

New Zealand Police Workplace Survey 2013

Summary of Findings Counties/Manukau District



April 2013

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RESPONSE RATE

	Counties/Manukau 2013	Counties/Manukau 2012	NZ Police 2013 (Total Org)
Number of Responses	958	1115	8863
Response Rate	80.3%	85.6%	74.8%

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

OVERALL PERCEPTIONS OF THE COUNTIES/MANUKAU DISTRICT AS A PLACE TO WORK

Section	Counties/ Manukau District 2013	Counties/ Manukau District 2012	NZ Police 2013 (Total Org)
Performance Index (average of all questions in the survey)	60.9	65.5 (-4.6)	63.6 (-2.7)
1. Vision and Purpose + Communication and Cooperation	53.0	61.8 (-8.8)	54.9 (-1.9)
2. Quality and Excellence	50.5	NA	48.1 (+2.4)
3. My Supervisor	76.8	76.8 (0.0)	76.6 (+0.2)
4. My Work Group	78.7	81.1 (-2.4)	79.9 (-1.2)
5. My Job	58.3	62.4 (-4.1)	62.4 (-4.1)
6. Respect & Integrity in the Workplace	71.6	70.9 (+0.7)	73.4 (-1.8)
7. Learning and Development	56.7	62.3 (-5.6)	58.9 (-2.2)
8. Performance and Feedback	68.5	71.0 (-2.5)	69.7 (-1.2)
9. Recognition	40.6	44.4 (-3.8)	48.1 (-7.5)
10. Final Thoughts (Engagement Index)	68.0	77.4 (-9.4)	71.1 (-3.1)
11. The Survey - Your Views (Change Index)	26.0	31.2 (-5.2)	28.9 (-2.9)

SCORES ACROSS COUNTIES/MANUKAU DISTRICT

Section	CM Central Area	CM East Area	CM South Area	CM West Area	Counties/Manukau DHQ	Counties/Manukau District
Performance Index	60.2	60.1	53.1	60.0	63.3	60.1
1. Vision and Purpose + Communication and Cooperation	51.8	50.5	40.8	55.2	59.0	53.0
2. Quality and Excellence	48.3	49.7	39.7	53.2	55.4	50.5
3. My Supervisor	80.2	71.9	73.8	74.9	80.0	76.8
4. My Work Group	80.7	82.7	75.8	76.7	81.3	79.6
5. My Job	55.8	59.1	48.0	58.4	63.6	58.3
6. Respect & Integrity in the Workplace	71.2	76.0	68.8	70.2	72.1	71.6
7. Learning and Development	57.5	56.8	56.1	57.7	56.7	56.9
8. Performance and Feedback	73.1	70.2	67.7	64.6	68.4	68.5
9. Recognition	36.4	39.9	35.4	40.4	45.1	40.6
10. Final Thoughts	68.7	72.3	59.3	69.2	69.4	68.0
11. The Survey - Your Views	37.7	22.8	18.2	27.3	29.7	27.4

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

HOW ENGAGED ARE STAFF WITHIN THE COUNTIES/MANUKAU DISTRICT?

Engagement Index (average of all six engagement questions)

Counties/Manukau District 2013	Counties/Manukau District 2012	NZ Police 2013 (Total Org)
68.0	77.4 (-9.4)	71.1 (-3.1)

Engagement Profile

Engagement Group	Counties/Manukau District 2013	Counties/Manukau District 2012	NZ Police 2013 (Total Org)
Engaged	21.3	31.8 (-10.5)	24.5 (-3.2)
Ambivalent	61.2	57.4 (+3.8)	59.9 (+1.3)
Disengaged	17.5	10.8 (+6.7)	15.6 (+1.9)
Engagement Ratio	1.2:1	2.9:1	1.6:1

Proportion of Employees (%)

Engagement Across the District

Engagement Group	CM Central Area	CM East Area	CM South Area	CM West Area	Counties/Manukau DHQ	Counties/Manukau District
Engaged	22.5	19.0	19.4	24.9	20.7	21.3
Ambivalent	58.9	69.0	55.0	57.4	63.8	61.2
Disengaged	18.6	12.0	25.6	17.7	15.5	17.5
Engagement Index	68.7	72.3	59.3	69.2	69.4	68.0
Engagement Ratio	1.2:1	1.6:1	0.8:1	1.4:1	1.3:1	1.2:1

PERFORMANCE ENABLEMENT WITHIN THE COUNTIES / MANUKAU DISTRICT?

Performance Enablement Index (average of all eight enablement questions)

Counties/Manukau District 2013	NZ Police 2013 (Total Org)
53.8	54.3 (-0.5)

Enablement Questions

Concept	Question	Counties/Manukau District 2013	NZ Police 2013 (Total Org)
Quality emphasis	Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	55.1	52.9 (+2.2)
Involvement	NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	50.1	42.5 (+7.6)
	I am sufficiently involved in decisions that affect my work	49.4	52.5 (-3.1)
Resource access	I have the tools and resources I need to do my job	47.6	52.6 (-5.0)
	NZ Police's systems and processes enable me to do my job well	42.1	42.8 (-0.7)
Training	NZ Police provides adequate training for the work I do	46.8	49.7 (-2.9)
Collaboration	People I work with cooperate to get the job done	84.2	87.1 (-2.9)
Customer Service	NZ Police delivers on the promises it makes to its customers	54.9	54.2 (+0.7)

WHAT DRIVES EMPLOYEE ENGAGEMENT WITHIN THE COUNTIES / MANUKAU DISTRICT?

	Key Driver Questions	Counties/Manukau District 2013	Counties/Manukau District 2012	NZ Police 2013 (Total Org)
	1.3: NZ Police is an enjoyable place to work	64.2	77.4 (-13.2)	66.8 (-2.6)
	1.6: I feel a sense of belonging to my District or my Service Centre	60.6	71.8 (-11.2)	57.9 (+2.7)
	9.4: I feel my contribution is valued in NZ Police	40.7	46.7 (-6.0)	48.0 (-7.3)
	1.2: I feel I am working for an effective organisation	57.0	67.5 (-10.5)	59.6 (-2.6)
	5.3: My job gives me a sense of personal achievement	76.4	81.4 (-5.0)	79.7 (-3.3)
	1.5: There is a sense of 'common purpose' in NZ Police	49.2	60.1 (-10.9)	53.5 (-4.3)
	1.4: NZ Police cares about the well-being of its staff	33.1	47.4 (-14.3)	40.1 (-7.0)
	5.5: I am sufficiently involved in decisions that affect the way I do my job	49.4	54.8 (-5.4)	52.5 (-3.1)
	1.10: NZ Police is interested in the views and opinions of its staff	34.5	39.9 (-5.4)	34.8 (-0.3)
	7.3: I am encouraged to develop my knowledge, skills and abilities in NZ Police	55.3	63.7 (-8.4)	56.9 (-1.6)

Note: The table above shows the results of a statistical analysis identifying those things assessed in the survey that are the most engaging to staff members within the District. These key drivers are rank ordered. The colour coding for each question reveals if a particular key driver is scoring higher (green), lower (red), or the same (orange) as NZ Police overall. Red key drivers are important to your employees' engagement levels but score poorly compared to the rest of the organisation and hence represents a particularly useful leverage point when attempting to further engage employees.

PRIORITY AREAS – KEY DRIVER SCORES ACROSS KEY DEMOGRAPHIC GROUPS

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

Question	CM Central Area	CM East Area	CM South Area	CM West Area	Counties/ Manukau DHQ	Counties/Manukau District
1.3: NZ Police is an enjoyable place to work	63.8	65.5	49.4	68.0	68.8	64.2
1.6: I feel a sense of belonging to my District or my Service Centre	57.4	66.9	45.6	60.8	66.2	60.6
9.4: I feel my contribution is valued in NZ Police	34.6	38.7	35.6	42.2	45.5	40.7
1.2: I feel I am working for an effective organisation	56.2	50.0	40.0	65.2	63.7	57.0
5.3: My job gives me a sense of personal achievement	81.5	81.0	68.1	74.6	77.3	76.4
1.5: There is a sense of 'common purpose' in NZ Police	47.7	48.2	36.3	49.2	56.3	49.2
1.4: NZ Police cares about the well-being of its staff	35.4	27.5	26.9	34.3	36.8	33.1
5.5: I am sufficiently involved in decisions that affect the way I do my job	43.8	43.7	35.0	50.8	59.9	49.4
1.10: NZ Police is interested in the views and opinions of its staff	31.0	27.7	20.6	37.6	43.4	34.5
7.3: I am encouraged to develop my knowledge, skills and abilities in NZ Police	52.3	57.7	53.8	55.2	56.2	55.3

TAKING ACTION WITHIN COUNTIES / MANUKAU DISTRICT?

Question	Counties/ Manukau District 2013	Counties/ Manukau District 2012	NZ Police 2013 (Total Org)
11.1: I believe actions will be taken based on the results of this survey	31.9	36.2 (-4.3)	34.9 (-3.0)
11.2: Changes in response to the 2012 Workplace Survey have had a positive impact on my work group	20.2	26.3 (-6.1)	22.9 (-2.7)
11.3: My supervisor has actively involved our work group in making changes as a result of the last survey	30.1	NA	34.0 (-3.9)

Taking Action within the District

Area	Change Index	Counties/Manukau District
CM Central Area	37.7	27.4 (+10.3)
CM East Area	22.8	27.4 (-4.6)
CM South Area	18.2	27.4 (-9.2)
CM West Area	27.3	27.4 (-0.1)
Counties/Manukau DHQ	29.7	27.4 (+2.3)

BIGGEST DIFFERENCES WITHIN THE COUNTIES / MANUKAU DISTRICT SINCE 2012 - POSITIVE

Question	Counties/ Manukau District 2013	Counties/ Manukau District 2012	NZ Police 2013 (Total Org)
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	80.0	76.4 (+3.6)	81.4 (-1.4)
3.6: I get regular feedback on my performance from my supervisor (formal/informal)	66.3	64.3 (+2.0)	67.4 (-1.1)
5.6: I am satisfied with my physical work environment	66.0	65.4 (+0.6)	63.5 (+2.5)
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)	65.8	65.3 (+0.5)	68.4 (-2.6)
3.5: I have confidence in my supervisor	78.2	77.8 (+0.4)	77.6 (+0.6)
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	67.6	67.5 (+0.1)	70.2 (-2.6)
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	62.3	62.2 (+0.1)	64.2 (-1.9)

BIGGEST DIFFERENCES WITHIN THE COUNTIES / MANUKAU DISTRICT SINCE 2012 - NEGATIVE

Question	Counties/ Manukau District 2013	Counties/ Manukau District 2012	NZ Police 2013 (Total Org)
1.4: NZ Police cares about the well-being of its staff	33.1	47.4 (-14.3)	40.1 (-7.0)
1.3: NZ Police is an enjoyable place to work	64.2	77.4 (-13.2)	66.8 (-2.6)
10.2: Overall, I would recommend NZ Police as a great place to work	62.2	75.0 (-12.8)	65.5 (-3.3)
10.1: Overall, I'm satisfied with my job	68.2	79.4 (-11.2)	72.5 (-4.3)
1.6: I feel a sense of belonging to my District or my Service Centre	60.6	71.8 (-11.2)	57.9 (+2.7)
1.5: There is a sense of 'common purpose' in NZ Police	49.2	60.1 (-10.9)	53.5 (-4.3)
1.2: I feel I am working for an effective organisation	57.0	67.5 (-10.5)	59.6 (-2.6)
10.4: I feel inspired to go the extra mile to help NZ Police succeed	65.6	75.7 (-10.1)	70.0 (-4.4)
1.7: I intend to continue working at NZ Police for at least the next 12 months	80.8	90.6 (-9.8)	83.1 (-2.3)
10.6: NZ Police inspires me to do the best I can in my job every day	57.5	66.2 (-8.7)	58.5 (-1.0)

BIGGEST NEGATIVE DIFFERENCES TO NZ POLICE TOP 25%

Question	Counties/ Manukau District 2013	NZ Police Top 25%
5.9: The pay and benefits I receive are fair for the work I do	27.0	52.7 (-25.7)
1.4: NZ Police cares about the well-being of its staff	33.1	55.8 (-22.7)
9.4: I feel my contribution is valued in NZ Police	40.7	62.4 (-21.7)
9.1: I get recognition when I do a good job	51.1	70.9 (-19.8)
9.5: People here are appointed to positions based on merit	25.9	45.7 (-19.8)
9.2: We celebrate success in NZ Police	44.5	63.6 (-19.1)
1.5: There is a sense of 'common purpose' in NZ Police	49.2	68.2 (-19.0)
9.3: NZ Police has appropriate ways of recognising outstanding achievement	40.9	58.6 (-17.7)
10.2: Overall, I would recommend NZ Police as a great place to work	62.2	79.7 (-17.5)
11.1: I believe actions will be taken based on the results of this survey	31.9	49.4 (-17.5)

SMALLEST NEGATIVE DIFFERENCES TO NZ POLICE TOP 25%

Question	Counties/ Manukau District 2013	NZ Police Top 25%
3.4: My supervisor treats staff with respect	83.3	84.5 (-1.2)
7.5: There are career development opportunities for me in NZ Police	56.5	58.4 (-1.9)
3.1: My supervisor communicates the goals and objectives of our work group effectively	75.2	77.4 (-2.2)
2.4: NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	50.1	53.0 (-2.9)
3.5: I have confidence in my supervisor	78.2	81.3 (-3.1)
4.6: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	85.6	88.9 (-3.3)
3.3: My supervisor behaves in a way that is consistent with the values of NZ Police	82.5	85.9 (-3.4)
4.2: I can rely on the support of others in my work group	84.9	88.3 (-3.4)
6.1: Staff in my workgroup respect employee diversity	82.5	86.1 (-3.6)
3.6: I get regular feedback on my performance from my supervisor (formal/informal)	66.3	70.5 (-4.2)

RESPECT AND INTEGRITY WITHIN COUNTIES / MANUKAU DISTRICT

Question	Counties/ Manukau District 2013	Counties/ Manukau District 2012	NZ Police 2013 (Total Org)
6.1: Staff in my workgroup respect employee diversity	82.5	83.0 (-0.5)	82.9 (-0.4)
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	80.0	76.4 (+3.6)	81.4 (-1.4)
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	67.6	67.5 (+0.1)	70.2 (-2.6)
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)	65.8	65.3 (+0.5)	68.4 (-2.6)
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	62.3	62.2 (+0.1)	64.2 (-1.9)

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?

	Counties/ Manukau District 2013	Counties/ Manukau District 2012	NZ Police 2013 (Total Org)
Not Applicable	81.4	81.2 (+0.2)	84.0 (-2.6)
Yes	4.4	5.4 (-1.0)	3.9 (+0.5)
No	14.2	13.4 (+0.8)	12.1 (+2.1)

Gender Differences within the District

Question	Counties/ Manukau District - Female	Counties/ Manukau District - Male
6.1: Staff in my workgroup respect employee diversity	80.4	83.4
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	81.5	79.4
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	62.7	69.7
6.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	60.4	68.0
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	55.5	65.0
Respect & Integrity in the Workplace (Overall Section Score)	68.1	73.1

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?

	Counties/ Manukau District - Female	Counties/ Manukau District - Male
Not Applicable	79.3	82.3
Yes	4.7	4.3
No	15.9	13.5

SUMMARY AND KEY OBSERVATIONS – COUNTIES/MANUKAU DISTRICT

The following summary provides insight into how employees perceive the Counties/Manukau District as a place to work and how it fares to the rest of NZ Police. Engagement levels within the District are examined, along with the results of a statistical analysis looking for the key drivers of engagement. A cursory examination of employee comments is also provided. The section concludes with an overall summary that highlights the key issues within Counties/Manukau District that would likely provide it with the greatest improvement leverage when attempting to make it a truly great – and engaging – place to work.

Response Rate

The response rate for Counties/Manukau District to the 2013 survey of 80.3% was very good, although down around 5% from the excellent response received in the previous two years. It is still 5.5% 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.

How Employees Perceive Counties/Manukau District as a Place to Work

The 'Performance Index' is a score that takes into account all responses to all questions in the survey, and thus can give us an overall picture of how Counties/Manukau results look. In 2013, Counties/Manukau's Performance Index has slipped by 4.6 points compared to 2012 results, which is a large decrease. Counties/Manukau's results are now slightly below the NZ Police Overall results on average, whereas the difference was a positive one in 2012. When looking at the results across the different sections of the survey, the biggest movements have been decreases in the 'Vision & Purpose + Communication & Cooperation' section, Learning & Development, and the Engagement Index. The big increases seen in 2012 indicating an improvement in staff faith in the survey process have also now disappeared. Compared to the NZ Police Overall results, the topic of Recognition is a continuing weak point with an additional decline recorded this year.

Digging further, we can examine scores for individual questions within these survey sections to determine what specific issues are influencing the overall decrease in results. As noted above, the biggest decreases are for questions from the 'Vision & Purpose + Communication & Cooperation' section – staff have responded significantly less favourably this year to questions about whether they feel NZ Police cares about their well-being, that it is an enjoyable place to work, that they feel a sense of belonging, a sense of common purpose, and that NZ Police is an effective organisation. It is no coincidence that Counties/Manukau has also seen significant decreases in engagement levels from 2012, as all of the issues mentioned above are also key drivers of engagement for the District. An additional indicator to appear in the list of biggest decreases since 2012 is the almost 10 point drop in people indicating they intend to continue working for NZ Police for at least the next 12 months.

A new analysis conducted for 2013 is a comparison of Counties/Manukau's results against an 'NZ Police Top 25%' benchmark (a 'best practice' group that demonstrates what good results look like within the NZ Police context). This analysis reveals that the topic where Counties/Manukau scores most below this benchmark group is Recognition – people feeling valued for their contributions, being recognised for good work, celebrating success and personal achievements, and feeling that promotions are based on merit.

Results across the Areas within Counties/Manukau District vary somewhat, with Counties/Manukau South often having the lowest scores, and highest scores shared amongst the other Areas.

Respect and Integrity within the Counties/Manukau District

The Respect & Integrity section of the survey was the only one to see a positive change from 2012 across Counties/Manukau. There has been a small improvement in people knowing who to report instances of harassment, bullying or discrimination to, but otherwise Counties/Manukau's results are very similar to both 2012 and the NZ Police Overall result.

As in 2012, over 80% of Counties Manukau respondents indicated that they hadn't witnessed or experienced any harassment, bullying or discrimination in the past 12 months. In total 18.6% of the District's respondents indicated that they had witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months. Over two-thirds of these people did not believe the issue had been dealt with effectively.

When we look at Respect & Integrity responses by gender, we can see that female employees are slightly more aware of the harassment reporting procedures than males and have similar levels of agreement that their workgroup members respect diversity. However they were much less confident than male employees that they could raise any issues they might have, and if they raised any concerns they would be addressed

appropriately and without reprisal. Overall, the actual experience of reporting respect issues was similar between males and females.

Employee Engagement within Counties/Manukau District

Employee engagement levels within the Counties/Manukau District have declined significantly from 2012 levels, down 9.4 points. Whereas the District's 2012 engagement levels were significantly above the NZ Police average, in 2013 the levels are below the NZ Police average by 3.1 points. The shift in engagement has come from both a decrease in the proportion of engaged staff (-10.5) and also an increase in the proportion of disengaged staff (+6.7). This means that the ratio of engaged:disengaged staff has changed substantially, from 2.9:1 in 2012 to just 1.2:1 in 2013 – there are now almost as many disengaged staff as engaged staff.

'Engaged' proportions are similar across the areas making up Counties/Manukau, however the proportion of disengaged staff in Counties/Manukau South is high at 25.6%. There are more disengaged people in Counties/Manukau South than engaged people, and this area is in need of particular attention.

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

Key Drivers of Employee Engagement – Leverage Points for Performance Improvement

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

The first thing that is apparent about Counties/Manukau's key drivers is that they have all decreased in score from 2012, and all by at least 5 points. As noted previously, the 'Vision & Purpose +Communication & Cooperation' section contributes a large number of key drivers this year; in fact, 6 key drivers are from this section, and 5 of those have amongst the biggest score decreases for 2013. The link between these key driver questions and employee engagement levels has been demonstrated quite clearly in this year's results.

One main theme to emerge from the list of key drivers this year, as last year, is around how important it is for people feel like they fit in to the 'big picture' of working for NZ Police. Counties/Manukau staff want to enjoy their workplace, feel a sense of belonging, and feel that there is a sense of common purpose across the District. They want to feel like NZ Police cares about their well-being, and wants to hear their views and opinions. Overall, Counties/Manukau staff find it engaging when they feel that they are working as a team, being effective and making a difference. These links between the individual employee and the people around them, and to the purpose of the organisation have a huge impact on their engagement, and over the past year these connections have been challenged. In particular Counties/Manukau staff feel that their well-being is less of a concern to NZ Police, with that question score decreasing 14.3 points so it now scores 7.0 points below the NZ Police average.

The second theme to emerge from the key driver list this year is around individual, job-level issues. Most importantly, people want to feel like their contribution is valued, and this is something that has decreased dramatically over the past year (down 10.5 points). This question now scores over 7 points below the NZ Police average. Counties/Manukau staff also need to feel a sense of personal achievement from their job, they would like to be involved in decision-making when it affects their work, and they want to be encouraged to develop their knowledge, skills and abilities. These questions together have an impact on peoples' daily experience of work at an individual level, and play a big role in their engagement.

As noted previously, Counties/Manukau South tended to score the lowest of the areas across most of the survey, and this is also the case across the key driver questions. There are not any Areas with notably high scores.

Performance Enablement within the Counties/Manukau District

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

Based on responses to the enablement questions, opportunity to further enable Counties/Manukau staff may exist with regards to access to critical resources. Encouragement of ideas and suggestions scores above the NZ Police average, a relative strength, but results indicate that perhaps this is not translating into actual involvement in decision-making or change.

Taking Action within the Counties/Manukau District

In line with the general direction of the survey results from 2012 to 2013, a low proportion of just 20.2% of Counties/Manukau staff felt that the 2012 survey had a positive impact on their workplace. This is slightly below the NZ Police average, which is also a low score. Just 30.1% of staff agreed that their supervisor had involved them in making changes last year, and 31.9% of staff feel positive that the 2013 survey will inspire change. Counties/Manukau Central Area overall is most positive about the impact the survey is having, but Counties/Manukau South are much less optimistic.

Employee Comments

Examining the comments made by staff we see further support for the Key Drivers mentioned above. Many comments refer to camaraderie, teamwork and the sense of personal achievement they get from working in the District. Staff are also positive about the ability they have to make a difference in the community, and the variety that the job offers.

A number of issues were raised as things that needed to change, including communication from management and across workgroups, better pay, leadership walking the talk, the need for more staff, and recognition.

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

Summary

The 2013 survey results for Counties/Manukau are a departure from the previous good engagement results for the District recorded in 2010/11/12. While results have declined across the board, it is notable that the questions that have decreased the most have been both the key drivers of engagement and the engagement questions themselves, demonstrating the strong relationship that exists between a small number of critical issues and people's inspiration to 'go the extra mile' for NZ Police. While the desire to contribute to their communities is as strong as ever, Counties/Manukau staff are feeling that there is less 'common purpose' in the way things are getting done currently, and the workplace environment is less enjoyable and 'caring' than it was a year ago. People are still individually aligned to the 'big picture' of Safer Communities Together, but they feel that current working conditions are not as supportive of achieving this vision as they used to be. Staff need to feel a sense of achievement in their work, and also that their contributions are noticed and appreciated by others. A feeling of disconnection, and indeed disengagement, has increased greatly in the past year.

Critical to regaining the engagement of Counties/Manukau staff in 2013 will be every supervisor and work group recognising their role in building a great workplace. On average 30% of people reported that their supervisor has involved their work group in making changes based on the last survey, and just 20% of people felt that any changes made since the 2012 survey had had a positive impact. These results echo the negative shifts in the engagement metrics across the past year. If work groups across Counties/Manukau are able to work together in a purposeful way to build a more supportive and enjoyable workplace, a more engaging workplace (and a more effective District) should result.

Where to Next?

The key to driving any change or improvement effort is in following a suitable **action plan**. An action planning template is provided over the page and allows you to detail the key issues to be addressed (focus areas), along with specific actions to occur, expected benefits, accountabilities, timeframes and progress reporting. Districts that adopt a standard action planning approach, provide support to those involved, and review the quality of planning output are those far more likely to see greater improvement in their subsequent survey results.

The following are some of the strategies we suggest need to be kept in mind when using survey results to drive change. Whilst there can never be one 'best' approach to the post-survey process that will suit all organisations, there are nevertheless a range of strategies that experience has shown leads to the greatest likelihood of performance improvement.

Focus on a limited number of key issues. Look for themes that emerge from your set of key drivers, paying particular attention to your 'red zone' key drivers. Try to distil these themes down to two or three major goals (80/20 principle).

Communication is vital. Do your best to keep everyone fully informed at all stages of the process, from results reporting to issue prioritisation to progress reports. Communicate survey results quickly (staff know you have them). Communicate senior management's initial response and the process to be followed. People want to know what is going to happen, how they will be involved. Have members of the management team present the results to their teams, while encouraging feedback and contribution. Consider using facilitators to assist in the process, and don't overlook the contribution supervisors may make (employees often prefer to receive organisational information directly from their supervisors rather than via emails or newsletters).

Act quickly. Make sure you act on your survey results within three months of survey results being reported. Survey momentum can be short lived and employees will quickly begin to question the relevancy of interventions that come too long after the survey has been completed. Look for the obvious "low-hanging fruit" or "easy fixes," and target them early on. Don't waste time on things you can't change – focus on things you CAN change. More complex issues can be addressed progressively during the year.

Measure your progress. Often desired improvement goals are not met because the survey is regarded as a one-off events, rather than an essential business process and KPI. Sustaining performance improvement requires not only the formulation of relevant and realistic action plans, but also regular monitoring of the impact of those initiatives. On-going measurement not only provides essential feedback on what's working and what's not, it also creates a 'virtuous cycle' where improvement becomes a reinforcing thing. Measurement is also a critical to ensure those responsible for change are held accountable. And there must be consequences – consequences for no change, and consequences for positive change.

Recognise and celebrate success. Often one of the most overlooked aspects of the survey process! And one of the most important. Obviously 'red zone' drivers need urgent attention, but don't overlook those 'green zone' drivers where your above-benchmark performance is something to celebrate (and maintain). One of the features of truly great workplaces is the emphasis they place on celebrating success. And success is all around you – celebrate, and see the difference it makes!

Reinforce the survey follow-up process. Once your post-survey initiatives start to happen, make sure you take every opportunity to communicate and update staff on progress regularly. Too often organisations introduce excellent initiatives post-survey, but forget to tell anyone! Consider a quarterly update, or a section in your staff newsletter where you recap on the goals that were set and provide updates on progress to-date. This, more than anything, will reinforce to staff the value of the survey – the organisation was interested in my views, they have listened, and now they're doing something about them.

TOTAL ORGANISATION RESULTS

RESPONSE RATE

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

OVERALL PERCEPTIONS OF THE NZ POLICE AS A PLACE TO WORK

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

ENGAGEMENT PROFILE

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

Proportion of Employees (%)

GLOSSARY

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

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

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

Engagement Ratio: the proportion of engaged to disengaged employees

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

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

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

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

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

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

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

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

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

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

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

