Response Rate	83.1%	89.9%	74.8%

Note: For tables in this report where comparisons are made between the Service Centre's 2013 and 2012 scores, as well as between the Service Centre and NZ Police (Total Org), **green font** indicates that the Service Centre'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 COMMUNICATION CENTRES AS A PLACE TO WORK

Section	Communication Centres 2013	Communication Centres 2012	NZ Police 2013 (Total Org)
Performance Index (average of all questions in the survey)	69.5	67.5 (+2.0)	63.6 (+5.9)
1. Vision and Purpose + Communication and Cooperation	64.3	60.9 (+3.4)	54.9 (+9.4)
2. Quality and Excellence	60.4	NA	48.1 (+12.3)
3. My Supervisor	75.4	76.1 (-0.7)	76.6 (-1.2)
4. My Work Group	83.6	79.8 (+3.8)	79.9 (+3.7)
5. My Job	69.5	67.3 (+2.2)	62.4 (+7.1)
6. Respect & Integrity in the Workplace	76.4	76.6 (-0.2)	73.4 (+3.0)
7. Learning and Development	63.2	60.5 (+2.7)	58.9 (+4.3)
8. Performance and Feedback	75.6	70.4 (+5.2)	69.7 (+5.9)
9. Recognition	53.0	51.0 (+2.0)	48.1 (+4.9)
10. Final Thoughts (Engagement Index)	79.8	77.2 (+2.6)	71.1 (+8.7)
11. The Survey - Your Views (Change Index)	40.8	48.8 (-8.0)	28.9 (+11.9)

SCORES ACROSS THE COMMUNICATION CENTRES

Section	Central Comm's	Nat Comm's M'ment Group	Northern Comm's	Southern Comm's	Communication Centres
Performance Index	76.0	75.7	64.7	68.8	68.4
1. Vision and Purpose + Communication and Cooperation	76.3	76.9	57.7	66.7	64.3
2. Quality and Excellence	68.1	64.0	58.5	56.9	60.4
3. My Supervisor	78.0	80.8	75.0	72.8	75.4
4. My Work Group	87.1	87.2	82.9	86.8	84.8
5. My Job	77.3	69.9	64.8	74.0	69.5
6. Respect & Integrity in the Workplace	79.3	84.5	76.4	72.1	76.4
7. Learning and Development	68.6	67.5	58.3	54.5	60.0
8. Performance and Feedback	78.7	69.8	73.8	78.5	75.6
9. Recognition	60.8	71.4	49.0	51.7	53.0
10. Final Thoughts	91.1	88.1	73.3	83.8	79.8
11. The Survey - Your Views	56.6	64.6	35.4	40.9	42.2

Note that for the table above, red scores indicate the lowest performing area within the Service Centres 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 COMMUNICATION CENTRES?

Engagement Index (average of all six engagement questions)

Communication Centres 2013	Communication Centres 2012	NZ Police 2013 (Total Org)
79.8	77.2 (+2.6)	71.1 (+8.7)

Engagement Profile

Engagement Group	Communication Centres 2013	Communication Centres 2012	NZ Police 2013 (Total Org)
Engaged	34.8	36.3 (-1.5)	24.5 (+10.3)
Ambivalent	55.6	53.5 (+2.1)	59.9 (-4.3)
Disengaged	9.6	10.2 (-0.6)	15.6 (-6.0)
Engagement Ratio	3.6:1	3.6:1	1.6:1

Proportion of Employees (%)

Engagement Across the Service Centre

Engagement Group	Central Comm's	Nat Comm's M'ment Group	Northern Comm's	Southern Comm's	Communication Centres
Engaged	51.0	42.9	27.2	36.6	34.8
Ambivalent	47.0	52.3	58.4	57.5	55.6
Disengaged	2.0	4.8	14.4	5.9	9.6
Engagement Index	91.1	88.1	73.3	83.8	79.8
Engagement Ratio	25.5:1	8.9:1	1.9:1	6.2:1	3.6:1

PERFORMANCE ENABLEMENT WITHIN THE COMMUNICATION CENTRES?

Performance Enablement Index (average of all eight enablement questions)

Communication Centres 2013	NZ Police 2013 (Total Org)
64.7	54.3 (+10.4)

Enablement Questions

Concept	Question	Communication Centres 2013	NZ Police 2013 (Total Org)
Quality emphasis	Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	63.2	52.9 (+10.3)
Involvement	NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	52.8	42.5 (+10.3)
	I am sufficiently involved in decisions that affect my work	43.8	52.5 (-8.7)
Resource access	I have the tools and resources I need to do my job	74.4	52.6 (+21.8)
	NZ Police's systems and processes enable me to do my job well	67.1	42.8 (+24.3)
Training	NZ Police provides adequate training for the work I do	67.6	49.7 (+17.9)
Collaboration	People I work with cooperate to get the job done	90.3	87.1 (+3.2)
Customer Service	NZ Police delivers on the promises it makes to its customers	58.4	54.2 (+4.2)

WHAT DRIVES EMPLOYEE ENGAGEMENT WITHIN THE COMMUNICATION CENTRES?

	Key Driver Questions	Communication Centres 2013	Communication Centres 2012	NZ Police 2013 (Total Org)
	1.3: NZ Police is an enjoyable place to work	73.9	68.2 (+5.7)	66.8 (+7.1)
	1.6: I feel a sense of belonging to my District or my Service Centre	67.1	64.4 (+2.7)	57.9 (+9.2)
	9.4: I feel my contribution is valued in NZ Police	54.7	56.2 (-1.5)	48.0 (+6.7)
	5.3: My job gives me a sense of personal achievement	86.3	85.4 (+0.9)	79.7 (+6.6)
	1.4: NZ Police cares about the well-being of its staff	47.5	46.9 (+0.6)	40.1 (+7.4)
	1.10: NZ Police is interested in the views and opinions of its staff	44.8	41.5 (+3.3)	34.8 (+10.0)
	1.5: There is a sense of 'common purpose' in NZ Police	66.6	64.9 (+1.7)	53.5 (+13.1)
	1.8: Communication in my District or my Service Centre is open and honest	46.1	48.0 (-1.9)	43.2 (+2.9)
	1.2: I feel I am working for an effective organisation	79.0	71.9 (+7.1)	59.6 (+19.4)
	7.4: I am encouraged to try new ways of doing things	45.1	44.8 (+0.3)	53.9 (-8.8)

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 Service Centre. 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 Service Centre 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 Comm's	Nat Comm's M'ment Group	Northern Comm's	Southern Comm's	Communication Centres
1.3: NZ Police is an enjoyable place to work	88.8	81.0	63.7	84.2	73.9
1.6: I feel a sense of belonging to my District or my Service Centre	80.6	76.2	58.0	75.2	67.1
9.4: I feel my contribution is valued in NZ Police	68.0	66.7	48.8	54.5	54.7
5.3: My job gives me a sense of personal achievement	92.9	85.0	82.4	90.1	86.3
1.4: NZ Police cares about the well-being of its staff	63.3	66.7	37.4	54.0	47.5
1.10: NZ Police is interested in the views and opinions of its staff	65.3	75.0	36.3	40.6	44.8
1.5: There is a sense of 'common purpose' in NZ Police	76.5	71.4	63.0	65.0	66.6
1.8: Communication in my District or my Service Centre is open and honest	62.2	61.9	36.9	50.5	46.1
1.2: I feel I am working for an effective organisation	87.8	85.7	74.7	80.0	79.0
7.4: I am encouraged to try new ways of doing things	57.3	71.4	40.2	40.6	45.1

TAKING ACTION WITHIN THE COMMUNICATION CENTRES?

Question	Communication Centres 2013	Communication Centres 2012	NZ Police 2013 (Total Org)
11.1: I believe actions will be taken based on the results of this survey	48.5	53.7 (-5.2)	34.9 (+13.6)
11.2: Changes in response to the 2012 Workplace Survey have had a positive impact on my work group	33.0	44.0 (-11.0)	22.9 (+10.1)
11.3: My supervisor has actively involved our work group in making changes as a result of the last survey	45.0	NA	34.0 (+11.0)

Taking Action within the Service Centre

Area	Change Index	Communication Centres
Central Comm's	56.6	42.2 (+14.4)
Nat Comm's M'ment Group	64.6	42.2 (+22.4)
Northern Comm's	35.4	42.2 (-6.8)
Southern Comm's	40.9	42.2 (-1.3)

BIGGEST DIFFERENCES WITHIN THE COMMUNICATION CENTRES SINCE 2012 - POSITIVE

Question	Communication Centres 2013	Communication Centres 2012	NZ Police 2013 (Total Org)
5.6: I am satisfied with my physical work environment	59.4	46.6 (+12.8)	63.5 (-4.1)
8.2: People are held accountable for their performance in my work group	78.8	71.4 (+7.4)	69.2 (+9.6)
1.1: NZ Police has a clear vision of where it's going and how it's going to get there	82.2	74.9 (+7.3)	65.8 (+16.4)
1.2: I feel I am working for an effective organisation	79.0	71.9 (+7.1)	59.6 (+19.4)
5.7: The level of work-related stress I experience in my job is acceptable	59.3	52.7 (+6.6)	56.0 (+3.3)
9.5: People here are appointed to positions based on merit	39.4	32.9 (+6.5)	32.9 (+6.5)
1.3: NZ Police is an enjoyable place to work	73.9	68.2 (+5.7)	66.8 (+7.1)
5.5: I am sufficiently involved in decisions that affect the way I do my job	43.8	38.4 (+5.4)	52.5 (-8.7)
6.1: Staff in my workgroup respect employee diversity	87.6	82.3 (+5.3)	82.9 (+4.7)
4.5: The way work is allocated in my workgroup is fair	73.3	68.1 (+5.2)	71.6 (+1.7)

BIGGEST DIFFERENCES WITHIN THE COMMUNICATION CENTRES SINCE 2012 - NEGATIVE

Question	Communication Centres 2013	Communication Centres 2012	NZ Police 2013 (Total Org)
11.2: Changes in response to the 2012 Workplace Survey have had a positive impact on my work group	33.0	44.0 (-11.0)	22.9 (+10.1)
5.11: My performance is fairly assessed	58.6	65.0 (-6.4)	55.8 (+2.8)
11.1: I believe actions will be taken based on the results of this survey	48.5	53.7 (-5.2)	34.9 (+13.6)
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	69.3	74.1 (-4.8)	70.2 (-0.9)
3.4: My supervisor treats staff with respect	78.6	82.1 (-3.5)	82.5 (-3.9)
5.10: I understand how my performance is measured	70.9	74.4 (-3.5)	58.5 (+12.4)
3.5: I have confidence in my supervisor	75.4	78.0 (-2.6)	77.6 (-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	65.1	67.1 (-2.0)	64.2 (+0.9)
1.8: Communication in my District or my Service Centre is open and honest	46.1	48.0 (-1.9)	43.2 (+2.9)
3.3: My supervisor behaves in a way that is consistent with the values of NZ Police	80.7	82.5 (-1.8)	81.6 (-0.9)

BIGGEST POSITIVE DIFFERENCES TO NZ POLICE TOP 25%

Question	Communication Centres 2013	NZ Police Top 25%
2.3: NZ Police's systems and processes enable me to do my job well	67.1	52.5 (+14.6)
5.4: I have the tools and resources I need to do my job	74.4	63.4 (+11.0)
5.9: The pay and benefits I receive are fair for the work I do	62.5	52.7 (+9.8)
5.1: The responsibilities of my job are clearly defined	88.4	79.6 (+8.8)
7.1: NZ Police provides adequate training for the work I do	67.6	59.8 (+7.8)
4.3: Roles and responsibilities are clearly defined in my work group	85.5	79.3 (+6.2)
5.10: I understand how my performance is measured	70.9	65.3 (+5.6)
1.1: NZ Police has a clear vision of where it's going and how it's going to get there	82.2	76.7 (+5.5)
1.2: I feel I am working for an effective organisation	79.0	74.1 (+4.9)
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	89.9	85.1 (+4.8)
5.2: I know how my work contributes to the effectiveness of NZ Police	93.3	88.5 (+4.8)

BIGGEST NEGATIVE DIFFERENCES TO NZ POLICE TOP 25%

Question	Communication Centres 2013	NZ Police Top 25%
5.5: I am sufficiently involved in decisions that affect the way I do my job	43.8	62.8 (-19.0)
7.4: I am encouraged to try new ways of doing things	45.1	62.6 (-17.5)
9.1: I get recognition when I do a good job	57.1	70.9 (-13.8)
5.6: I am satisfied with my physical work environment	59.4	70.6 (-11.2)
1.8: Communication in my District or my Service Centre is open and honest	46.1	56.1 (-10.0)
7.6: There are learning and development opportunities for me in NZ Police	55.1	64.5 (-9.4)
1.4: NZ Police cares about the well-being of its staff	47.5	55.8 (-8.3)
9.4: I feel my contribution is valued in NZ Police	54.7	62.4 (-7.7)
3.2: My supervisor encourages, and is willing to act on suggestions and ideas from my work group	73.3	80.9 (-7.6)
9.2: We celebrate success in NZ Police	56.4	63.6 (-7.2)

RESPECT AND INTEGRITY WITHIN COMMUNICATION CENTRES

Question	Communication Centres 2013	Communication Centres 2012	NZ Police 2013 (Total Org)
6.1: Staff in my workgroup respect employee diversity	87.6	82.3 (+5.3)	82.9 (+4.7)
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	89.9	89.2 (+0.7)	81.4 (+8.5)
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	69.3	74.1 (-4.8)	70.2 (-0.9)
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)	70.1	70.6 (-0.5)	68.4 (+1.7)
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	65.1	67.1 (-2.0)	64.2 (+0.9)

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?

	Communication Centres 2013	Communication Centres 2012	NZ Police 2013 (Total Org)
Not Applicable	79.9	81.9 (-2.0)	84.0 (-4.1)
Yes	6.5	7.9 (-1.4)	3.9 (+2.6)
No	13.6	10.2 (+3.4)	12.1 (+1.5)

Gender Differences Within the Service Centre

Question	Communication Centres - Female	Communication Centres - Male
6.1: Staff in my workgroup respect employee diversity	86.0	90.3
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	91.0	88.0
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	67.7	72.2
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)	68.2	73.3
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	61.2	71.6
Respect & Integrity in the Workplace (Overall Section Score)	74.8	79.1

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?

	Communication Centres - Female	Communication Centres - Male
Not Applicable	79.1	81.3
Yes	6.0	7.4
No	14.9	11.4

The following summary provides insight into how employees perceive the Communication Centres as a place to work and how it fares to the rest of NZ Police. Engagement levels within the Communication Centres 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 Communication Centres that would likely provide it with the greatest improvement leverage when attempting to make the Communication Centres a truly great – and engaging – place to work.

Response Rate

This year 478 out of 575 people within the Communication Centres responded to the survey resulting in a response rate of 83.1%. This is an excellent response rate that allows us to look at the results for the Communication Centres confident that they are representative of employee attitude and opinion towards the Communication Centres.

How Employees Perceive the Communication Centres as a Place to Work

Looking at how staff perceive the Communication Centres overall as a place to work, the average score across all survey questions (the Performance Index) is 69.5, an increase of +2.0 points since 2012. Although this score has increased, the difference is not statistically significant. A significant improvement has been made (+5.2) in Performance and Feedback, while a significant decline (-8.0) is seen in the final section of the survey 'The Survey – Your Views'. This decline indicates that people within the Communication Centre do not feel as strongly this year, as they did last year, that change has occurred as a result of the previous year's survey.

Digging further and looking at individual item scores across the Communication Centres significant improvements have been made, with the biggest improvement in satisfaction with the physical working environment (+12.8). It seems that positive change has occurred around accountability for performance in a work group with an improvement of 7.4 points on last year's score. Other improvements related to performance are around merit-based appointments (+6.5) and fair allocation of work (+5.2). It is also interesting to highlight that perceptions around the fairness of performance assessment has decreased since last year (-6.4).

Significant improvements were made for two key driver items for the Communication Centres in 2013: 'I feel I am working for an effective organisation' (+7.1) and 'NZ Police is an enjoyable place to work' (+5.7). Improvement was also made in people's perceptions of their involvement in decisions that affect their job – 43.8% of people agreed with this item compared to only 38.4% last year. However, it is worth noting that this is still an area for improvement within the Communication Centres going forward given the total score is still below the NZ Police average (-8.7). There is a significant difference in Performance Index scores between the Communication Centres and NZ Police overall (+5.9). In general, the Communication Centres are, on average, tracking ahead of NZ Police overall.

Three items scored significantly below the scores achieved last year with the biggest decline showing that people do not feel as strongly this year that changes since their last survey have had a positive impact on their work group (-11.0), nor do they believe as strongly that action will occur as a result of the survey. It is clear that following up on the survey, taking action and then communicating these actions to the Communication Centres will be critical to improving these scores for next year.

A new analysis conducted in 2013 is a comparison of the ICT Service Centre's results against a 'NZ Police Top 25%' benchmark (a 'best practice' group that demonstrates what good results look like within the NZ Police context). Eight items from the survey score significantly above this benchmark with staff in the Communication Centres feeling particularly strong about the systems and processes that enable them to do their job (14.6). Interestingly, most of the items that scored significantly above the Top 25% relate to factors that affect a person's job – that is whether they have the tools and resources they need, perceived fairness of their pay and benefits, whether responsibilities of their job are clearly defined and whether they feel adequately trained.

Overall, Central Comm's and Nat Comm's Management Group (with the exception of Performance and Feedback where this group has the lowest score) have the highest scores across all of the Communication Centres, while Northern Comm's generally has the lowest scores.

Respect and Integrity within the Communication Centres

Scores across the Respect and Integrity survey items have remained fairly similar between 2012 and 2013 with only one significant improvement in how people perceive staff respecting employee diversity within their workgroup (+5.3%). Similarly, scores between the Communication Centres and total NZ Police are fairly similar with only one significant difference in people's knowledge of who to contact if they need to report instances of harassment, bullying or discrimination (+8.5%).

Despite the fairly positive perceptions in relation to the 'Respect and Integrity' question, 13.6% of people who witnessed or experienced a form of harassment, discrimination or bullying do not feel it has been dealt with effectively compared to 10.2% in 2012.

On average females are scoring lower on almost all items except knowing who they need to contact to report instances of workplace harassment, bullying or discrimination. The largest difference between scores (10.4%) relates to the confidence people have that concerns they raise regarding harassment, bullying, discrimination or other inappropriate conduct will be dealt with appropriately. Females are less inclined to agree with this statement compared to males within the Communication Centres.

Employee Engagement within Communication Centres

The Communication Centres have a high Engagement Index of 79.8%, making an improvement of 2.6 on their score from 2012. Their score is also significantly above the NZ Police average by 8.7 indicating that people working in the Communication Centres are generally more engaged compared to the NZ Police average.

The proportion of employees who are classified as 'engaged' is 10.3% greater than the NZ Police average. The proportions of 'ambivalent' and 'disengaged' people are also lower amongst the Communication Centres compared to the NZ Police average.

Looking at the individual Communication Centres, Northern Comm's has the highest proportion of disengaged people (14.4%) and the lowest proportion of Engaged people (27.2%). On the other hand Central Comm's has the lowest proportion of disengaged (2.0%) and the highest proportion of engaged people (51.0%). This indicates that Northern Comm's may need more attention in terms of what is driving the lower engagement scores.

Below we provide the results of an analysis that identifies what engages the Service Centre'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 the Communication Centre's results, and this process has highlighted which questions in the survey actually have the strongest relationship with employee engagement scores. These questions are the most influential to drive improvement in engagement levels. In total, ten key drivers were identified for the Communication Centres coming mainly from the 'Vision and Purpose + Communication and Cooperation' section and to a lesser extent 'My Job', 'Learning and Development' and 'Recognition'. Of these ten, eight are on par with the 2012 scores while the remaining two have shown significant improvements. Finding the NZ police an enjoyable place to work (+5.7) and having the impression that you are working for an effective organisation (+7.1) are the two key drivers with the biggest positive shift in scores since last year.

Eight of the key drivers are scoring significantly above the NZ Police average, while one is on par and only one is significantly below total NZ Police scores. The key driver around being encouraged to innovate scores 8.8 points lower in Communication Centres compared to total NZ Police, indicating significant scope for improvement.

The key drivers speak to the need for a feeling of common purpose, belonging and being cared for/valued by the organisation – whether that be in the form of development or general wellbeing. There is also a sense that working for an effective organisation that gives employees a sense of achievement is important. These key drivers are all scoring above the total organisation scores. However, scores around NZ Police ensuring that communication is open and honest and that people feel encouraged to be innovative are sitting with less than 50% agreement providing opportunity for further improvement. Also needing improvement is caring for its people and being interested in their views and opinions as they too are scoring below 50% agreement.

As seen in the section scores, Central Comm's has the highest scores across all the key driver questions while Northern Comm's has the lowest scores. Central Comm's may be an area that can offer insights around what could be implemented at Northern to improve their scores on these key items.

Performance Enablement within the Communication Centres

'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. With a Performance enablement Index of 64.7, the Communication Centres are scoring 10.4 points above the NZ Police average. Scores across five of the enablement items are significantly above the NZ Police average. However, the scores around encouraging innovation and delivering on promises to customers (50-60% agreement) suggest room for improvement. Being involved in decisions that affect an individual's work scored 8.7 points below the NZ Police average, making it a priority area of focus.

Taking Action within the Communication Centres

As previously mentioned, taking action is an area where the score has decreased for Communication Centres. Believing that action will take place following the survey (-5.2) and believing that changes resulting from the last survey have had a positive impact (-11.0) have both scored significantly lower this year compared to last year. However, compared to the NZ Police average the Communication Centres achieved significantly higher scores across all three items with differences ranging from 10.1 to 13.6.

Employee Comments

Examining the comments made by staff reinforce the findings from the key drivers. Many comments regarding what makes NZ Police a great place to work refer to teamwork, people's contribution to the community and the sense of personal achievement they get from working in the Communication Centres. Staff also appreciate the ability they have to make a difference in the community as well as the variety that the job offers.

A number of issues were raised as things that needed to change. Many of these were related to better pay and a review of the current workload. Mention was made of needing more resources to achieve a better work-life balance. Fairness and equality as well as recognition for a job well done were also highlighted as things that needed to be implemented.

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

Summary

Overall, the Communication Centres have seen improvements across most survey sections this year, particularly in regard to Performance and Feedback. Looking at comparisons between Communication Centres and NZ Police overall, it is clear that the Communication Centres are tracking ahead of the total organisation across various climate areas.

Employee Engagement levels are quite high within Communication Centres compared to other parts of NZ Police. People within the Communication Centres feel a sense of common purpose and belonging to NZ Police. They also hold a positive opinion regarding NZ Police being an effective organisation and an enjoyable workplace. It important for the Communication Centres to maintain its scores across these key driver items, but also to recognise that improvements to lower scoring key driver items (e.g. demonstrating care and interest in staff opinion and having open and honest communication) should aid in increasing engagement further. Encouraging people to try new ways of doing things and involving people in decisions making should be considered priority areas of focus for the Communication Centres given they both score significantly below the NZ Police average.

Results suggest that there is a difference between the different teams within Communication Centres, with Northern Comm's needing further support and improvement. Perhaps using Central and Nat Comm's as examples of teams that are doing thing 'right' could help with implementing initiatives at Northern Comm's.

The Communication Centres must ensure that change occurs as a result of the survey this year. Significant declines in scores were seen compared to last year so the Communication Centres should ensure that changes that are being made are well communicated and are linked back to the survey results to help people realise that change is happening.

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. Service Centre's 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.

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 (%)

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.