New Zealand Police
Workplace Survey 2015

Summary of Findings
CVIU National 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

CVIU National has maintained a response rate that is comparable to 2014, which is also higher than NZ Police overall. With over 80.0% of people providing their feedback, we can be confident that the results provide a good reflection of employee attitude and opinion towards CVIU National.

	CVIU National 2015	CVIU National 2014	NZ Police 2015
Number of Responses	94	95	8361
Response Rate	81.7%	84.1%	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

	CVIU National 2015	CVIU National 2014	NZ Police 2015
Performance Index	62.9	67.1	63.2
Engagement Index	69.1	76.5	72.1
Work Engagement Index	84.6	87.5	84.0
Change Index	22.0	**37.8**	26.4

Engagement Profile

	Engaged	Ambivalent	Disengaged
NZP 2015	26.4%	58.3%	15.3%
CVIU National 2015	23.7%	59.1%	17.2%
CVIU National 2014	24.7%	66.7%	8.6%

Summary of Findings

For CVIU National, people's perceptions remain largely unchanged since 2014 and they tend to hold similar views to NZ Police overall. The only area of note that has declined significantly relates to post-survey action. There is more variation at the Area level, with CVIU Midland generally being the most positive and CVIU Northern being the least positive. Compared to 2014, CVIU Northern has had the most notable declines, though CVIU Central and CVIU Southern have had pockets of significant decreases as well (organisational engagement and post-survey action, respectively).

Where to from here

Based on the areas identified as being strongly related to organisational engagement levels for CVIU National, we recommend that post-survey action is focuses on: 1) increasing perceptions of NZ Police's effectiveness and 2) nurturing an environment conducive to genuine two-way conversations across levels within NZ Police. One possible way of addressing both areas would be to provide opportunities for collecting suggestions in line with improving NZ Police's effectiveness as an organisation. It is critical that people perceive their feedback to be genuinely considered and be provided with an update on the progress of such initiatives. This can similarly be applied to the survey feedback received, where post-survey communication should clearly link selected priorities and actions taken with survey feedback.

2. Section Summary

The section summary calculates the level of agreement to questions within each of the 11 sections of the survey, and provides insight into employees overall perceptions of the District as a place to work.

2.1 Across the District

	CVIU National 2015	CVIU National 2014	NZ Police 2015
Performance Index (average of all questions in the survey)	62.9	67.1	63.2
1. The Work I Do	72.8	78.9	70.8
2. Learning and Development	52.7	54.3	52.6
3. Work Conditions	66.2	66.8	**52.8**
4. My Team	79.1	73.8	75.7
5. Respect & Integrity in the Workplace	68.9	69.2	72.7
6. My Supervisor	75.1	75.6	80.7
7. Recognition	43.4	50.9	44.6
8. Vision and Purpose + Communication and Cooperation	54.3	61.8	58.0
9. Quality and Excellence	60.1	67.2	58.7
10. Final Thoughts (Employee Engagement)	69.1	76.5	72.1
11. The Survey - Your Views (Change Index)	22.0	**37.8**	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

Section	CVIU Central		CVIU Midland		CVIU Northern		CVIU Southern	
	2015	2014	2015	2014	2015	2014	2015	2014
Performance Index (average of all questions in the survey)	53.4	53.2	73.0	74.4	47.9	60.4	70.7	75.9
1. The Work I Do	62.1	69.2	87.4	88.9	64.3	69.3	76.5	84.7
2. Learning and Development	50.0	43.2	77.2	75.0	29.4	41.7	50.0	55.2
3. Work Conditions	55.7	53.4	81.5	78.6	51.5	57.4	67.9	72.9
4. My Team	79.0	50.0	83.2	82.1	64.3	76.2	86.8	83.8
5. Respect & Integrity in the Workplace	68.2	55.5	82.6	73.3	41.2	64.8	75.0	79.2
6. My Supervisor	71.8	63.6	81.2	76.2	58.8	69.6	86.3	87.5
7. Recognition	26.4	29.5	50.4	58.1	30.6	47.6	56.4	63.0
8. Vision and Purpose + Communication and Cooperation	34.7	49.6	61.1	67.9	41.2	51.9	70.1	73.1
9. Quality and Excellence	49.4	53.9	67.7	71.4	42.0	59.2	69.2	78.4
10. Final Thoughts (Employee Engagement)	51.0	66.7	79.7	81.0	59.8	73.0	78.0	81.9
11. The Survey - Your Views (Change Index)	27.3	25.4	33.3	46.0	7.8	23.8	19.0	45.8

Please note there were insufficient responses to display the results for CVIU PNHQ

2.3 Interpretation

Despite the general downward trend in CVIU National's results since 2014, only perceptions of post-survey change have declined significantly, with fewer than a quarter of respondents responding favourably. Compared to NZ Police overall, people within CVIU National mostly hold similar views, but feel significantly more positive about their work conditions. Across the Areas, CVIU Midland is generally the most positive (also within the top 25% of all NZ Police Areas/Districts based on its Performance Index). People within CVIU Northern tend to have the least favourable perceptions (falling within the bottom 25% across NZ Police), some of which have significantly declined since 2014. Particularly notable is the reduced positivity around respect and integrity. In terms of post-survey action, both CVIU Northern and CVIU Southern have had significant declines since 2014 and notably for CVIU Southern, responses around post-survey change are substantially less positive relative to all other section scores.

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 at CVIU National continue to have a strong connection to their work, similar to 2014 and NZ Police overall. A similar pattern is observed for organisational engagement, though people are feeling significantly less inspired by NZ Police to do their best relative to 2014. Across the Areas, both CVIU Central and CVIU Northern have had significant decreases in terms of organisational engagement, with particularly large drops in terms of feeling inspired to do the best in their job or go the extra mile to help NZ Police succeed.

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	CVIU National 2015	CVIU National 2014	NZ Police 2015
1.7 My job gives me a sense of personal achievement	79.6	86.0	77.9
1.8 I am strongly committed to the work I do	91.4	90.3	89.1
1.9 I am motivated to do the best I can in my job every day	82.8	86.0	85.1

	CVIU Central		CVIU Midland		CVIU Northern		CVIU Southern	
	2015	2014	2015	2014	2015	2014	2015	2014
1.7	68.2	77.3	100.0	95.2	76.5	81.0	81.5	87.5
1.8	86.4	90.9	100.0	95.2	82.4	85.7	92.6	87.5
1.9	77.3	81.8	100.0	95.2	70.6	81.0	85.2	83.3

Please note there were insufficient responses to display the results for CVIU PNHQ

3.2 Engagement with New Zealand Police

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

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

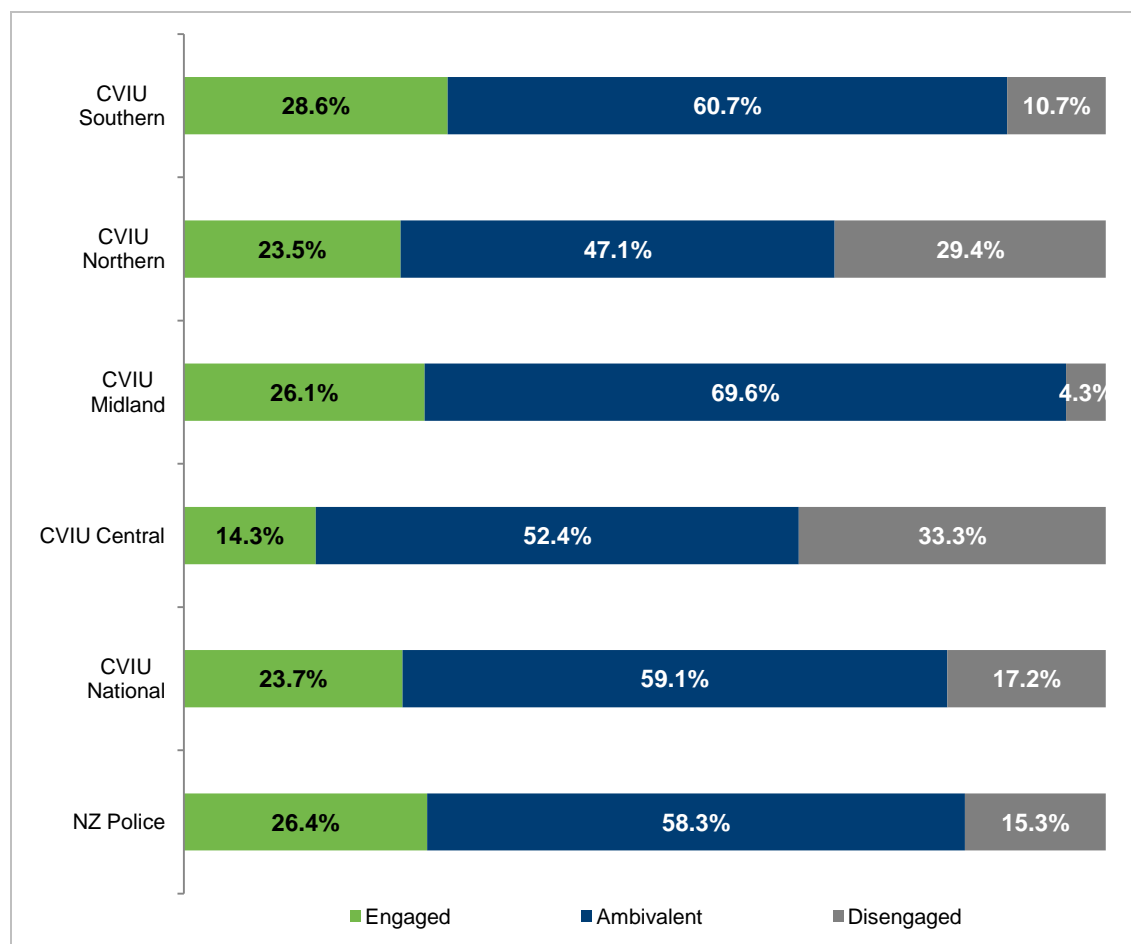| Question	CVIU National 2015	CVIU National 2014	NZ Police 2015
Engagement Index	69.1	76.5	72.1
10.1 Overall, I'm satisfied with my job	78.7	84.9	73.1
10.2 Overall, I would recommend NZ Police as a great place to work	67.0	74.2	66.6
10.3 I take an active interest in what happens in NZ Police	77.7	79.6	80.7
10.4 I feel inspired to go the extra mile to help NZ Police succeed	66.7	76.3	71.5
10.5 I feel a sense of commitment to NZ Police	73.1	77.4	80.9
10.6 NZ Police inspires me to do the best I can in my job every day	51.6	**66.7**	59.8

	CVIU Central		CVIU Midland		CVIU Northern		CVIU Southern	
	2015	2014	2015	2014	2015	2014	2015	2014
Index	51.0	66.7	79.7	81.0	59.8	73.0	78.0	81.9
10.1	59.1	72.7	100.0	95.2	70.6	85.7	82.1	87.5
10.2	59.1	68.2	73.9	76.2	52.9	61.9	78.6	83.3
10.3	59.1	63.6	91.3	81.0	76.5	81.0	78.6	87.5
10.4	33.3	63.6	82.6	81.0	58.8	76.2	78.6	79.2
10.5	57.1	72.7	82.6	76.2	64.7	71.4	82.1	87.5
10.6	38.1	59.1	47.8	76.2	35.3	61.9	67.9	66.7

Please note there were insufficient responses to display the results for CVIU PNHQ

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.

CVIU National has a very similar engagement profile to NZ Police overall, but the profiles vary quite a lot across the Areas. Both CVIU Midland and CVIU Southern have more favourable profiles, with considerably higher proportions of engaged staff to disengaged staff. In contrast, both CVIU Central and Northern have higher proportions in the disengaged group, with around a third of employees being classified as disengaged. Notably, CVIU Central has a much lower proportion of engaged staff compared to other Areas.

	Engaged	Ambivalent	Disengaged
CVIU Southern	28.6%	60.7%	10.7%
CVIU Northern	23.5%	47.1%	29.4%
CVIU Midland	26.1%	69.6%	4.3%
CVIU Central	14.3%	52.4%	33.3%
CVIU National	23.7%	59.1%	17.2%
NZ Police	26.4%	58.3%	15.3%

Please note there were insufficient responses to display the results for CVIU PNHQ

3.4 District and Area Engagement Profile Trend 2014-15

Compared to 2014, the proportion of disengaged staff have roughly tripled in both CVIU Central and CVIU Northern. In contrast, the proportion of disengaged staff has halved in CVIU Midland since 2014.

Engagement Profile	CVIU Central		CVIU Midland		CVIU Northern		CVIU Southern	
	2015	2014	2015	2014	2015	2014	2015	2014
Engaged	14.3	13.6	26.1	33.3	23.5	19.0	28.6	25.0
Ambivalent	52.4	77.3	69.6	57.2	47.1	71.5	60.7	66.7
Disengaged	33.3	9.1	4.3	9.5	29.4	9.5	10.7	8.3

Please note there were insufficient responses to display the results for CVIU PNHQ

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

Based on CVIU National's key driver questions shown below, we recommend that post-survey action is focuses on: 1) increasing perceptions of NZ Police's effectiveness and 2) nurturing an environment conducive to genuine two-way conversations across levels within NZ Police.

Although perceptions in these areas are comparable to NZ Police overall, these are all aspects that have had the greatest declines since 2014: perceived organisational effectiveness, delivery on customer promises, feeling their contribution is valued and being encouraged to provide ideas or suggestions for improvement. Encouraging greater involvement from employees when looking to improve the perceived effectiveness of the organisation may also serve to strengthen the sense of belonging, one of the areas that has seen a significant decline since 2014.

Key Driver Questions	CVIU National 2015	CVIU National 2014	NZ Police 2015
8.8: NZ Police cares about the well-being of its staff	53.2	53.8	48.7
8.9: NZ Police is an enjoyable place to work	69.1	77.4	71.2
8.10: I feel I am working for an effective organisation	54.3	**71.7**	62.8
8.5: NZ Police is interested in the views and opinions of its staff	36.2	43.0	38.9
8.7: I feel a sense of belonging to my District or my Service Centre	56.4	**68.8**	59.8
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	58.5	66.7	57.5
7.5: I feel my contribution is valued in NZ Police	48.9	57.4	49.2
8.3: I feel informed about NZ Police and its activities	56.4	60.2	56.0
8.4: There is a sense of 'common purpose' in NZ Police	47.9	51.6	57.2
9.7: NZ Police delivers on the promises it makes to its customers	48.4	57.6	51.5

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

For CVIU National, people's perceptions of Respect and Integrity remain comparable to 2014 and NZ Police overall. While not significant, it is worth noting that: 1) there has been a small improvement on respect for employee diversity at the workgroup level and 2) the biggest declines since 2014, as well as the biggest negative gaps to NZ Police overall have come from the questions that relate to concerns being dealt with appropriately.

Question		CVIU National 2015	CVIU National 2014	NZ Police 2015
5.1: Staff in my workgroup respect employee diversity		80.9	72.0	83.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination		77.7	76.3	79.1
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal		66.0	66.7	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)		62.8	67.7	68.4
5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately		57.4	63.4	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	74.5	82.1	81.7
	Yes	5.3	3.2	4.5
	No	20.2	14.7	13.8

5. Biggest Differences 2014 - 2015

This year, people within CVIU National are feeling more positive about their immediate team, but are significantly less positive about post-survey action, openness of communication, being given due recognition and organisational effectiveness.

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

| Question	CVIU National 2015	CVIU National 2014	NZ Police 2015
4.4: People I work with cooperate to get the job done	94.7	**82.8**	86.1
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	89.4	79.6	86.0
5.1: Staff in my team respect employee diversity	80.9	72.0	83.6
4.6: I feel part of an effective team	83.0	74.2	80.3
2.2: I am encouraged to try new ways of doing things	59.1	51.6	49.7

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

| Question	CVIU National 2015	CVIU National 2014	NZ Police 2015
11.3: I believe actions will be taken based on the results of this survey	21.3	**40.4**	29.3
8.2: Communication in my District or my Service Centre is open and honest	39.8	**58.1**	45.1
7.4: I get recognition when I do a good job	50.0	**67.7**	50.3
8.10: I feel I am working for an effective organisation	54.3	**71.7**	62.8
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	29.8	**46.2**	30.9

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
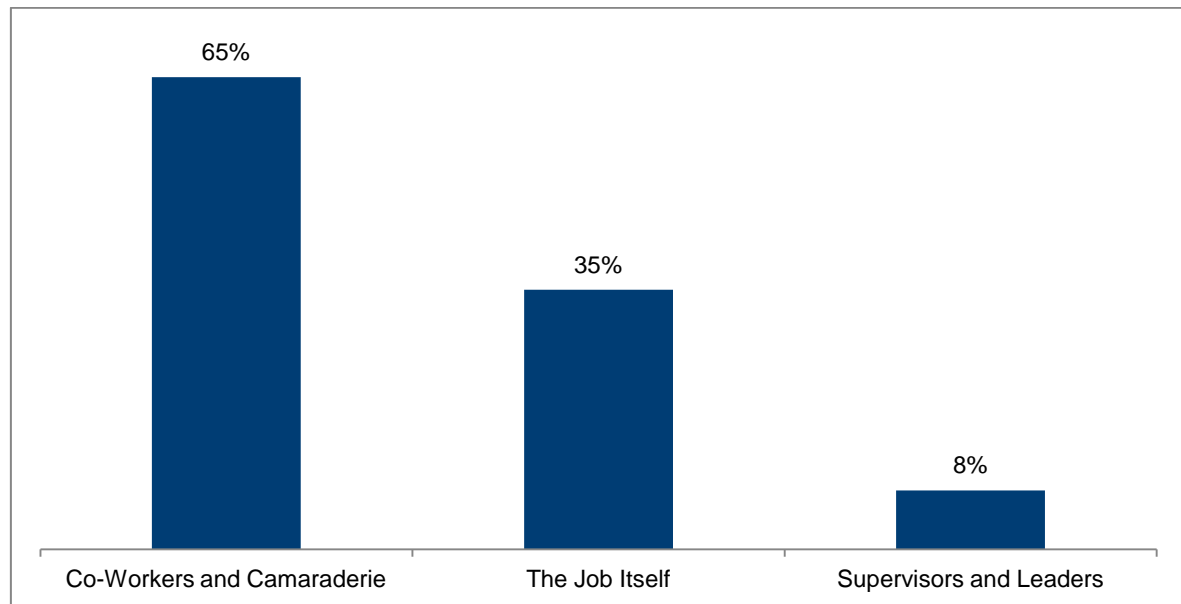
For most of the people within CVIU National, it is their co-workers and the sense of camaraderie that makes NZ Police a great place to work.

6.2 One thing that needs to change to make this a great place to work
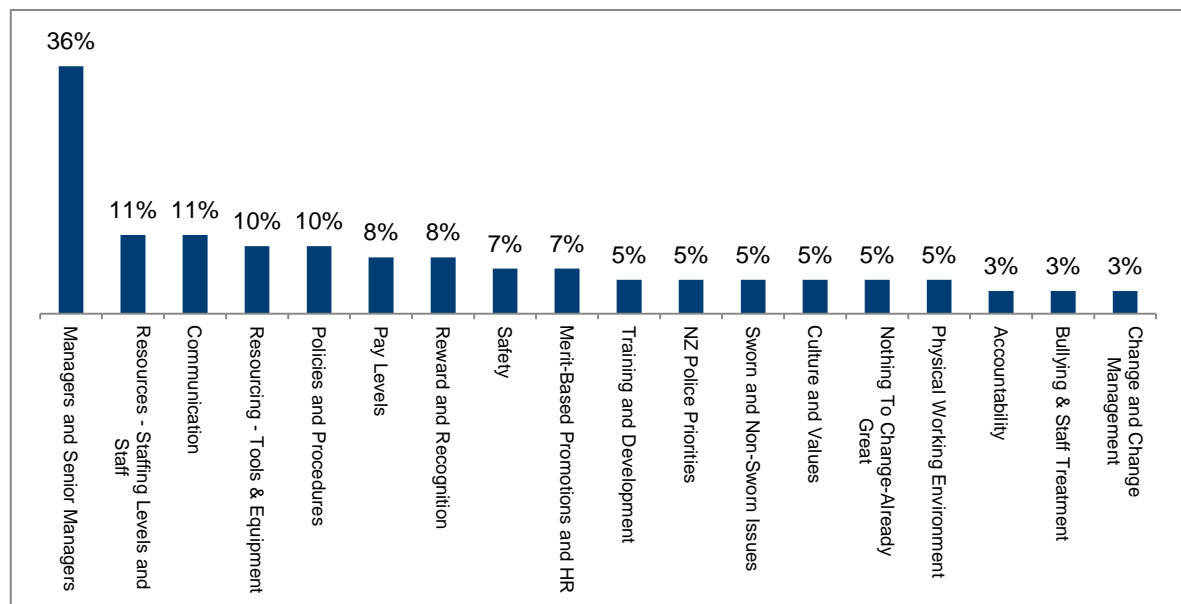
Managers and senior managers are the top concern for people within CVIU National. To a lesser extent, resourcing (both in terms of staffing levels as well as tools and equipment), communication, as well as policies and procedures were also identified as being aspects that need to change.

7. Appendix 1 – All Question Results

Question	CVIU National		NZ Police	
	2015	**2014**	**2015**	**2014**
1. The Work I Do	72.8	78.9	70.8	71.9
1.1: The responsibilities of my job are clearly defined	75.3	78.5	75.8	76.1
1.2: I know how my work contributes to the effectiveness of NZ Police	87.1	84.9	82.8	83.9
1.3: I understand how my performance is measured	64.5	72.0	59.4	61.1
1.4: My performance is fairly assessed	53.8	63.4	52.7	54.6
1.5: NZ Police provides adequate training for the work I do	44.6	59.1	40.0	44.8
1.6: The work I do makes good use of my knowledge and skills	76.3	89.2	74.4	75.0
1.7: My job gives me a sense of personal achievement	79.6	86.0	77.9	78.3
1.8: I am strongly committed to the work I do	91.4	90.3	89.1	88.6
1.9: I am motivated to do the best I can in my job everyday	82.8	86.0	85.1	85.1
2. Learning and Development	52.7	54.3	52.6	53.2
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	62.4	67.7	52.3	53.2
2.2: I am encouraged to try new ways of doing things	59.1	51.6	49.7	51.2
2.3: There are learning and development opportunities for me in NZ Police	48.4	58.1	54.8	55.0
2.4: There are career development opportunities for me in NZ Police	40.9	39.8	53.5	53.4
3. Work Conditions	66.2	66.8	52.8	56.2
3.1: I am satisfied with my physical work environment	72.0	70.7	60.1	62.5
3.2: The level of work-related stress I experience in my job is acceptable	72.0	69.9	52.2	54.9
3.3: I am able to maintain a balance between my personal and working life	79.6	77.2	64.9	67.2
3.4: The pay and benefits I receive are fair for the work I do	41.3	49.5	33.7	40.1
4. My Team	79.1	73.8	75.7	76.4
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	89.4	79.6	86.0	86.2
4.2: Roles and responsibilities are clearly defined in my team	72.3	80.6	76.4	76.9
4.3: The way work is allocated in my team is fair	74.5	71.0	71.5	72.5
4.4: People I work with cooperate to get the job done	94.7	82.8	86.1	86.5
4.5: I can rely on the support of others in my team	93.6	87.0	86.4	86.9
4.6: I feel part of an effective team	83.0	74.2	80.3	81.2
4.7: People are held accountable for their performance in my team	66.0	62.4	65.7	66.9
4.8: Poor performance is dealt with effectively in my team	59.3	52.7	53.3	54.4
5. Respect & Integrity in the Workplace	68.9	69.2	72.7	73.4
5.1: Staff in my team respect employee diversity	80.9	72.0	83.6	83.4
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	77.7	76.3	79.1	79.7
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	66.0	66.7	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)	62.8	67.7	68.4	69.1
5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	57.4	63.4	63.0	64.4

Question	CVIU National		NZ Police	
	2015	2014	2015	2014
6. My Supervisor	75.1	75.6	80.7	80.6
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	78.7	81.7	87.5	87.4
6.2: My supervisor treats staff with respect	77.7	82.6	87.5	86.7
6.3: My supervisor communicates the goals and objectives of our team effectively	73.4	71.0	78.8	79.0
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	78.5	76.3	81.0	81.1
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	71.3	67.7	68.5	68.8
6.6: I have confidence in my supervisor	71.3	74.2	80.9	80.8
7. Recognition	43.4	50.9	44.6	46.3
7.1: NZ Police has appropriate ways of recognising outstanding achievement	38.3	42.4	44.9	46.3
7.2: People here are appointed to positions based on merit	37.2	37.2	31.3	34.5
7.3: We celebrate success in NZ Police	42.6	49.5	47.5	47.0
7.4: I get recognition when I do a good job	50.0	67.7	50.3	52.7
7.5: I feel my contribution is valued in NZ Police	48.9	57.4	49.2	51.0
8. Vision and Purpose + Communication and Cooperation	54.3	61.8	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	53.2	53.8	60.0	62.3
8.2: Communication in my District or my Service Centre is open and honest	39.8	58.1	45.1	46.3
8.3: I feel informed about NZ Police and its activities	56.4	60.2	56.0	56.5
8.4: There is a sense of 'common purpose' in NZ Police	47.9	51.6	57.2	58.2
8.5: NZ Police is interested in the views and opinions of its staff	36.2	43.0	38.9	39.9
8.6: Teams within NZ Police work well together	46.8	51.6	54.1	54.3
8.7: I feel a sense of belonging to my District or my Service Centre	56.4	68.8	59.8	60.3
8.8: NZ Police cares about the well-being of its staff	53.2	53.8	48.7	50.9
8.9: NZ Police is an enjoyable place to work	69.1	77.4	71.2	72.4
8.10: I feel I am working for an effective organisation	54.3	71.7	62.8	64.2
8.11: I intend to continue working at NZ Police for at least the next 12 months	84.0	90.3	84.6	85.2
9. Quality and Excellence	60.1	67.2	58.7	60.8
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	45.2	57.6	52.9	55.1
9.2: NZ Police expects high standards of performance from its people	88.3	88.2	87.6	87.3
9.3: I have the tools and resources I need to do my job	70.2	72.0	53.4	57.2
9.4: I am sufficiently involved in decisions that affect the way I do my job	48.9	59.1	49.2	51.3
9.5: Systems and processes I use enable me to do my job well	61.3	68.8	59.1	60.8
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	58.5	66.7	57.5	59.1
9.7: NZ Police delivers on the promises it makes to its customers	48.4	57.6	51.5	55.1
10. Final Thoughts (Employee Engagement)	69.1	76.5	72.1	73.3
10.1: Overall, I'm satisfied with my job	78.7	84.9	73.1	74.9
10.2: Overall, I would recommend NZ Police as a great place to work	67.0	74.2	66.6	68.3
10.3: I take an active interest in what happens in NZ Police	77.7	79.6	80.7	81.6
10.4: I feel inspired to go the extra mile to help NZ Police succeed	66.7	76.3	71.5	72.5
10.5: I feel a sense of commitment to NZ Police	73.1	77.4	80.9	81.8
10.6: NZ Police inspires me to do the best I can in my job every day	51.6	66.7	59.8	60.6

Question	CVIU National		NZ Police	
	2015	2014	2015	2014
11. The Survey - Your Views	22.0	37.8	26.4	30.5
11.1: Changes in response to the 2014 Workplace Survey have had a positive impact on my team	14.9	26.9	19.0	22.6
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	29.8	46.2	30.9	35.2
11.3: I believe actions will be taken based on the results of this survey	21.3	40.4	29.3	33.8

Question	CVIU National	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	74.5	81.7
Yes	5.3	4.5
No	20.2	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.