

New Zealand Police Workplace Survey 2015

Summary of Findings Counties/ Manukau District 2015

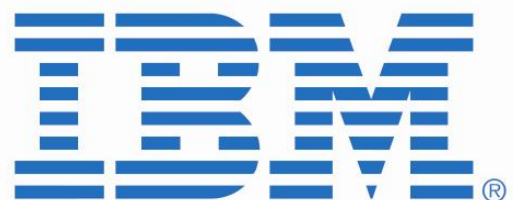


Table of Contents

1.	Executive Summary	3
2.	Section Summary.....	4
2.1	Across the District.....	4
2.2	Across the Areas.....	4
2.3	Interpretation.....	4
3.	Engagement	5
3.1	Fulfilment, motivation and commitment towards work	5
3.2	Engagement with New Zealand Police.....	5
3.3	District and Area Engagement Profile 2015.....	6
3.4	District and Area Engagement Profile Trend 2014-15	6
3.5	What drives our employee's engagement within the District?.....	7
4.	Respect & Integrity reporting.....	8
5.	Biggest Differences 2014 - 2015.....	8
5.1	Top five biggest differences within the District since 2014 - POSITIVE	8
5.2	Top five biggest differences within the District since 2014 - NEGATIVE.....	8
6.	Employee Comments Theme Analysis.....	9
6.1	One thing that makes this a great place to work.....	9
6.2	One thing that needs to change to make this a great place to work	9
7.	Appendix 1 – All Question Results	10
8.	Appendix 2 – Notes on taking action.....	13
9.	Appendix 3 – Glossary	14

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 Counties/Manukau District to the 2015 survey (68.9%) is good, although it has seen a drop of 7.6% from the previous year. It is on par with the NZ Police overall response rate, and we can be confident that the results presented in this report provide a good reflection of employee attitudes and opinions towards the District.

	Counties/ Manukau District 2015	Counties/ Manukau District 2014	NZ Police 2015
Number of Responses	855	952	8361
Response Rate	68.9%	76.5%	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

	Counties/ Manukau District 2015	Counties/ Manukau District 2014	NZ Police 2015
Performance Index	68.0	67.7	63.2
Engagement Index	76.2	75.8	72.1
Work Engagement Index	85.1	82.9	84.0
Change Index	32.2	35.4	26.4
Engagement Profile			
NZP 2015	26.4%	58.3%	15.3%
Counties / Manukau District 2015	30.4%	58.1%	11.5%
Counties / Manukau District 2014	31.5%	55.3%	13.2%
<div><div></div> Engaged<div></div> Ambivalent<div></div> Disengaged</div>			

Summary of Findings

Overall, Counties / Manukau District's results show little change from the previous year, although perceptions around using the survey to drive change and bottom up communication have shown a slight downward trend. At the Area level, CM East has made a large number of improvements since 2014 (including engagement levels), while CM South had a number of declines. A drop in engagement was also found in CM Central. The District continues to score more favourably than NZ Police on a number of aspects - learning and development, vision and purpose, communication and cooperation, quality and excellence, and confidence that the survey will result in positive change. People feeling valued and cared for, and that they are working for a successful, purpose-driven organisation emerge as two areas of continued focus as far as driving engagement within Counties / Manukau District.

Where to from here

While Counties / Manukau District generally scored more favourably on the survey than NZ Police overall, attention should be paid to different Areas within the District, where the results tend to be varied, with some improving and others declining. Focus on key drivers of engagement, exploring ways to continue to make staff feel valued and cared for (particularly through listening to and involving staff in driving change), whilst maintaining or improving people's perceptions on NZ Police's effectiveness as an organisation. Post-survey actions should include openly discussing the results with teams and involving them in taking action on potential areas for improvement. Sharing learnings from Areas that have improved may also be of benefit.

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

	Counties/ Manukau District 2015	Counties/ Manukau District 2014	NZ Police 2015
Performance Index (average of all questions in the survey)	68.0	67.7	63.2
1. The Work I Do	73.0	71.7	70.8
2. Learning and Development	61.4	57.8	52.6
3. Work Conditions	55.1	57.1	52.8
4. My Team	79.7	78.2	75.7
5. Respect & Integrity in the Workplace	72.7	73.4	72.7
6. My Supervisor	83.5	83.1	80.7
7. Recognition	45.7	46.1	44.6
8. Vision and Purpose + Communication and Cooperation	67.6	67.2	58.0
9. Quality and Excellence	67.4	67.8	58.7
10. Final Thoughts (Employee Engagement)	76.2	75.8	72.1
11. The Survey - Your Views (Change Index)	32.2	35.4	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	CM Central		CM East		CM South		CM West		Counties/ Manukau DHQ	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Performance Index (average of all questions in the survey)	70.3	70.9	71.0	64.8	62.4	68.8	74.2	73.0	65.4	64.6
1. The Work I Do	73.3	72.6	77.7	70.9	66.5	71.4	74.8	75.1	73.2	70.3
2. Learning and Development	70.8	67.2	62.8	53.1	55.3	60.9	70.2	68.4	55.9	49.8
3. Work Conditions	58.0	53.7	57.4	57.0	49.0	54.3	57.0	60.5	55.3	57.9
4. My Team	81.9	82.1	84.8	78.7	75.6	81.7	85.7	83.9	75.9	72.4
5. Respect & Integrity in the Workplace	76.6	78.0	77.5	75.4	68.2	73.9	82.5	80.3	66.4	67.8
6. My Supervisor	85.8	88.8	87.7	81.6	79.2	88.5	90.1	87.2	79.8	77.1
7. Recognition	44.2	47.7	40.9	37.8	39.7	47.5	52.7	53.5	47.0	44.2
8. Vision and Purpose + Communication and Cooperation	71.2	70.0	68.5	63.2	62.0	68.1	76.0	71.9	64.2	65.0
9. Quality and Excellence	65.8	66.6	69.8	61.8	62.5	70.2	72.0	70.7	66.9	67.4
10. Final Thoughts (Employee Engagement)	79.5	85.2	84.9	72.4	70.2	72.8	82.7	82.2	71.3	72.5
11. The Survey - Your Views (Change Index)	36.3	39.3	32.5	25.7	21.6	34.1	42.3	42.3	30.4	34.9

2.3 Interpretation

Counties / Manukau District's overall results are similar to NZ Police, and show little change from the previous year. However, scores on several survey sections are significantly higher than NZ Police overall, particularly in learning and development, vision and purpose, communication and cooperation, quality and excellence, and the change index (belief that the survey will result in positive change). While CM East has had significant improvements from 2014 across many of the sections, CM South had significant declines on all but two sections. CM Central, West, and DHQ have maintained scores consistent with their previous year.

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 the Counties / Manukau District report similar levels of engagement with their work as well as to the organisation compared to the previous year and to NZ Police overall. There are a couple of questions where Counties / Manukau scored more favourably than the wider organisation, with a higher proportion agreeing that they would recommend NZ Police as a great place to work, and a greater proportion agreeing that NZ Police inspires them to do their best every day. At the Area level, CM East showed marked improvement across all questions relating to engagement with their work and with NZ Police, while CM Central had significant declines on over half of the questions relating to their engagement with NZ Police.

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	Counties/ Manukau District 2015	Counties/ Manukau District 2014	NZ Police 2015
1.7 My job gives me a sense of personal achievement	79.9	78.0	77.9
1.8 I am strongly committed to the work I do	89.9	87.1	89.1
1.9 I am motivated to do the best I can in my job every day	85.6	83.6	85.1

	CM Central		CM East		CM South		CM West		Counties/ Manukau DHQ	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
1.7	82.2	78.9	88.7	81.8	79.1	82.6	81.3	85.5	75.7	70.4
1.8	91.1	89.9	95.7	87.6	84.0	86.9	93.0	90.2	88.6	84.7
1.9	86.1	89.0	93.9	81.0	77.3	80.8	89.4	89.0	84.2	81.7

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.

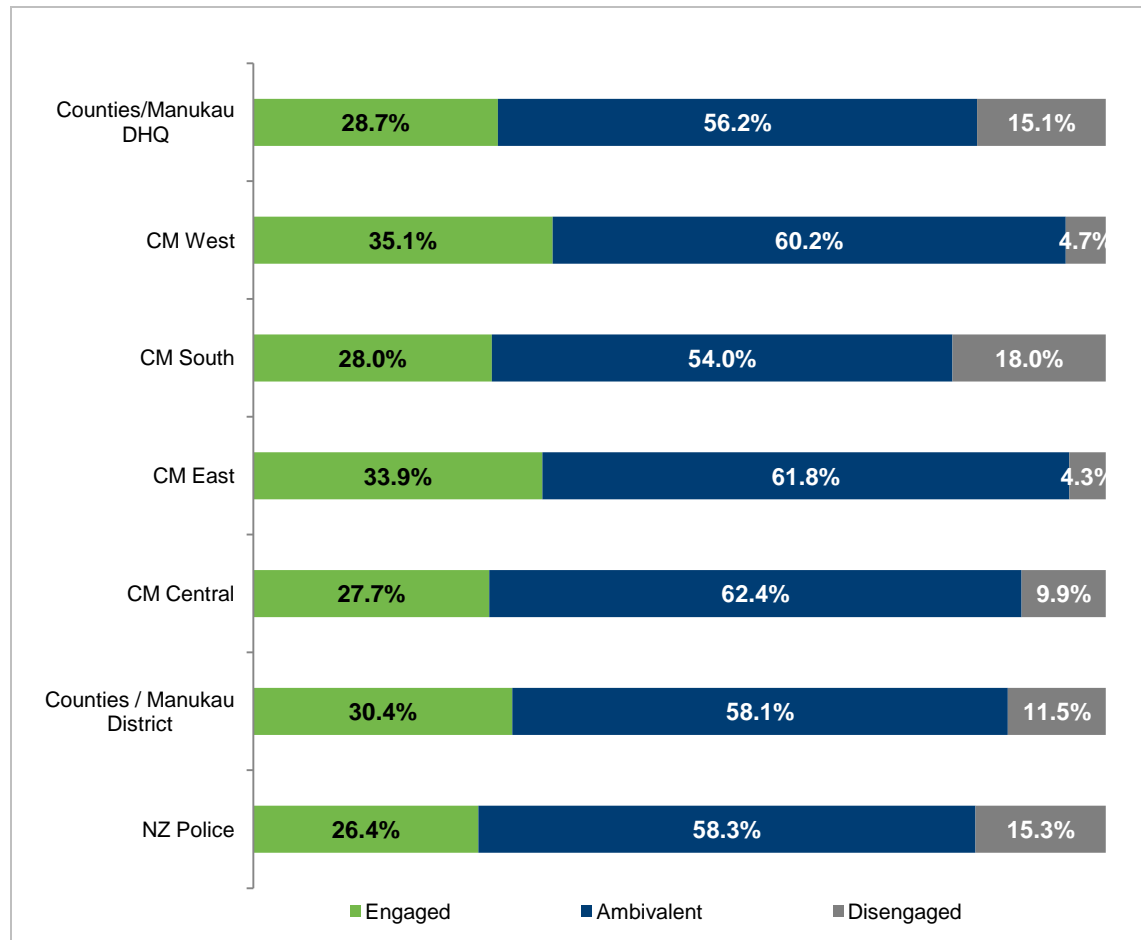
Question	Counties/ Manukau District 2015	Counties/ Manukau District 2014	NZ Police 2015
Engagement Index	76.2	75.8	72.1
10.1 Overall, I'm satisfied with my job	77.8	78.3	73.1
10.2 Overall, I would recommend NZ Police as a great place to work	73.8	73.4	66.6
10.3 I take an active interest in what happens in NZ Police	81.0	82.2	80.7
10.4 I feel inspired to go the extra mile to help NZ Police succeed	74.9	74.3	71.5
10.5 I feel a sense of commitment to NZ Police	83.5	82.6	80.9
10.6 NZ Police inspires me to do the best I can in my job every day	66.4	64.0	59.8

	CM Central		CM East		CM South		CM West		Counties/ Manukau DHQ	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Index	79.5	85.2	84.9	72.4	70.2	72.8	82.7	82.2	71.3	72.5
10.1	81.2	87.2	86.1	76.0	72.0	78.8	84.2	83.3	72.9	73.6
10.2	81.2	82.6	82.6	69.4	67.3	71.2	80.7	82.8	67.6	68.6
10.3	83.2	89.9	90.4	82.6	74.0	77.7	83.6	85.6	78.8	80.3
10.4	78.2	86.1	85.2	68.6	64.7	70.1	83.0	82.2	70.5	71.0
10.5	85.1	88.9	91.2	83.3	79.3	78.7	90.1	86.2	78.5	80.8
10.6	68.3	76.9	73.9	54.5	63.8	60.3	74.9	73.0	59.6	60.9

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.

Counties / Manukau District has a similar overall engagement profile to the wider NZ Police. At the Area level, CM West and CM East have the most positive engagement profiles, with higher proportions of engaged staff and lower proportions of disengaged staff than the other areas.



3.4 District and Area Engagement Profile Trend 2014-15

CM East has significantly fewer disengaged people this year compared to 2014, reducing the disengaged proportion by more than two thirds. On the other hand, CM Central has nearly reduced the proportion of engaged people by half this year, with a corresponding increase in the proportion of ambivalent people. The other Areas showed a similar profile to the previous year.

Engagement Profile	CM Central		CM East		CM South		CM West		Counties/Manukau DHQ	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Engaged	27.7	41.7	33.9	32.2	28.0	31.5	35.1	35.6	28.7	26.1
Ambivalent	62.4	51.8	61.8	52.1	54.0	52.2	60.2	55.8	56.2	58.9
Disengaged	9.9	6.5	4.3	15.7	18.0	16.3	4.7	8.6	15.1	15.0

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

Counties / Manukau District's key drivers of engagement show two strong themes. Firstly, staff are more likely to be engaged when they feel valued and cared for (in terms of their contributions, opinions, wellbeing and sense of belonging). Less than 50% of people in Counties / Manukau agreed that they feel valued or that NZ Police is interested in staff views and opinions, suggesting considerable room for improvement in this area. Secondly, it is also important they feel they are working for an effective organisation with a common purpose and quality focus. Across many of the key driver questions Counties / Manukau District is scoring meaningfully above NZ Police overall, though scores remain comparable to 2014.

Key Driver Questions	Counties/ Manukau District 2015	Counties/ Manukau District 2014	NZ Police 2015
8.9: NZ Police is an enjoyable place to work	78.5	76.8	71.2
8.10: I feel I am working for an effective organisation	72.2	71.5	62.8
8.7: I feel a sense of belonging to my District or my Service Centre	75.1	71.2	59.8
8.8: NZ Police cares about the well-being of its staff	50.9	54.8	48.7
7.5: I feel my contribution is valued in NZ Police	48.5	50.2	49.2
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	67.0	68.7	52.9
8.4: There is a sense of 'common purpose' in NZ Police	68.5	66.1	57.2
8.5: NZ Police is interested in the views and opinions of its staff	47.6	51.6	38.9
8.2: Communication in my District or my Service Centre is open and honest	59.2	59.1	45.1
1.7: My job gives me a sense of personal achievement	79.9	78.0	77.9

Note: The table above shows the results of a statistical analysis identifying those things assessed in the survey that are the most engaging to staff members within the District. These key drivers are rank ordered. Any difference highlighted in green represents a statistically significant positive difference between the District and the comparison data. Any difference highlighted in red represents a statistically significant negative difference. Any non-coloured difference indicates a score statistically similar to the comparison data.

Those key drivers where the District is scoring significantly below the total organisation represent particularly useful leverage points when attempting to further engage employees.

4. Respect & Integrity reporting

Across the various 'Respect and Integrity' questions, Counties / Manukau District scored at a similar level to the previous year, and to NZ Police overall. Around 82% of Counties / Manukau District respondents answered 'Not Applicable' to the question regarding witnessing or experiencing harassment, discrimination or bullying. Of those who indicated that they had witnessed or experienced such behaviour, perceptions of whether it had been dealt with effectively or not are consistent with the previous year and the rest of NZ Police.

Question		Counties/ Manukau District 2015	Counties/ Manukau District 2014	NZ Police 2015
5.1: Staff in my workgroup respect employee diversity		86.8	86.5	83.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination		79.3	79.4	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		68.0	70.3	69.2
5.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)		66.9	67.9	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		62.3	63.0	63.0
<i>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?</i>	Not Applicable	81.5	83.7	81.7
	Yes	4.4	2.9	4.5
	No	14.1	13.3	13.8

5. Biggest Differences 2014 - 2015

On the five most improved questions, Counties / Manukau has scored significantly above NZ Police overall. The District has improved meaningfully on the question relating to encouraging learning and development in the NZ Police, compared to last year. Of the questions that declined for Counties / Manukau since last year, perceived pay and benefits dropped by just over 5%, and continues to score significantly lower than NZ Police overall. Two of the questions which had the biggest declines (belief that survey results will be acted upon, and the perception that NZ Police is interested in staff's views and opinions) are still significantly above NZ Police overall. Although the declines on these questions are not significant, it nonetheless requires attention.

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

Question	Counties/ Manukau District 2015	Counties/ Manukau District 2014	NZ Police 2015
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	61.3	55.0	52.3
7.3: We celebrate success in NZ Police	54.2	50.1	47.5
8.7: I feel a sense of belonging to my District or my Service Centre	75.1	71.2	59.8
2.3: There are learning and development opportunities for me in NZ Police	63.4	59.8	54.8
3.1: I am satisfied with my physical work environment	74.4	71.4	60.1

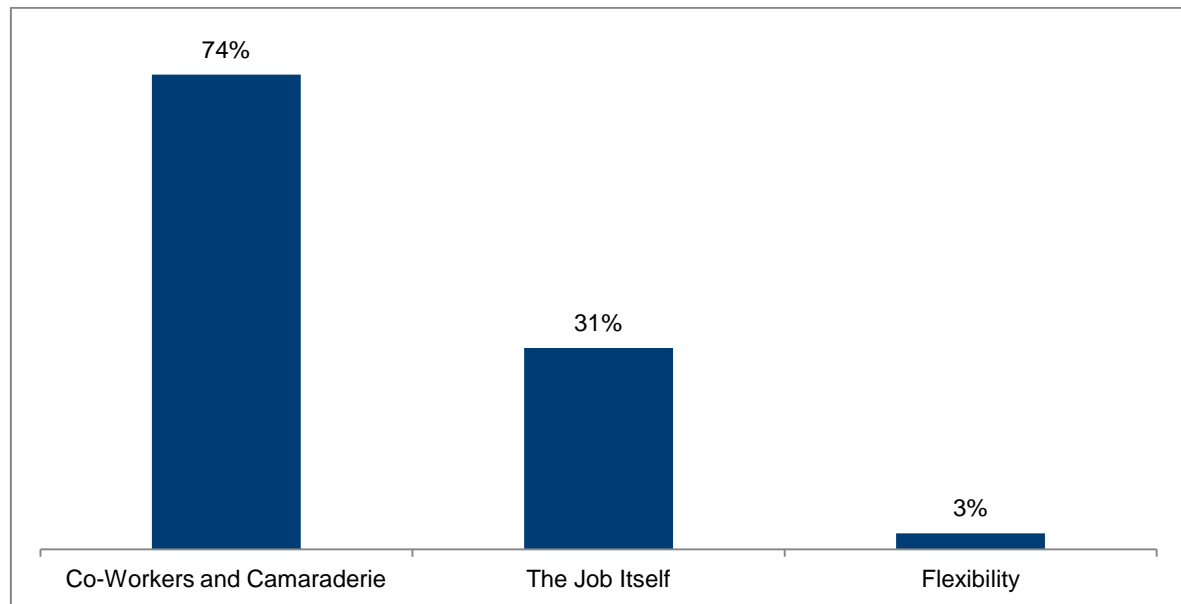
5.2 Top five biggest differences within the District since 2014 - NEGATIVE

Question	Counties/ Manukau District 2015	Counties/ Manukau District 2014	NZ Police 2015
3.4: The pay and benefits I receive are fair for the work I do	25.0	30.1	33.7
11.3: I believe actions will be taken based on the results of this survey	37.1	41.4	29.3
7.2: People here are appointed to positions based on merit	26.9	31.0	31.3
8.5: NZ Police is interested in the views and opinions of its staff	47.6	51.6	38.9
8.8: NZ Police cares about the well-being of its staff	50.9	54.8	48.7

6. Employee Comments Theme Analysis

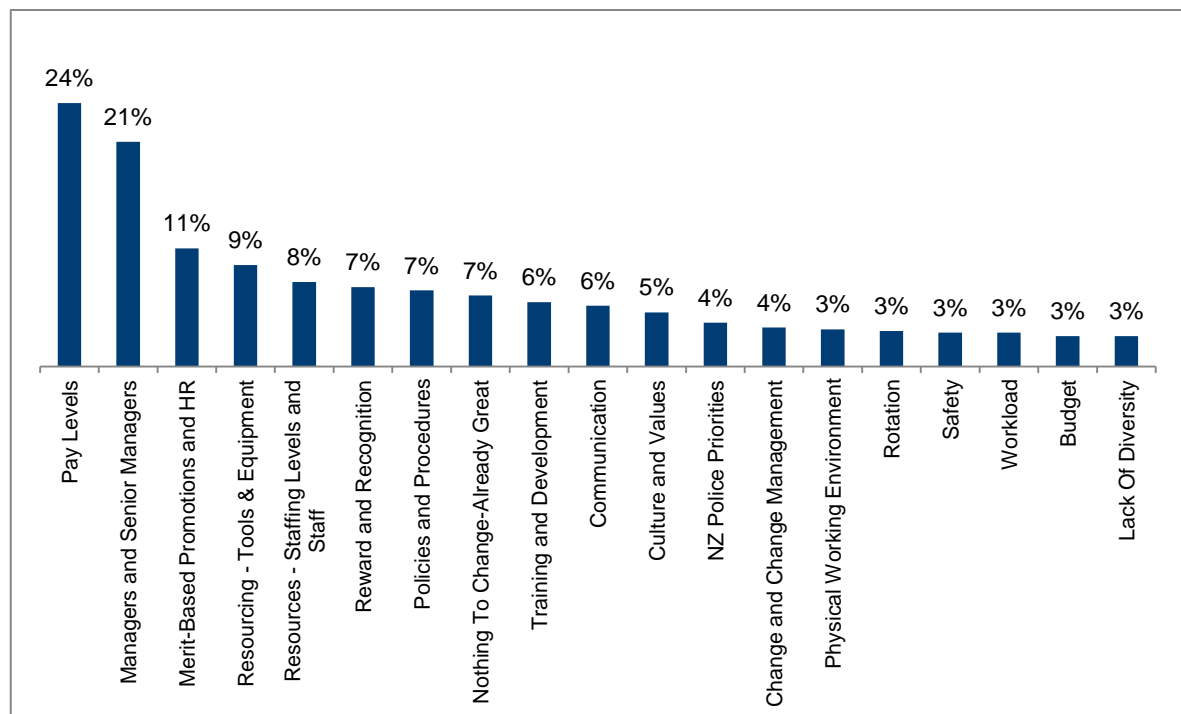
Employee comments to the two open-ended questions were analysed to provide further insight into the things people feel are working well and things that could be further improved.

6.1 One thing that makes this a great place to work



Of comments regarding what makes NZ Police a great place to work, the majority mentioned co-workers and the camaraderie experienced on a daily basis, along with aspects of the job itself.

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



Regarding things that need to change to make NZ Police a great place to work, the most common themes among these comments relate to levels of pay, followed by Managers and Senior Managers.

7. Appendix 1 – All Question Results

Question	Counties/ Manukau District		NZ Police	
	2015	2014	2015	2014
1. The Work I Do	73.0	71.7	70.8	71.9
1.1: The responsibilities of my job are clearly defined	80.2	78.5	75.8	76.1
1.2: I know how my work contributes to the effectiveness of NZ Police	85.2	83.6	82.8	83.9
1.3: I understand how my performance is measured	59.5	61.3	59.4	61.1
1.4: My performance is fairly assessed	54.4	54.3	52.7	54.6
1.5: NZ Police provides adequate training for the work I do	45.4	45.2	40.0	44.8
1.6: The work I do makes good use of my knowledge and skills	76.4	74.0	74.4	75.0
1.7: My job gives me a sense of personal achievement	79.9	78.0	77.9	78.3
1.8: I am strongly committed to the work I do	89.9	87.1	89.1	88.6
1.9: I am motivated to do the best I can in my job everyday	85.6	83.6	85.1	85.1
2. Learning and Development	61.4	57.8	52.6	53.2
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	61.3	55.0	52.3	53.2
2.2: I am encouraged to try new ways of doing things	56.1	54.6	49.7	51.2
2.3: There are learning and development opportunities for me in NZ Police	63.4	59.8	54.8	55.0
2.4: There are career development opportunities for me in NZ Police	64.7	61.8	53.5	53.4
3. Work Conditions	55.1	57.1	52.8	56.2
3.1: I am satisfied with my physical work environment	74.4	71.4	60.1	62.5
3.2: The level of work-related stress I experience in my job is acceptable	57.0	59.5	52.2	54.9
3.3: I am able to maintain a balance between my personal and working life	64.1	67.4	64.9	67.2
3.4: The pay and benefits I receive are fair for the work I do	25.0	30.1	33.7	40.1
4. My Team	79.7	78.2	75.7	76.4
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	87.6	85.2	86.0	86.2
4.2: Roles and responsibilities are clearly defined in my team	81.6	79.9	76.4	76.9
4.3: The way work is allocated in my team is fair	78.0	77.8	71.5	72.5
4.4: People I work with cooperate to get the job done	88.7	87.4	86.1	86.5
4.5: I can rely on the support of others in my team	87.5	87.4	86.4	86.9
4.6: I feel part of an effective team	84.5	83.0	80.3	81.2
4.7: People are held accountable for their performance in my team	71.1	68.9	65.7	66.9
4.8: Poor performance is dealt with effectively in my team	58.7	56.1	53.3	54.4
5. Respect & Integrity in the Workplace	72.7	73.4	72.7	73.4
5.1: Staff in my team respect employee diversity	86.8	86.5	83.6	83.4
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	79.3	79.4	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	68.0	70.3	69.2	70.4
5.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	66.9	67.9	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	62.3	63.0	63.0	64.4

Question	Counties/ Manukau District		NZ Police	
	2015	2014	2015	2014
6. My Supervisor	83.5	83.1	80.7	80.6
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	89.8	88.5	87.5	87.4
6.2: My supervisor treats staff with respect	90.6	88.3	87.5	86.7
6.3: My supervisor communicates the goals and objectives of our team effectively	83.3	83.0	78.8	79.0
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	83.8	84.3	81.0	81.1
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	70.7	71.0	68.5	68.8
6.6: I have confidence in my supervisor	82.9	83.4	80.9	80.8
7. Recognition	45.7	46.1	44.6	46.3
7.1: NZ Police has appropriate ways of recognising outstanding achievement	49.6	50.5	44.9	46.3
7.2: People here are appointed to positions based on merit	26.9	31.0	31.3	34.5
7.3: We celebrate success in NZ Police	54.2	50.1	47.5	47.0
7.4: I get recognition when I do a good job	49.4	48.9	50.3	52.7
7.5: I feel my contribution is valued in NZ Police	48.5	50.2	49.2	51.0
8. Vision and Purpose + Communication and Cooperation	67.6	67.2	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	73.2	71.4	60.0	62.3
8.2: Communication in my District or my Service Centre is open and honest	59.2	59.1	45.1	46.3
8.3: I feel informed about NZ Police and its activities	69.1	69.7	56.0	56.5
8.4: There is a sense of 'common purpose' in NZ Police	68.5	66.1	57.2	58.2
8.5: NZ Police is interested in the views and opinions of its staff	47.6	51.6	38.9	39.9
8.6: Teams within NZ Police work well together	59.8	57.4	54.1	54.3
8.7: I feel a sense of belonging to my District or my Service Centre	75.1	71.2	59.8	60.3
8.8: NZ Police cares about the well-being of its staff	50.9	54.8	48.7	50.9
8.9: NZ Police is an enjoyable place to work	78.5	76.8	71.2	72.4
8.10: I feel I am working for an effective organisation	72.2	71.5	62.8	64.2
8.11: I intend to continue working at NZ Police for at least the next 12 months	89.2	89.5	84.6	85.2
9. Quality and Excellence	67.4	67.8	58.7	60.8
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	67.0	68.7	52.9	55.1
9.2: NZ Police expects high standards of performance from its people	89.6	88.6	87.6	87.3
9.3: I have the tools and resources I need to do my job	59.0	59.8	53.4	57.2
9.4: I am sufficiently involved in decisions that affect the way I do my job	53.6	55.1	49.2	51.3
9.5: Systems and processes I use enable me to do my job well	66.8	65.3	59.1	60.8
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	70.8	70.8	57.5	59.1
9.7: NZ Police delivers on the promises it makes to its customers	65.1	66.0	51.5	55.1
10. Final Thoughts	76.2	75.8	72.1	73.3
10.1: Overall, I'm satisfied with my job	77.8	78.3	73.1	74.9
10.2: Overall, I would recommend NZ Police as a great place to work	73.8	73.4	66.6	68.3
10.3: I take an active interest in what happens in NZ Police	81.0	82.2	80.7	81.6
10.4: I feel inspired to go the extra mile to help NZ Police succeed	74.9	74.3	71.5	72.5
10.5: I feel a sense of commitment to NZ Police	83.5	82.6	80.9	81.8
10.6: NZ Police inspires me to do the best I can in my job every day	66.4	64.0	59.8	60.6

Question	Counties/ Manukau District		NZ Police	
	2015	2014	2015	2014
11. The Survey - Your Views	32.2	35.4	26.4	30.5
11.1: Changes in response to the 2014 Workplace Survey have had a positive impact on my team	25.1	28.5	19.0	22.6
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	34.5	36.4	30.9	35.2
11.3: I believe actions will be taken based on the results of this survey	37.1	41.4	29.3	33.8

Question	Counties/ Manukau District		NZ Police	
If you have witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months, do you believe it has been dealt with effectively?				
Not Applicable	81.5		81.7	
Yes	4.4		4.5	
No	14.1		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.

