New Zealand Police Workplace Survey 2015

Summary of Findings Communications Centre 2015
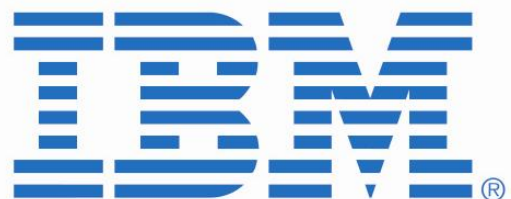
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1. Executive Summary

Overall NZ Police results have declined since 2014 and are now similar to results last seen in 2013. While people are highly invested in the work they do on a daily basis, fewer people feel a sense of connection and engagement with the NZ Police. The Key Driver analysis shows that the things identified as important to employees' engagement last year are just as relevant this year, however many people don't feel that their opinions and suggestions were acted upon in the past twelve months. Other key overall findings were that fewer employees this year feel positively about work conditions and their ability to deliver quality service.

This report focuses on your district/group, and is intended to give insight into how your people think and feel about working at NZ Police.

Response Rate

The response rate for Communications Centre of 72.4% was good, although it has decreased markedly by about 12% from the excellent response rate received in 2014. It is still 3.3% higher than the NZ Police Overall response rate, and we can be confident that the results presented in this report are an accurate indication of employee attitude and opinion towards the District.

	Communications Centre 2015	Communications Centre 2014	NZ Police 2015
Number of Responses	427	522	8361
Response Rate	72.4%	84.7%	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

	Communications Centre 2015	Communications Centre 2014	NZ Police 2015
Performance Index	68.4	71.5	**63.2**
Engagement Index	79.4	82.9	**72.1**
Work Engagement Index	84.8	89.0	84.0
Change Index	38.6	39.1	**26.4**

Engagement Profile

	Engaged	Ambivalent	Disengaged
NZP 2015	26.4%	58.3%	15.3%
Communications Centre 2015	31.0%	59.8%	9.2%
Communications Centre 2014	38.4%	53.5%	8.1%

■ Engaged ■ Ambivalent ■ Disengaged

Summary of Findings

Communications Centre's overall survey results, organisational engagement results and Change Index are higher than the NZ Police average. However while Communications Centre outscores NZ Police in many areas, there have been no significant improvements and a number of notable declines in the past year. The key driver analysis shows that engagement within the Communications Centre is impacted by perceptions of whether NZ Police cares about the well-being of its staff, by whether people believe they are able to feed their thoughts and perspectives upwards, and by perceptions of delivery of quality services. Other points to note are that perceived work stress has increased and staffing levels were frequently mentioned in the staff comments.

Where to from here

Based on the areas identified as being strongly related to organisational engagement for Communications Centre, we recommend that the Centre primarily action plans with staff on their perceptions on (1) delivery of quality service and on promises made to customers, looking for areas that staff can themselves directly influence, and (2) staff well-being. While doing so, we suggest managers within the Centre consider carefully how the action planning process will impact perceptions of effective bottom-up communication and beliefs regarding how NZ Police cares for staff well-being, and actively demonstrate that staff opinions have been heard and considered by involving staff in post-survey consultation and keeping them updated and informed on the effect of their action planning session in the weeks and months to come.

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

	Communications Centre 2015	Communications Centre 2014	NZ Police 2015
Performance Index (average of all questions in the survey)	68.4	71.5	**63.2**
1. The Work I Do	79.3	81.7	**70.8**
2. Learning and Development	47.7	**52.7**	52.6
3. Work Conditions	52.6	**62.3**	52.8
4. My Team	79.4	79.9	75.7
5. Respect & Integrity in the Workplace	76.6	77.3	72.7
6. My Supervisor	83.3	84.7	80.7
7. Recognition	52.7	55.9	**44.6**
8. Vision and Purpose + Communication and Cooperation	64.5	68.7	**58.0**
9. Quality and Excellence	65.2	69.4	**58.7**
10. Final Thoughts (Employee Engagement)	79.4	82.9	**72.1**
11. The Survey - Your Views (Change Index)	38.6	39.1	**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 Comm's		Nat Comm's M'ment Group (Comms)		Northern Comm's		Southern Comm's	
	2015	2014	2015	2014	2015	2014	2015	2014
Performance Index (average of all questions in the survey)	69.8	73.5	80.7	82.6	65.9	68.2	72.4	77.0
1. The Work I Do	79.8	81.4	78.9	79.2	77.5	80.2	83.4	86.2
2. Learning and Development	45.1	59.5	60.0	73.4	47.8	49.0	48.4	53.5
3. Work Conditions	50.6	63.0	82.5	68.8	47.4	56.3	64.3	76.8
4. My Team	84.3	80.2	85.0	84.4	77.4	78.1	79.7	83.6
5. Respect & Integrity in the Workplace	73.3	77.7	88.0	82.5	76.8	75.2	77.7	81.8
6. My Supervisor	86.8	85.5	86.5	89.6	81.4	82.4	84.7	89.4
7. Recognition	59.2	60.3	74.0	76.3	45.5	51.4	62.7	60.7
8. Vision and Purpose + Communication and Cooperation	63.7	73.4	84.5	88.9	61.3	63.8	70.9	74.7
9. Quality and Excellence	63.9	67.9	81.1	87.2	63.9	67.1	68.1	74.3
10. Final Thoughts (Employee Engagement)	84.8	85.5	90.0	93.8	75.6	78.7	83.3	90.5
11. The Survey - Your Views (Change Index)	43.4	45.6	53.3	58.3	35.9	33.0	40.0	46.6

2.3 Interpretation

Communication Centre's 2015 overall results are higher than the NZ Police. In particular, significantly more Communications Centre people feel that they receive appropriate recognition, feel more engagement and motivation towards the work they do than typically seen in NZ Police, and outscore NZ Police for the Change Index. Note that people are significantly less positive about Learning and Development and Work Conditions than they were in 2014.

Of the areas within Communication Centre, National Communications Management Group scores very positively across most of the survey. While Northern Comm's has the lowest overall scores within Communications Centre, it still outscores the majority of Districts and Areas in NZ Police. The decline in L&D and Work Conditions at group level seem to be driven Central Comm's and Southern Comm's.

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

People in Communications Centre are on average more engaged with the work they do and with the organisation than is typical in NZ Police. The small declines since 2014 for the overall scores for engagement with work and engagement with the organisation are not statistically significant. However, some of the individual questions have dropped significantly this year, particularly regarding feeling motivated to do their best (significantly lower for Nat Comm's M'ment Group and Northern Comm's), feeling satisfied with their job and recommending NZ Police as a great place to work (answered much less positively by Northern and Southern Comm's compared to the previous year).

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	Communications Centre 2015	Communications Centre 2014	NZ Police 2015
1.7 My job gives me a sense of personal achievement	81.6	84.7	77.9
1.8 I am strongly committed to the work I do	89.7	93.2	89.1
1.9 I am motivated to do the best I can in my job every day	83.1	**89.0**	85.1

	Central Comm's		Nat Comm's M'ment Group (Comms)		Northern Comm's		Southern Comm's	
	2015	**2014**	**2015**	**2014**	**2015**	**2014**	**2015**	**2014**
1.7	85.2	87.9	80.0	87.5	78.2	80.6	87.4	92.6
1.8	96.3	94.0	90.0	93.8	86.3	91.5	92.7	97.2
1.9	87.7	89.0	80.0	100.0	80.8	87.1	85.4	92.6

3.2 Engagement with New Zealand Police

Organisational engagement refers to the level of connectedness an employee feels towards NZ Police as an organisation, expressed in their level of commitment, cognitive attachment and advocacy towards the organisation.

The Engagement Index is the average of all six engagement questions and measures employees engagement with NZ Police as an organisation as a whole.

Question	Communications Centre 2015	Communications Centre 2014	NZ Police 2015
Engagement Index	79.4	82.9	**72.1**
10.1 Overall, I'm satisfied with my job	74.6	**82.0**	73.1
10.2 Overall, I would recommend NZ Police as a great place to work	72.3	**79.4**	**66.6**
10.3 I take an active interest in what happens in NZ Police	87.5	86.8	**80.7**
10.4 I feel inspired to go the extra mile to help NZ Police succeed	81.2	84.9	**71.5**
10.5 I feel a sense of commitment to NZ Police	88.3	90.2	**80.9**
10.6 NZ Police inspires me to do the best I can in my job every day	72.7	74.3	**59.8**

	Central Comm's		Nat Comm's M'ment Group (Comms)		Northern Comm's		Southern Comm's	
	2015	**2014**	**2015**	**2014**	**2015**	**2014**	**2015**	**2014**
Index	84.8	85.5	90.0	93.8	75.6	78.7	83.3	90.5
10.1	76.5	80.0	90.0	87.5	71.1	77.8	80.0	94.5
10.2	76.5	81.0	90.0	93.8	68.6	74.8	76.0	88.1
10.3	93.8	90.0	90.0	100.0	84.0	83.2	90.6	91.7
10.4	87.7	88.9	90.0	100.0	77.0	80.8	85.4	89.9
10.5	95.1	92.9	100.0	100.0	85.0	86.7	89.6	95.4
10.6	79.0	80.0	80.0	81.3	68.1	68.6	78.1	83.5

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.

Communications Centre generally has more engaged and fewer disengaged people than typically seen in NZ Police. Northern Comm's stands out as having a profile most like that of overall NZ Police. Although Nat Comm's M'ment Group is very small, it is worth noting that it is split 50:50 between engaged and ambivalent staff (no disengaged people).
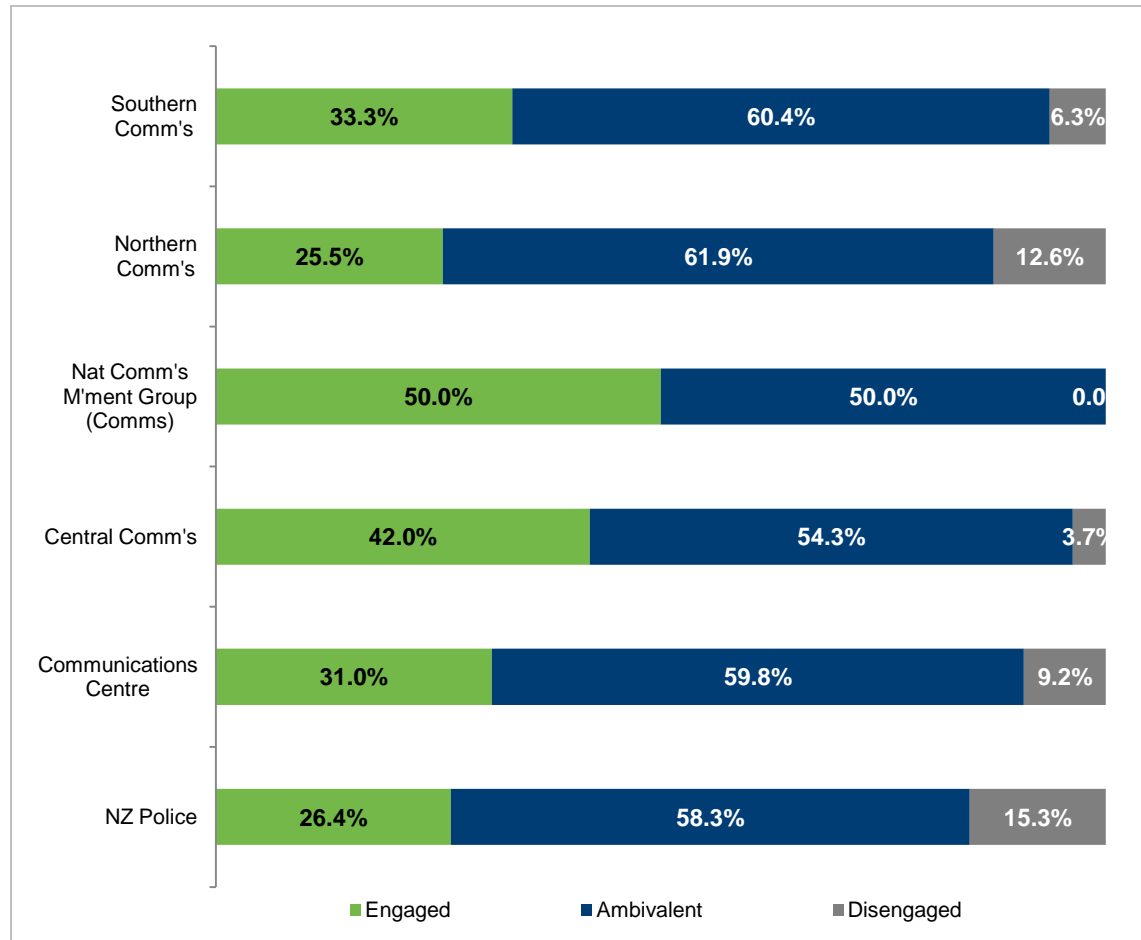
3.4 District and Area Engagement Profile Trend 2014-15

Northern and Southern Comm's have fewer engaged people this year, and a corresponding increase in the proportion of ambivalent people.

Engagement Profile	Central Comm's		Nat Comm's M'ment Group (Comms)		Northern Comm's		Southern Comm's	
	2015	2014	2015	2014	2015	2014	2015	2014
Engaged	42.0	47.0	50.0	43.8	25.5	33.4	33.3	43.1
Ambivalent	54.3	45.0	50.0	56.2	61.9	56.0	60.4	54.1
Disengaged	3.7	8.0	0.0	0.0	12.6	10.6	6.3	2.8

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

Among the Communications Centre's key drivers of engagement, there are three points which are worth extra attention: (1) NZ Police being seen to care about the well-being of its staff; (2) perceptions of delivery of quality services, and (3) perceptions of ground-up communication (including people believing NZ Police is interested in the views and opinions of its staff and feeling encouraged to provide ideas and suggestions in the interests of continuous improvement).

Care about well-being (one of the five largest declines since 2014) and NZ Police being interested in the views and opinions of its staff were points of strength in 2014, but are now scoring similarly to NZ Police. Perceptions of quality of services is also among the five largest declines since 2014, together with 'NZ Police delivers on the promises it makes to its customers', which suggests this is an area worth investigating.

Key Metrics	Communications Centre 2015	Communications Centre 2014	NZ Police 2015
8.9: NZ Police is an enjoyable place to work	71.0	**78.6**	71.2
8.10: I feel I am working for an effective organisation	72.6	**82.2**	**62.8**
7.5: I feel my contribution is valued in NZ Police	56.5	**62.8**	**49.2**
8.7: I feel a sense of belonging to my District or my Service Centre	68.9	72.5	**59.8**
1.7: My job gives me a sense of personal achievement	81.6	84.7	77.9
8.5: NZ Police is interested in the views and opinions of its staff	43.3	**49.1**	38.9
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	62.4	**72.2**	**52.9**
8.4: There is a sense of 'common purpose' in NZ Police	69.2	73.0	**57.2**
8.8: NZ Police cares about the well-being of its staff	50.0	**59.9**	48.7
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	57.3	59.9	57.5

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

Significantly more staff in the Communications Centre indicate that they know who to contact to report instances of workplace harassment, bullying or discrimination, compared to NZ Police overall. This year, fewer people indicated that they have witnessed or experienced some form of harassment, discrimination or bullying in the workplace within the last 12 months.

Question		Communications Centre 2015	Communications Centre 2014	NZ Police 2015
5.1: Staff in my workgroup respect employee diversity		87.3	89.9	83.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination		87.7	85.7	**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		70.0	72.6	69.2
5.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)		71.9	71.3	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		66.1	67.1	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	77.8	82.8	81.7
	Yes	6.1	5.9	4.5
	No	16.2	11.3	13.8

5. Biggest Differences 2014 - 2015

There have been no significant improvements to any individual item, but the five items which increased the most easily outscore NZ Police on average. The five largest decreases relate to staff well-being and delivery of quality services to customers. Note that 'physical work environment' has declined and is now significantly below the score typically seen across NZ Police.

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

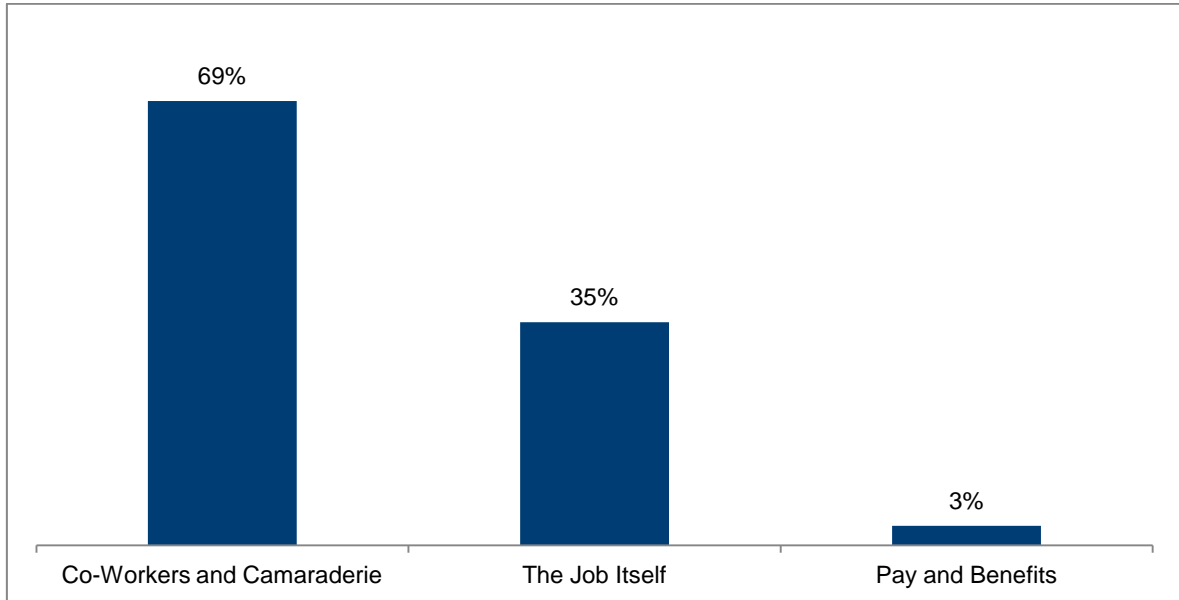| Question	Communications Centre 2015	Communications Centre 2014	NZ Police 2015
8.2: Communication in my District or my Service Centre is open and honest	57.0	53.7	**45.1**
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	46.2	43.4	**30.9**
8.3: I feel informed about NZ Police and its activities	66.8	64.1	**56.0**
7.2: People here are appointed to positions based on merit	42.9	40.8	**31.3**
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	87.7	85.7	**79.1**

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

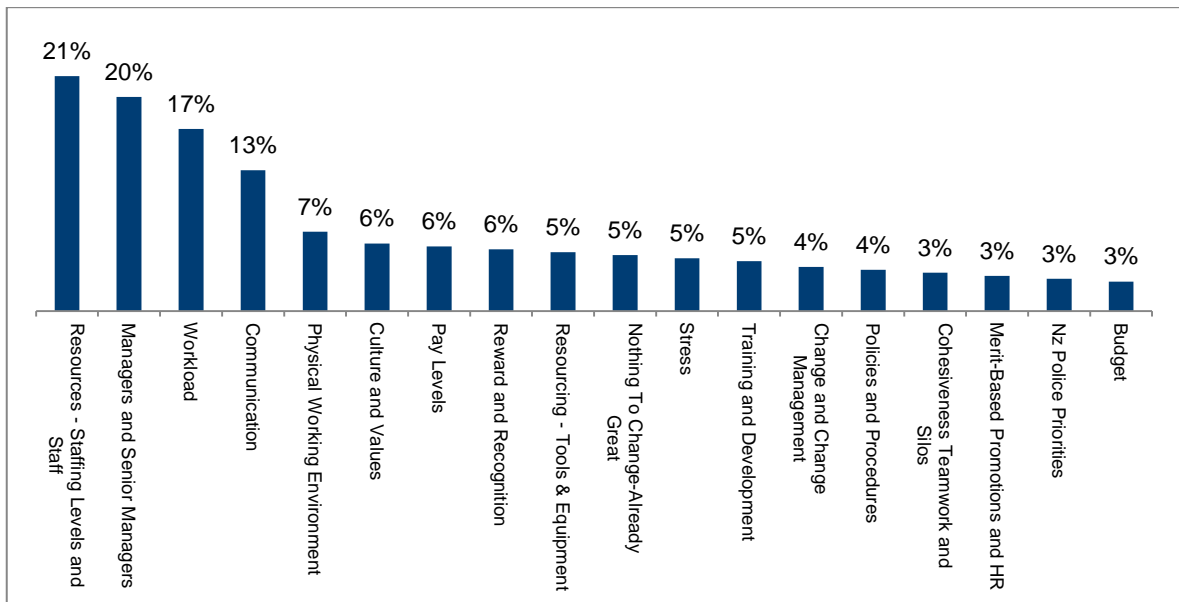| Question	Communications Centre 2015	Communications Centre 2014	NZ Police 2015
3.2: The level of work-related stress I experience in my job is acceptable	48.7	**60.1**	52.2
3.1: I am satisfied with my physical work environment	46.6	**57.2**	**60.1**
9.7: NZ Police delivers on the promises it makes to its customers	55.0	**65.2**	51.5
8.8: NZ Police cares about the well-being of its staff	50.0	**59.9**	48.7
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	62.4	**72.2**	**52.9**

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

People from the Communications Centre generally agree that it's their co-workers and the camaraderie they experience on a daily basis which primarily makes NZ Police a great place to work. Just over a third of those who commented also consider aspects of the job itself to contribute to their perception of this organisation as a great place to work.

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

Of the things which Communications Centre people consider could improve, the two most frequently mentioned topics among the comments related to resourcing (in terms of staffing), and managers/senior managers. Workload and communication were also frequently referenced by people in Communications Centre.

7. Appendix 1 – All Question Results

Question	Communications Centre		NZ Police	
	2015	2014	2015	2014
1. The Work I Do	79.3	81.7	70.8	71.9
1.1: The responsibilities of my job are clearly defined	88.5	89.6	75.8	76.1
1.2: I know how my work contributes to the effectiveness of NZ Police	94.1	95.0	82.8	83.9
1.3: I understand how my performance is measured	81.3	80.3	59.4	61.1
1.4: My performance is fairly assessed	60.9	62.5	52.7	54.6
1.5: NZ Police provides adequate training for the work I do	54.8	60.9	40.0	44.8
1.6: The work I do makes good use of my knowledge and skills	79.3	79.9	74.4	75.0
1.7: My job gives me a sense of personal achievement	81.6	84.7	77.9	78.3
1.8: I am strongly committed to the work I do	89.7	93.2	89.1	88.6
1.9: I am motivated to do the best I can in my job everyday	83.1	89.0	85.1	85.1
2. Learning and Development	47.7	52.7	52.6	53.2
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	50.4	55.3	52.3	53.2
2.2: I am encouraged to try new ways of doing things	47.7	46.2	49.7	51.2
2.3: There are learning and development opportunities for me in NZ Police	46.4	53.4	54.8	55.0
2.4: There are career development opportunities for me in NZ Police	46.4	55.9	53.5	53.4
3. Work Conditions	52.6	62.3	52.8	56.2
3.1: I am satisfied with my physical work environment	46.6	57.2	60.1	62.5
3.2: The level of work-related stress I experience in my job is acceptable	48.7	60.1	52.2	54.9
3.3: I am able to maintain a balance between my personal and working life	60.7	68.4	64.9	67.2
3.4: The pay and benefits I receive are fair for the work I do	54.6	63.3	33.7	40.1
4. My Team	79.4	79.9	75.7	76.4
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	84.5	82.6	86.0	86.2
4.2: Roles and responsibilities are clearly defined in my team	83.3	85.4	76.4	76.9
4.3: The way work is allocated in my team is fair	72.7	73.4	71.5	72.5
4.4: People I work with cooperate to get the job done	90.8	89.8	86.1	86.5
4.5: I can rely on the support of others in my team	90.1	89.8	86.4	86.9
4.6: I feel part of an effective team	84.0	87.6	80.3	81.2
4.7: People are held accountable for their performance in my team	71.8	72.2	65.7	66.9
4.8: Poor performance is dealt with effectively in my team	58.1	58.1	53.3	54.4
5. Respect & Integrity in the Workplace	76.6	77.3	72.7	73.4
5.1: Staff in my team respect employee diversity	87.3	89.9	83.6	83.4
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	87.7	85.7	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	70.0	72.6	69.2	70.4
5.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	71.9	71.3	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	66.1	67.1	63.0	64.4

Question	Communications Centre		NZ Police	
	2015	2014	2015	2014
6. My Supervisor	83.3	84.7	80.7	80.6
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	88.8	90.3	87.5	87.4
6.2: My supervisor treats staff with respect	87.1	86.9	87.5	86.7
6.3: My supervisor communicates the goals and objectives of our team effectively	83.5	86.5	78.8	79.0
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	81.0	81.9	81.0	81.1
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	74.9	78.3	68.5	68.8
6.6: I have confidence in my supervisor	84.3	84.3	80.9	80.8
7. Recognition	52.7	55.9	44.6	46.3
7.1: NZ Police has appropriate ways of recognising outstanding achievement	57.8	61.3	44.9	46.3
7.2: People here are appointed to positions based on merit	42.9	40.8	31.3	34.5
7.3: We celebrate success in NZ Police	55.6	57.4	47.5	47.0
7.4: I get recognition when I do a good job	50.6	57.1	50.3	52.7
7.5: I feel my contribution is valued in NZ Police	56.5	62.8	49.2	51.0
8. Vision and Purpose + Communication and Cooperation	64.5	68.7	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	68.7	73.5	60.0	62.3
8.2: Communication in my District or my Service Centre is open and honest	57.0	53.7	45.1	46.3
8.3: I feel informed about NZ Police and its activities	66.8	64.1	56.0	56.5
8.4: There is a sense of 'common purpose' in NZ Police	69.2	73.0	57.2	58.2
8.5: NZ Police is interested in the views and opinions of its staff	43.3	49.1	38.9	39.9
8.6: Teams within NZ Police work well together	58.8	63.9	54.1	54.3
8.7: I feel a sense of belonging to my District or my Service Centre	68.9	72.5	59.8	60.3
8.8: NZ Police cares about the well-being of its staff	50.0	59.9	48.7	50.9
8.9: NZ Police is an enjoyable place to work	71.0	78.6	71.2	72.4
8.10: I feel I am working for an effective organisation	72.6	82.2	62.8	64.2
8.11: I intend to continue working at NZ Police for at least the next 12 months	83.1	85.5	84.6	85.2
9. Quality and Excellence	65.2	69.4	58.7	60.8
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	62.4	72.2	52.9	55.1
9.2: NZ Police expects high standards of performance from its people	92.0	92.5	87.6	87.3
9.3: I have the tools and resources I need to do my job	74.1	78.2	53.4	57.2
9.4: I am sufficiently involved in decisions that affect the way I do my job	45.2	45.3	49.2	51.3
9.5: Systems and processes I use enable me to do my job well	70.7	72.5	59.1	60.8
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	57.3	59.9	57.5	59.1
9.7: NZ Police delivers on the promises it makes to its customers	55.0	65.2	51.5	55.1
10. Final Thoughts	79.4	82.9	72.1	73.3
10.1: Overall, I'm satisfied with my job	74.6	82.0	73.1	74.9
10.2: Overall, I would recommend NZ Police as a great place to work	72.3	79.4	66.6	68.3
10.3: I take an active interest in what happens in NZ Police	87.5	86.8	80.7	81.6
10.4: I feel inspired to go the extra mile to help NZ Police succeed	81.2	84.9	71.5	72.5
10.5: I feel a sense of commitment to NZ Police	88.3	90.2	80.9	81.8
10.6: NZ Police inspires me to do the best I can in my job every day	72.7	74.3	59.8	60.6

Question	Communications Centre		NZ Police	
	2015	2014	2015	2014
11. The Survey - Your Views	38.6	39.1	26.4	30.5
11.1: Changes in response to the 2014 Workplace Survey have had a positive impact on my team	30.2	29.7	19.0	22.6
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	46.2	43.4	30.9	35.2
11.3: I believe actions will be taken based on the results of this survey	39.4	44.2	29.3	33.8

Question	Communications Centre	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	77.8	81.7
Yes	6.1	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.