

New Zealand Police Workplace Survey 2012

Summary of Findings: Eastern District

April 2012

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Safer Communities Together Kaupapa whai Oranga mō te iti me te rahi

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An Analysis of Employee Engagement – Eastern District
April, 2012
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RESPONSE RATE

	Eastern District 2012	Eastern District 2011	NZ Police 2012 (Total Org)
Number of Responses	374	398	9393
Response Rate	73.3%	81.7%	77.1%

Note: For the tables below **Green font** indicates that the District's score is statistically higher than the average score for NZ Police on that survey section/question, and/or that a score has improved since the 2011 survey. **Red font** indicates the score is statistically lower, and/or has significantly declined since the 2011 survey. The scores in the tables, excluding the response rate, are weighted mean scores (unless otherwise stated). See the glossary on the last page of this report for definitions of all terms used.

OVERALL PERCEPTIONS OF THE EASTERN DISTRICT AS A PLACE TO WORK

Section	Eastern District 2012	Eastern District 2011	NZ Police 2012 (Total Org)
Performance Index (average of all questions in the survey)	64.8	61.5 (+3.3)	67.7 (-2.9)
1. Vision and Purpose + Communication and Cooperation	56.8	53.0 (+3.8)	63.9 (-7.1)
2. My Supervisor	75.5	70.5 (+5.0)	75.6 (-0.1)
3. My Work Group	77.3	75.6 (+1.7)	76.7 (+0.6)
4. My Job	62.4	59.4 (+3.0)	65.7 (-3.3)
5. Respect & Integrity in the Workplace	69.2	66.8 (+2.4)	71.2 (-2.0)
6. Learning and Development	60.7	59.5 (+1.2)	62.7 (-2.0)
7. Performance and Feedback	69.0	67.7 (+1.3)	69.4 (-0.4)
8. Recognition	56.0	49.9 (+6.1)	58.0 (-2.0)
9. Final Thoughts (Engagement)	67.9	66.1 (+1.8)	73.3 (-5.4)
10. The Survey - Your Views	46.3	37.5 (+8.8)	49.6 (-3.3)

HIGHEST RATED AREAS WITHIN THE EASTERN DISTRICT

Question	Eastern District 2012	Eastern District 2011	NZ Police 2012 (Total Org)
1.7: I intend to continue working at NZ Police for at least the next 12 months	84.8	85.9 (-1.1)	85.8 (-1.0)
3.7: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	81.3	80.7 (+0.6)	80.0 (+1.3)
3.1: Staff in my work group work well together	80.9	79.1 (+1.8)	79.1 (+1.8)
3.2: I can rely on the support of others in my work group	80.8	79.4 (+1.4)	80.0 (+0.8)
2.4: My supervisor treats staff with respect	80.8	76.4 (+4.4)	80.0 (+0.8)
7.1: NZ Police expects high standards of performance from its people	80.0	77.8 (+2.2)	79.3 (+0.7)
3.4: I have confidence in the ability of others in my work group	79.6	77.9 (+1.7)	77.5 (+2.1)
2.3: My supervisor behaves in a way that is consistent with the values of NZ Police	79.5	75.4 (+4.1)	79.2 (+0.3)
2.5: My supervisor supports and encourages me in my job	77.4	72.9 (+4.5)	77.6 (-0.2)
2.6: I have confidence in my supervisor	77.3	72.8 (+4.5)	77.1 (+0.2)

LOWEST RATED AREAS WITHIN THE EASTERN DISTRICT

Question	Eastern District 2012	Eastern District 2011	NZ Police 2012 (Total Org)
1.10: NZ Police is interested in the views and opinions of its staff	42.3	36.9 (+5.4)	51.3 (-9.0)
8.5: People here are appointed to positions based on merit	44.2	41.5 (+2.7)	48.2 (-4.0)
10.2: Changes in response to the 2011 Workplace Survey have had a positive impact on my workgroup	44.9	35.9 (+9.0)	47.8 (-2.9)
1.8: Communication in my District or my Service Centre is open and honest	47.6	43.5 (+4.1)	57.4 (-9.8)
10.1: I believe actions will be taken based on the results of this survey	48.1	39.2 (+8.9)	51.5 (-3.4)
1.4: NZ Police cares about the well-being of its staff	48.4	43.7 (+4.7)	56.9 (-8.5)
4.9: The pay and benefits I receive are fair for the work I do	52.2	50.7 (+1.5)	53.0 (-0.8)
1.11: Work groups in NZ Police work well together	52.2	46.7 (+5.5)	56.0 (-3.8)
6.1: NZ Police provides adequate training for the work I do	53.8	54.7 (-0.9)	58.9 (-5.1)
4.4: I have the tools and resources I need to do my job	54.1	47.9 (+6.2)	59.0 (-4.9)

BIGGEST DIFFERENCES WITHIN THE EASTERN DISTRICT SINCE 2011 - POSITIVE

Question	Eastern District 2012	Eastern District 2011	NZ Police 2012 (Total Org)
10.2: Changes in response to the 2011 Workplace Survey have had a positive impact on my workgroup	44.9	35.9 (+9.0)	47.8 (-2.9)
10.1: I believe actions will be taken based on the results of this survey	48.1	39.2 (+8.9)	51.5 (-3.4)
8.2: We celebrate success in NZ Police	58.4	50.4 (+8.0)	59.7 (-1.3)
1.1: NZ Police has a clear vision of where it's going and how it's going to get there	63.6	55.8 (+7.8)	67.8 (-4.2)
8.1: I get recognition when I do a good job	62.3	54.7 (+7.6)	64.2 (-1.9)
8.3: NZ Police has appropriate ways of recognising outstanding achievement	58.7	51.4 (+7.3)	58.8 (-0.1)
2.7: I get regular feedback on my performance from my supervisor (formal/informal)	68.8	62.3 (+6.5)	68.7 (+0.1)
4.4: I have the tools and resources I need to do my job	54.1	47.9 (+6.2)	59.0 (-4.9)
2.1: My supervisor communicates the goals and objectives of our work group effectively	71.6	65.9 (+5.7)	72.4 (-0.8)
1.11: Work groups in NZ Police work well together	52.2	46.7 (+5.5)	56.0 (-3.8)

BIGGEST DIFFERENCES WITHIN THE EASTERN DISTRICT SINCE 2011 - NEGATIVE

Question	Eastern District 2012	Eastern District 2011	NZ Police 2012 (Total Org)
1.7: I intend to continue working at NZ Police for at least the next 12 months	84.8	85.9 (-1.1)	85.8 (-1.0)
7.2: People are held accountable for their performance in my work group	66.3	67.3 (-1.0)	68.4 (-2.1)
6.1: NZ Police provides adequate training for the work I do	53.8	54.7 (-0.9)	58.9 (-5.1)
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	76.5	76.7 (-0.2)	75.8 (+0.7)

SCORES ACROSS THE EASTERN DISTRICT

Section	Eastern Dhq	Tairāwhiti Police Area	Hastings Area	Napier Area	Eastern District
Performance Index	67.6	66.1	62.4	63.3	64.8
1. Vision and Purpose + Communication and Cooperation	58.8	58.9	55.5	54.3	56.8
2. My Supervisor	74.8	78.2	73.0	76.1	75.5
3. My Work Group	81.1	74.8	76.5	77.3	77.3
4. My Job	67.2	65.0	57.9	60.4	62.4
5. Respect & Integrity in the Workplace	74.5	66.8	67.2	69.4	69.2
6. Learning and Development	62.2	64.1	58.0	58.6	60.7
7. Performance and Feedback	72.4	67.6	67.8	68.7	69.0
8. Recognition	59.4	57.8	53.1	54.1	56.0
9. Final Thoughts	71.0	69.1	65.8	66.2	67.9
10. The Survey - Your Views	47.8	53.2	44.1	39.9	46.3

Weighted Mean Scores (%)

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.

RESPECT AND INTEGRITY WITHIN THE EASTERN DISTRICT

Question	Eastern District	NZ Police (Total Org)
5.1: Staff in my workgroup respect employee diversity	81.7	81.0 (+0.7)
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	83.0	80.9 (+2.1)
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	64.9	69.4 (-4.5)
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)	63.4	67.1 (-3.7)
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	59.8	63.5 (-3.7)

Level of Agreement (%)

5.6: 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?

	Eastern District	NZ Police (Total Org)
Not Applicable	85.6	83.4 (+2.2)
Yes	2.4	4.6 (-2.2)
No	12.0	12.0 (0.0)

HOW ENGAGED ARE STAFF WITHIN THE EASTERN DISTRICT?

Engagement Index (average of all six engagement questions)

Eastern District 2012	Eastern District 2011	NZ Police (Total Org)
67.9	66.1 (+1.8)	73.3 (-5.4)











Weighted Mean Score (%)

Engagement Profile

Engagement Group	Eastern District 2012	Eastern District 2011	NZ Police (Total Org)
Engaged	20.2	12.4 (+7.8)	27.8 (-7.6)
Ambivalent	60.2	66.6 (-6.4)	59.7 (+0.5)
Disengaged	19.6	21 (-1.4)	12.5 (+7.1)

Proportion of Employees (%)

WHAT DRIVES EMPLOYEE ENGAGEMENT WITHIN THE EASTERN DISTRICT?

	Rank from 2011	Key Driver Questions	Eastern District 2012	Eastern District 2011	NZ Police (Total Org)
	1	1.3: NZ Police is an enjoyable place to work	63.6	62.1 (+1.5)	71.1 (-7.5)
	NA	1.11: Work groups in NZ Police work well together	52.2	46.7 (+5.5)	56.0 (-3.8)
	5	4.3: My job gives me a sense of personal achievement	75.6	74.2 (+1.4)	78.0 (-2.4)
	NA	1.8: Communication in my District or my Service Centre is open and honest	47.6	43.5 (+4.1)	57.4 (-9.8)
	7	4.5: I am sufficiently involved in decisions that affect the way I do my job	55.3	52.7 (+2.6)	60.3 (-5.0)
	2	8.4: I feel my contribution is valued in NZ Police	56.1	50.9 (+5.2)	59.0 (-2.9)
	NA	4.2: I know how my work contributes to the effectiveness of NZ Police	73.4	72.4 (+1.0)	76.9 (-3.5)
	NA	4.6: I am satisfied with my physical work environment	61.2	58.4 (+2.8)	63.6 (-2.4)
	NA	4.9: The pay and benefits I receive are fair for the work I do	52.2	50.7 (+1.5)	53.0 (-0.8)
	6	8.5: People here are appointed to positions based on merit	44.2	41.5 (+2.7)	48.2 (-4.0)

Weighted Mean Score (%)

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. The rank of key drivers that were identified in 2011 is shown in the column headed "Rank from 2011".

ANATOMY OF A GREAT WORKPLACE™

Over a decade of research by JRA on what makes a great workplace in New Zealand reveals there are four common characteristics – Vision & Values, a strong sense of Community, a focus on employee Development, and a strong Performance Culture. The table below illustrates where the District's engagement drivers tend to fall and whether there is a specific pillar or more that should be targeted when looking for change targets.

	Vision and Values	Community	Development	Performance Culture
Organisation level		1.3: NZ Police is an enjoyable place to work	8.5: People here are appointed to positions based on merit	4.9: The pay and benefits I receive are fair for the work I do
Team level	1.8: Communication in my District or my Service Centre is open and honest	1.11: Work groups in NZ Police work well together 4.6: I am satisfied with my physical work environment		
Individual level	4.5: I am sufficiently involved in decisions that affect the way I do my job 4.2: I know how my work contributes to the effectiveness of NZ Police	8.4: I feel my contribution is valued in NZ Police	4.3: My job gives me a sense of personal achievement	

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	Eastern Dhq	Tairāwhiti Police Area	Hastings Area	Napier Area	Eastern District	Total Organisation
1.3: NZ Police is an enjoyable place to work	63.8	66.2	63.6	60.9	63.6	71.1
1.11: Work groups in NZ Police work well together	54.6	50.3	50.8	53.8	52.2	56.0
4.3: My job gives me a sense of personal achievement	80.9	75.5	71.3	75.8	75.6	78.0
1.8: Communication in my District or my Service Centre is open and honest	52.8	49.5	44.4	44.2	47.6	57.4
4.5: I am sufficiently involved in decisions that affect the way I do my job	59.9	61.4	48.0	52.7	55.3	60.3
8.4: I feel my contribution is valued in NZ Police	58.3	61.7	50.3	54.6	56.1	59.0
4.2: I know how my work contributes to the effectiveness of NZ Police	81.5	72.7	68.7	72.0	73.4	76.9
4.6: I am satisfied with my physical work environment	65.1	68.4	58.0	53.3	61.2	63.6
4.9: The pay and benefits I receive are fair for the work I do	54.6	60.7	46.8	47.0	52.2	53.0
8.5: People here are appointed to positions based on merit	46.9	45.5	40.2	44.8	44.2	48.2

Weighted Mean Score (%)

SUMMARY AND KEY OBSERVATIONS – EASTERN DISTRICT

The following summary provides insight into how employees perceive the 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 the District that would likely provide it with the greatest improvement leverage when attempting to make the District a truly great – and engaging – place to work.

Response Rate

While maintaining a good response rate overall of 73.3% in 2012 for the Eastern District, the response rate has dropped from the previous high of 81.7% in 2011. At 73.3% this response rate ensures the results presented in this report provide a very accurate indication of employee attitude and opinion towards the District.

It would be worthwhile understanding the falling numbers to ensure completing the survey in future years is seen as a valuable exercise and prioritised. Falling response rates can indicate a perceived lack of value in providing feedback based on a perceived lack of acknowledgement or action on previous survey feedback. It appears that those completing the survey have seen a significant shift in the degree of impact the survey has had in the Eastern District from 2011. A focus area for 2013 survey would be to lift the response rates back up to the 2011 levels.

How Employees Perceive Eastern District as a Place to Work

Overall this year's survey at District level shows positive improvements across all sections and in all but four questions. The Performance Index – which is the average score of all survey questions asked – has improved significantly from 61.5% in 2011 to 64.8% in 2012. The NZ Police as an organisation has lifted the Performance Index over 2012 to 67.7%, so the gap between Eastern District and NZ Police has not closed, however it is encouraging to witness the lift in the District and in step with the overall NZ Police results.

The significant improvements for Eastern District are in the specific areas of: 'The Survey – Your Views' (+8.8), 'Recognition' (+6.1), 'My Supervisor' (+5.0), 'Vision and Purpose + Communication and Cooperation' (+3.8), and 'My Job' (+3.0). Significant negative gaps still exist to NZ Police results however. The challenge for Eastern District is to make a step change over and beyond national efforts in the areas of: 'Vision and Purpose + Communication and Cooperation', 'My Job' and 'The Survey – Your Views' as well as employee engagement levels. What is encouraging is the greatest improvements in the perceived impact of the survey on the workplace and how by taking action from the 2012 survey will leverage that momentum.

As in 2011, the highest rated questions show the strong team dynamic that exists in the District with four of the ten questions coming from the 'My Work Group' section. This year 'My Supervisor' features well within the top rated areas also, with three questions from this section in the ten.

With one exception the lowest rated questions have all improved. However all but one, remain significantly below NZ Police overall. While strides are being taken, open and honest two-way communications continue to require attention as do some of the hygiene factors of the job such as having the tools, resources and training to do the job as well as transparency around decisions on pay, benefits and promotions.

It is important to recognise that *not all low scoring areas in the survey are necessarily engaging* to staff. This report includes the results of a key driver analysis that highlight what things assessed in the survey actually have an impact on how engaged staff members are in the workplace.

This year four of the District's lowest rated questions were found to have a strong impact upon employee engagement levels – 'People here are appointed to positions based on merit' (2nd lowest), 'Communication in my District or Service Centre is open and honest' (4th lowest), 'The pay and benefits I receive are fair for the work I do' (7th lowest), and 'Work groups in NZ Police work well together' (8th lowest). As recommended previously, if an intervention or improvement strategy is going to be based solely around the District's lowest rated questions, strong consideration should be afforded to these issues – they have been shown statistically to have a strong and predictable connection to employee attitudes and behaviour (i.e., 'employee engagement').

Examining the District Area section scores, we note that the Eastern DHQ continues to score most positively for the District, and that Hastings and Napier are highlighted as scoring on the whole lower than the rest of the District. Of note, in 2011 the Tairāwhiti Police Area featured as a relatively lower scoring

area however this year is now featuring with some of the higher scores by section and has had the greatest improvement in both Performance Index (+5.6) and Engagement (+5.1). It would be advantageous to understand what the Tairāwhiti Police Area has actioned over the past year to see if there are opportunities to replicate the successes into the other areas.

Respect and Integrity within the Eastern District

Eastern District's results for the 'Respect and Integrity in the Workplace' survey items continue to be mixed although strides are being made. There has been marked improvement in respecting employee diversity and this is now on par with NZ Police overall. Negative gaps from 2011 are closing. The three items that continue to be significantly lower than the NZ Police average relate to raising concerns without fear of reprisal and having them dealt with. For those people who had witnessed or experienced some form of harassment, discrimination or bullying in the workplace, they perceived the handling of those incidents at a similar level to that of NZ Police overall.

Employee Engagement within Eastern District

Employee engagement levels within the District remain significantly below that of NZ Police as a whole, and while they have improved over the past year, the improvement does not represent a significant shift from the 2011 survey. What is encouraging is the sizable shift (+7.8) towards the Engaged group in the Engagement Profile away from the Ambivalent group (-6.4) and to a lesser degree the Disengaged group (-1.4).

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 prioritising intervention efforts aimed at increasing current engagement levels.

Key Drivers of Employee Engagement – Leverage Points for Performance Improvement

Possible leverage points are those key drivers of employee engagement identified via statistical analysis. Eastern District's has two clear themes emerging from the key driver analysis.

As in 2011, the strongest theme to emerge concerns Vision and Purpose + Communication and Cooperation within the District with three of the top four key item-level drivers being from this section of the survey. Albeit only one item remains constant from 2011 with that item being top ranked both in 2011 and 2012: 'NZ Police is an enjoyable place to work'. The Eastern District scores are significantly lower than the NZ Police average on all three. There is therefore significant scope for improvement in these areas, and such improvement would likely result in a corresponding significant improvement in employee engagement. At District level, the most actionable of these three related key drivers (and the driver with the greatest gap to the NZ Police average at nearly ten percentage points difference) would be the item concerning 'open and honest' communications in the District.

Another strong theme relates to 'My Job'. Five of the ten key drivers come from the 'My Job' section of the survey and range from the hygiene factors of pay, benefits and physical work environment (which are both on par to NZ Police overall and possibly difficult to address at a District level) to involvement in decision making, understanding how the work they do contributes to the effectiveness of NZ Police and overall a sense of personal achievement. Of interest is that while Eastern District staff indicate agreeable levels of personal achievement, they are more neutral on whether their contributions are valued at NZ Police. Establishing a level of alignment may be worthy of exploring.

When we examine the District's Area scores across the Key Drivers we see that the Hastings Area is significantly less positive in the majority of areas. In comparison and consistent with other results examined in this report, Eastern DHQ and the Tairāwhiti Police Area are the most positive areas.

Employee Comments

Examining the comments made by staff we gain further insight into what drives their engagement. When asked what one thing makes NZ Police a great place to work, many comments from Eastern District refer to the immediate team mates people work with and the general camaraderie. There is also a great sense of personal achievement, and pride they get from working in the community and making a positive difference. A number of comments highlighted the value people place in the variety they get within their jobs day to day and their appreciation of benefits such as leave and superannuation.

A number of issues were raised as things that needed to change. Like last year, the most commonly cited area related to resources, including: staffing, computers, radios and cars. A number of staff were concerned at the attitudes and/or perceived excessive numbers of senior management in the District.

Reduced bureaucracy, better communication, fair promotions and pay, and greater individual accountability for performance were also requested. General comments included a number related to recent restructures and concerns over how these were communicated and positions appointed. It would be worth reflecting on these to understand how ongoing change initiatives can be implemented while maintaining and building an engaged workforce.

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

Summary

There have been marked improvements in Eastern District results which are a reflection of overall NZ Police improving results.

Encouraging signs are there for sustaining the improvements for the District: from the biggest improvements relating to the positive impact of the survey to now having one in five staff "engaged".

Key Driver analysis suggests that a significant leverage point exists for the District in developing the areas of Vision, Purpose, Communication and Cooperation and My Job. To achieve this you can, by way of example:

- Understanding and addressing the disparity that exists between perceptions within the District versus NZ Police overall of NZ Police being an enjoyable place to work
- Enhancing communications across all levels of the District to be aligned, open and honest and providing opportunity for input by staff
- Linking the jobs people do every day to the contributions they make towards the effectiveness of NZ Police and then in turn valuing those contributions in line with their own strong sense of personal achievement.

Tairāwhiti Police Area is highlighted as turning around their results over the past year. In order to benefit the District as a whole, it will be worthwhile understanding the actions the Tairāwhiti Police Area have implemented to lift their results so notably and to then leverage their learnings across the District. Eastern DHQ would also have a role in providing support to the likes of Napier and Hastings in addressing their engagement and workplace results.

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 2012	NZ Police 2011
Number of Responses	9393	9503
Response Rate	77.1%	79.2%

OVERALL PERCEPTIONS OF THE NZ POLICE AS A PLACE TO WORK

Section	NZ Police 2012	NZ Police 2011
Performance Index	67.7	64.2 (+3.5)
1. Vision and Purpose + Communication and Cooperation	63.9	59.2 (+4.7)
2. My Supervisor	75.6	72.3 (+3.3)
3. My Work Group	76.7	74.7 (+2.0)
4. My Job	65.7	62.7 (+3.0)
5. Respect & Integrity in the Workplace	71.2	68.1 (+3.1)
6. Learning and Development	62.7	60.1 (+2.6)
7. Performance and Feedback	69.4	66.7 (+2.7)
8. Recognition	58.0	53.1 (+4.9)
9. Final Thoughts	73.3	70.5 (+2.8)
10. The Survey - Your Views	49.6	42.8 (+6.8)

Weighted Mean Score (%)

ENGAGEMENT PROFILE

Engagement Group	NZ Police 2012	NZ Police 2011
Engaged	27.8	21.3 (+6.5)
Ambivalent	59.7	63.2 (-3.5)
Disengaged	12.5	15.5 (-3.0)

Proportion of Employees (%)

GLOSSARY

Anatomy of a Great Workplace: Research carried out by JRA over many years into the nature of great workplaces has revealed that best-practice organisations all share four common characteristics. We call these the 'four pillars' of JRA's Anatomy of a Great Workplace™. The four pillars are enduring organisational qualities that are the product of a variety of practices, each of which has been crafted by local leadership according to their organisation's unique circumstances. This model serves as a useful diagnostic and planning tool. In the Anatomy table, each of the key drivers of employee engagement within a particular demographic variable has been shown assigned to its applicable 'Pillar'. Additionally, each key driver has been positioned to indicate whether action should be focused at the individual, team, or organisation level. By examining the concentration of key drivers in each Pillar it is possible to gain further insight into areas where intervention strategies are most likely to deliver significant performance gains.

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.

Key Driver Analysis: is a statistical technique (multiple regression) 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 weighted mean score was 72% on a particular question and the NZ Police average was 76%, 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. For example, if your survey sample had more than 800 respondents, then a difference of just 1% would be found to be 'statistically significant'. But clearly a difference of 1% is not particularly meaningful. In fact, it is probably too small to warrant any great change effort - regardless of whether it was identified as 'statistically significant'. As such, when viewing results online and thinking of 'what's important here', think of those things that represent *substantive* differences. That would likely be differences of around 3.5% or more for smaller groups (100 – 150 employees), and 2% or more for larger groups (above 450 employees).

The Questionnaire: The 2012 New Zealand Police Workplace Survey contained 67 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.

Weighted Mean Score: The survey scores reported herein are known as 'weighted mean scores'. They range between 0% and 100% and represent a 'strength of agreement' score. The weighted mean score is calculated by first converting each response option into a weighting (strongly agree = 100%, agree = 75%, neutral = 50%, disagree = 25%, and strongly disagree = 0%). All weighted responses are added together, and then divided by the total number of valid respondents (i.e., excluding all 'do not know' responses). A perfect score of 100% is achieved if respondents strongly agree with the statement, while 0% is scored if respondents strongly disagree. A score of around 75% is often desirable given that means most people have responded to a question with an 'agree'. But questions do vary and comparisons to your organisation's norms (the typical score) should be made.