

# New Zealand Police Workplace Survey 2013

## Summary of Findings Eastern District

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April 2013

**Kenexa**<sup>®</sup>  
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## RESPONSE RATE

	Eastern District 2013	Eastern District 2012	NZ Police 2013 (Total Org)
Number of Responses	389	374	8863
Response Rate	76.9%	73.3%	74.8%

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

## OVERALL PERCEPTIONS OF THE EASTERN DISTRICT AS A PLACE TO WORK

Section	Eastern District 2013	Eastern District 2012	NZ Police 2013 (Total Org)
Performance Index (average of all questions in the survey)	62.7	60.8 (+1.9)	63.6 (-0.9)
1. Vision and Purpose + Communication and Cooperation	52.2	48.5 (+3.7)	54.9 (-2.7)
2. Quality and Excellence	47.1	NA	48.1 (-1.0)
3. My Supervisor	79.8	77.5 (+2.3)	76.6 (+3.2)
4. My Work Group	81.6	78.1 (+3.5)	79.9 (+1.7)
5. My Job	61.1	59.0 (+2.1)	62.4 (-1.3)
6. Respect & Integrity in the Workplace	69.9	70.6 (-0.7)	73.4 (-3.5)
7. Learning and Development	60.8	55.8 (+5.0)	58.9 (+1.9)
8. Performance and Feedback	71.7	70.1 (+1.6)	69.7 (+2.0)
9. Recognition	46.7	46.5 (+0.2)	48.1 (-1.4)
10. Final Thoughts (Engagement Index)	67.3	67.0 (+0.3)	71.1 (-3.8)
11. The Survey - Your Views (Change Index)	30.5	32.8 (-2.3)	28.9 (+1.6)

## SCORES ACROSS THE EASTERN DISTRICT

Section	Eastern DHQ	Hawkes Bay Area	Tairāwhiti Area	Eastern District
Performance Index (average of all questions in the survey)	68.3	58.7	63.4	61.8
1. Vision and Purpose + Communication and Cooperation	61.3	46.8	56.2	52.2
2. Quality and Excellence	56.5	40.3	53.3	47.1
3. My Supervisor	75.2	85.1	73.3	79.8
4. My Work Group	82.8	85.2	77.4	82.5
5. My Job	69.9	55.5	65.4	61.1
6. Respect & Integrity in the Workplace	79.6	67.7	67.6	69.9
7. Learning and Development	63.2	59.6	64.7	61.7
8. Performance and Feedback	75.6	71.2	70.1	71.7
9. Recognition	61.5	39.8	49.6	46.7
10. Final Thoughts (Engagement Index)	77.3	62.9	68.7	67.3
11. The Survey - Your Views (Change Index)	37.8	26.8	43.5	33.7

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

## HOW ENGAGED ARE STAFF WITHIN THE EASTERN DISTRICT?

**Engagement Index** (average of all six engagement questions)

Eastern District 2013	Eastern District 2012	NZ Police 2013 (Total Org)
67.3	67.0 (+0.3)	71.1 (-3.8)

### Engagement Profile

Engagement Group	Eastern District 2013	Eastern District 2012	NZ Police 2013 (Total Org)
Engaged	23.2	20.2 (+3.0)	24.5 (-1.3)
Ambivalent	56.2	60.2 (-4.0)	59.9 (-3.7)
Disengaged	20.6	19.6 (+1.0)	15.6 (+5.0)
Engagement Ratio	1.1:1	1.0:1	1.6:1

Proportion of Employees (%)

### Engagement Across the District

Engagement Group	Eastern DHQ	Hawkes Bay Area	Tairāwhiti Area	Eastern District
Engaged	25.0	19.7	28.3	23.2
Ambivalent	65.3	54.7	53.1	56.2
Disengaged	9.7	25.6	18.6	20.6
Engagement Index	77.3	62.9	68.7	67.3
Engagement Ratio	2.6:1	0.8:1	1.5:1	1.1:1

## PERFORMANCE ENABLEMENT WITHIN THE EASTERN DISTRICT?

**Performance Enablement Index** (average of all eight enablement questions)

Eastern District 2013	NZ Police 2013 (Total Org)
53.2	54.3 (-1.1)

### Enablement Questions

Concept	Question	Eastern District 2013	NZ Police 2013 (Total Org)
Quality emphasis	Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	49.6	52.9 (-3.3)
Involvement	NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	41.6	42.5 (-0.9)
	I am sufficiently involved in decisions that affect my work	47.7	52.5 (-4.8)
Resource access	I have the tools and resources I need to do my job	53.4	52.6 (+0.8)
	NZ Police's systems and processes enable me to do my job well	46.4	42.8 (+3.6)
Training	NZ Police provides adequate training for the work I do	48.8	49.7 (-0.9)
Collaboration	People I work with cooperate to get the job done	87.1	87.1 (+0.0)
Customer Service	NZ Police delivers on the promises it makes to its customers	50.8	54.2 (-3.4)

## WHAT DRIVES EMPLOYEE ENGAGEMENT WITHIN THE EASTERN DISTRICT?

	Key Driver Questions	Eastern District 2013	Eastern District 2012	NZ Police 2013 (Total Org)
	1.3: NZ Police is an enjoyable place to work	64.7	61.9 (+2.8)	66.8 (-2.1)
	9.4: I feel my contribution is valued in NZ Police	46.4	45.8 (+0.6)	48.0 (-1.6)
	1.5: There is a sense of 'common purpose' in NZ Police	49.0	45.0 (+4.0)	53.5 (-4.5)
	1.6: I feel a sense of belonging to my District or my Service Centre	55.3	48.0 (+7.3)	57.9 (-2.6)
	1.4: NZ Police cares about the well-being of its staff	38.5	36.9 (+1.6)	40.1 (-1.6)
	1.10: NZ Police is interested in the views and opinions of its staff	30.0	27.8 (+2.2)	34.8 (-4.8)
	1.2: I feel I am working for an effective organisation	58.9	54.3 (+4.6)	59.6 (-0.7)
	2.4: NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	41.6	NA	42.5 (-0.9)
	1.9: I feel informed about NZ Police and its activities	48.6	44.9 (+3.7)	54.2 (-5.6)
	5.11: My performance is fairly assessed	52.8	48.7 (+4.1)	55.8 (-3.0)

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

## PRIORITY AREAS – KEY DRIVER SCORES ACROSS KEY DEMOGRAPHIC GROUPS

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

Question	Eastern DHQ	Hawkes Bay Area	Tairāwhiti Area	Eastern District
1.3: NZ Police is an enjoyable place to work	72.2	62.5	63.7	64.7
9.4: I feel my contribution is valued in NZ Police	63.9	37.9	50.4	46.4
1.5: There is a sense of 'common purpose' in NZ Police	54.2	44.3	54.0	49.0
1.6: I feel a sense of belonging to my District or my Service Centre	72.2	48.5	56.6	55.3
1.4: NZ Police cares about the well-being of its staff	50.0	32.2	42.5	38.5
1.10: NZ Police is interested in the views and opinions of its staff	41.7	21.3	38.1	30.0
1.2: I feel I am working for an effective organisation	70.4	53.5	61.1	58.9
2.4: NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	55.6	33.2	47.8	41.6
1.9: I feel informed about NZ Police and its activities	61.1	36.8	61.6	48.6
5.11: My performance is fairly assessed	61.1	49.8	53.1	52.8

## TAKING ACTION WITHIN THE EASTERN DISTRICT?

Question	Eastern District 2013	Eastern District 2012	NZ Police 2013 (Total Org)
11.1: I believe actions will be taken based on the results of this survey	34.7	37.4 (-2.7)	34.9 (-0.2)
11.2: Changes in response to the 2012 Workplace Survey have had a positive impact on my work group	26.3	28.2 (-1.9)	22.9 (+3.4)
11.3: My supervisor has actively involved our work group in making changes as a result of the last survey	40.1	NA	34.0 (+6.1)

### Taking Action within the District

Area	Change Index	Eastern District
Eastern DHQ	37.8	33.7 (+4.1)
Hawkes Bay Area	26.8	33.7 (-6.9)
Tairāwhiti Area	43.5	33.7 (+9.8)

## BIGGEST DIFFERENCES WITHIN THE EASTERN DISTRICT SINCE 2012 - POSITIVE

Question	Eastern District 2013	Eastern District 2012	NZ Police 2013 (Total Org)
1.1: NZ Police has a clear vision of where it's going and how it's going to get there	66.3	56.6 (+9.7)	65.8 (+0.5)
1.11: Work groups in NZ Police work well together	44.7	35.7 (+9.0)	44.9 (-0.2)
5.4: I have the tools and resources I need to do my job	53.4	45.7 (+7.7)	52.6 (+0.8)
1.6: I feel a sense of belonging to my District or my Service Centre	55.3	48.0 (+7.3)	57.9 (-2.6)
7.1: NZ Police provides adequate training for the work I do	48.8	42.5 (+6.3)	49.7 (-0.9)
4.5: The way work is allocated in my workgroup is fair	74.2	68.3 (+5.9)	71.6 (+2.6)
7.3: I am encouraged to develop my knowledge, skills and abilities in NZ Police	59.3	53.6 (+5.7)	56.9 (+2.4)
5.7: The level of work-related stress I experience in my job is acceptable	54.5	48.9 (+5.6)	56.0 (-1.5)
3.6: I get regular feedback on my performance from my supervisor (formal/informal)	72.1	67.1 (+5.0)	67.4 (+4.7)
4.6: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	90.7	86.0 (+4.7)	86.8 (+3.9)

## BIGGEST DIFFERENCES WITHIN THE EASTERN DISTRICT SINCE 2012 - NEGATIVE

Question	Eastern District 2013	Eastern District 2012	NZ Police 2013 (Total Org)
6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	55.7	59.8 (-4.1)	64.2 (-8.5)
9.5: People here are appointed to positions based on merit	28.1	31.4 (-3.3)	32.9 (-4.8)
11.1: I believe actions will be taken based on the results of this survey	34.7	37.4 (-2.7)	34.9 (-0.2)
1.8: Communication in my District or my Service Centre is open and honest	32.5	34.7 (-2.2)	43.2 (-10.7)
5.5: I am sufficiently involved in decisions that affect the way I do my job	47.7	49.9 (-2.2)	52.5 (-4.8)
10.5: I feel a sense of commitment to NZ Police	75.3	77.4 (-2.1)	79.2 (-3.9)
11.2: Changes in response to the 2012 Workplace Survey have had a positive impact on my work group	26.3	28.2 (-1.9)	22.9 (+3.4)
5.9: The pay and benefits I receive are fair for the work I do	44.8	46.6 (-1.8)	41.9 (+2.9)
5.1: The responsibilities of my job are clearly defined	72.7	74.2 (-1.5)	76.0 (-3.3)
1.7: I intend to continue working at NZ Police for at least the next 12 months	86.0	87.5 (-1.5)	83.1 (+2.9)

#### BIGGEST POSITIVE DIFFERENCES TO NZ POLICE TOP 25%

Question	Eastern District 2013	NZ Police Top 25%
7.5: There are career development opportunities for me in NZ Police	61.8	58.4 (+3.4)
4.6: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	90.7	88.9 (+1.8)
3.6: I get regular feedback on my performance from my supervisor (formal/informal)	72.1	70.5 (+1.6)
3.1: My supervisor communicates the goals and objectives of our work group effectively	78.6	77.4 (+1.2)
7.6: There are learning and development opportunities for me in NZ Police	65.6	64.5 (+1.1)
3.5: I have confidence in my supervisor	81.4	81.3 (+0.1)

#### BIGGEST NEGATIVE DIFFERENCES TO NZ POLICE TOP 25%

Question	Eastern District 2013	NZ Police Top 25%
1.8: Communication in my District or my Service Centre is open and honest	32.5	56.1 (-23.6)
1.9: I feel informed about NZ Police and its activities	48.6	68.7 (-20.1)
10.6: NZ Police inspires me to do the best I can in my job every day	53.4	73.3 (-19.9)
10.2: Overall, I would recommend NZ Police as a great place to work	60.3	79.7 (-19.4)
1.10: NZ Police is interested in the views and opinions of its staff	30.0	49.4 (-19.4)
1.5: There is a sense of 'common purpose' in NZ Police	49.0	68.2 (-19.2)
10.4: I feel inspired to go the extra mile to help NZ Police succeed	64.6	82.8 (-18.2)
9.5: People here are appointed to positions based on merit	28.1	45.7 (-17.6)
1.4: NZ Police cares about the well-being of its staff	38.5	55.8 (-17.3)
9.4: I feel my contribution is valued in NZ Police	46.4	62.4 (-16.0)

## RESPECT AND INTEGRITY WITHIN THE EASTERN DISTRICT

Question	Eastern District 2013	Eastern District 2012	NZ Police 2013 (Total Org)
6.1: Staff in my workgroup respect employee diversity	82.0	81.7 (+0.3)	82.9 (-0.9)
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	84.0	83.0 (+1.0)	81.4 (+2.6)
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	65.2	64.9 (+0.3)	70.2 (-5.0)
6.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	62.5	63.4 (-0.9)	68.4 (-5.9)
6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	55.7	59.8 (-4.1)	64.2 (-8.5)

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 2013	Eastern District 2012	NZ Police 2013 (Total Org)
Not Applicable	79.9	85.6 (-5.7)	84.0 (-4.1)
Yes	4.9	2.4 (+2.5)	3.9 (+1.0)
No	15.2	12.0 (+3.2)	12.1 (+3.1)

### Gender Differences Within the District

Question	Eastern District - Female	Eastern District - Male
6.1: Staff in my workgroup respect employee diversity	79.1	82.9
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	84.0	84.0
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	54.3	68.7
6.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	50.5	66.3
6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	43.0	59.7
Respect & Integrity in the Workplace (Overall Section Score)	62.2	72.3

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 Female	Eastern District Male
Not Applicable	78.7	80.3
Yes	4.3	5.1
No	17.0	14.6

## SUMMARY AND KEY OBSERVATIONS – EASTERN DISTRICT

The following summary provides insight into how employees perceive the Eastern 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 Eastern District a truly great – and engaging – place to work.

### Response Rate

There was a good response rate to the 2013 staff survey from within the Eastern District. A total of 389 employees responded, representing a response rate of 76.9%. This is an increase on last year and this level of participation ensures the results presented in this report provide a very accurate indication of employee attitude and opinion towards the District.

### How Employees Perceive Eastern District as a Place to Work

In terms of how employees perceive the Eastern District as a place to work, the average score across all survey questions (the Performance Index) is 62.7%, which while continuing the year on year upward movement for the District, remains statistically on par with the 2012 result of 60.8%. This score is also considered on par with the NZ Police overall Performance Index. When looking at the results across the different sections of the survey, the slight improvements appear consistent as part of the story of continuous improvement. One section stands out as having a significant improvement by 5.0 points, and that is 'Learning and Development'. None of the survey section scores significantly differently to the NZ Police average. The two top areas for Eastern District are My Work Group and My Supervisor, and these mirror and are on par with the top two sections for NZ Police overall.

Digging further, we can examine item level scores within these areas to determine what is beneath the slightly more positive results. Within 'Learning and Development' we see significantly improved perception regarding how NZ Police provide training for the work people do (up 6.3 points with room for continued improvement at 48.8%) and encourages people to develop knowledge, skills and abilities (up 5.7 points). Other areas of commendation are the improvements related to NZ Police having a clear vision (up 9.7 points) and areas related to My Work Group, such as working well together (up 9.0 points with further room for improvement at 44.7%), fair work allocation in work groups (up 5.9 points) and work group colleagues conducting themselves according to the values (up 4.7 points). Although a number of questions saw decreases in scores from 2012, none of these differences are statistically significant. That said, two items stand out as being significantly lower than NZ Police overall - open and honest communication in my District (down 10.7 points) and confidence in raised concerns being addressed related to respect and integrity issues (down 8.5 points).

A new analysis conducted this year is a comparison of Eastern District's results against an 'NZ Police Top 25%' benchmark (a 'best in class' group that demonstrates what good results look like within the NZ Police Context). This shows that Eastern District has some areas that are on par with this top group – again we see the favourable 'Learning and Development' message coming through, this time regarding career and learning opportunities. In addition there are some good results around 'My Supervisor'. More noticeably are the significant negative differences to the NZ Police Top 25%. Strong themes that emerge here relate to open and honest two way communications (such as being open and honest at -23.6 points, being informed at -20.1 points, being interested in staff opinions at -19.4 points), being valued (such as care of wellbeing, appointed on merit, and valuing contributions) and three of the six engagement questions (such as feeling inspired and advocacy). With a number of these biggest negative differences being either key drivers or key driver themes (see below), focus on these stretch areas will be two-fold – driving engagement and lifting levels towards the 'best in class' group.

Results across the areas within Eastern District vary somewhat, with Eastern DHQ often having the highest scores, and Hawkes Bay area often having the lowest scores. At this level of reporting there does appear to be some significant negative differences to how Hawkes Bay staff are feeling in comparison to their Eastern District colleagues elsewhere and their lower scores have impacted Eastern Districts lower result.

### Respect and Integrity within the Eastern District

Eastern District is holding still on the Respect and Integrity section of the survey, and this is a section with one of the largest negative gaps to NZ Police overall (-3.5 points). In addition an item from within this section stood out as having one of the biggest slips for the District – having confidence in concerns raised relating to respect and integrity issues being dealt with appropriately (down 4.1 points) which is close to being a significant decrease. This item also has the most sizable and significant gap to NZ Police overall (-8.5 points). It could indicate an event or number of events in recent times when appropriate action was not perceived to have been taken in response to the issue being raised. There are two other



items with significant negative gaps to NZ Police, both relating to the raising of concerns. This flags an opportunity to understand the loss of confidence associated with both the raising and the outcomes the concerns.

In addition, approximately 20% of respondents indicated they had witnessed or experienced harassment, bullying or discrimination in the past twelve months – over 5% points more than in 2012. Three-quarters of them believe the incident was not dealt with effectively.

When we look at Respect & Integrity responses by gender, we can see that females score significantly lower than males in Eastern District on the items related to the raising of concerns and the outcomes. Understanding this further will be an important step to addressing the anomalies within this section.

### **Employee Engagement within Eastern District**

Employee engagement levels at Eastern District have remained essentially the same as 2012, and below (but not significantly) the NZ Police average for 2013 (by 3.8 points). The proportion of 'engaged' staff in the District has increased slightly (3.0%). The proportion of 'disengaged' staff in the Eastern District is above the NZ Police average (5.0 points), which remains a call to action.

The Hawkes Bay Area can be identified as restricting the overall improvement in engagement with more disengaged respondents than engaged.

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

### **Key Drivers of Employee Engagement – Leverage Points for Performance Improvement**

Key driver analysis was performed on Eastern District's results, and this process has highlighted which questions in the survey actually have the strongest relationship with employee engagement scores. They are the most influential to drive improvement in engagement levels. In all there are nine drivers identified to which the District is either performing the same as NZ Police overall. Three items to note as performing at or nearly significantly below that of NZ Police are 'I feel informed about NZ Police and its activities' (-5.6 points), 'NZ Police is interested in the views and opinions of its staff' (-4.8 points), and 'There is a sense of 'common purpose' in NZ Police' (-4.5 points).

Seven of the ten drivers come from the 'Vision and Purpose + Communication and Cooperation' section providing strong themes of open and honest two-way communication, sense of connection to a purpose and to a district, and working in an environment that is both effective and enjoyable. There is an additional theme around being valued for working for Eastern District and NZ Police – through views and opinions, ideas and suggestions being sought, through fair assessment of performance and through caring for their well-being.

As identified above, a number of these key drivers appear as some of the biggest gaps to the Top 25% of NZ Police. And in general, there are stand out low scoring key drivers, including over 60% of respondents not agreeing that NZ Police care about the well-being of their people and 70% not agreeing that NZ Police is interested in their views and opinions. The majority of other key drivers scored 50% level of agreement. The key drivers present sizable opportunities for Eastern District to understand, clarify and address as a District.

As seen in section scores, it is Eastern DHQ that scores highest across the key driver items for the District, and is an area that may offer insights from the last 12 months that could be implemented in other parts of the District. Hawkes Bay Area have particularly low levels of agreement for a number of key drivers, indicating particular attention to paid in that Area as it relates to the themes uncovered in the Key Driver Analysis.

### **Performance Enablement within the Eastern District**

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

We see that Eastern District is essentially on par with NZ Police overall, with one particular area heading towards a significant gap being 'I am sufficiently involved in decisions that affect my work' (-4.8 points). All but the 'co-operative work group' item score around only 50% level of agreement, indicating again the size of the opportunity.

## **Taking Action within the Eastern District**

The 'Change Index' is a key metric for Police. Eastern District have low levels of optimism as to whether or not the feedback they provide in the Workplace Survey has and will translate into a better place to work. That said, two of the three items measured in this section are higher than NZ Police overall and one significantly – the supervisor involving the team in action taking (6.1 points). Once again, it is Hawkes Bay Area that pulls results down with high levels of cynicism compared to the other two Eastern District areas which score significantly higher than the overall organisation.

## **Employee Comments**

Examining the comments made by staff we see further support for the Key Drivers mentioned above. There is a strong sense of camaraderie with the people they work with, teamwork and a belief that they are making a difference in their communities across the District. Staff are also positive about the sense of accomplishment in their jobs and the amount of variety available in their jobs on a day to day basis.

A number of issues were raised as things that needed to change, including acting with transparency, communicating more, listening to staff more, lifting capability and competency levels of leadership, making fair decisions and providing more resources.

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

## **Summary**

Overall, the Eastern District's results have continued to improve year on year, however the 2013 improvements have been mostly small. Comments allude to a number of changes made over the past 12 months in NZ Police and in the Eastern District that appear to have impacted staff negatively. This may have held results back. It is noticeable that the Hawkes Bay Area responded less positively than the other areas within the District and given the size of that Area, it has flowed into the District's overall results. Eastern Districts are the closest they have been to the overall NZ Police set of results. The opportunity is to now surpass the averages and aim for the 'stretch' of the Top 25%.

The Key Drivers provide clear areas to work on and are in part reinforced when looking at the gaps to the Top 25%, and comments. Opportunities exist to demonstrate how much Eastern District staff are valued beyond their work groups and immediate supervisor through being listened to, appreciating their views and opinions, ensuring decisions made are fair and on merit, and caring as much about their well-being as the well-being of the NZ citizens and communities they serve. Communication channels would complement this through informing, giving a sense of effectiveness, enjoyment and inclusion. Put together, it would lift the sense of 'common purpose' and belonging.

There are areas of concern around Respect and Integrity gaps to NZ Police overall and the gender differences that Eastern Districts will want to address. Ensuring people feel safe raising concerns without fear of retribution and knowing that they will be heard with appropriate action being taken will be key.

Research and experience has shown time and time again the linkage between well implemented post survey actions and initiatives, and improvements in engagement levels in subsequent employee surveys. The Eastern District has a significant opportunity again to lift engagement levels by demonstrating that the results are used for the purpose intended, that peoples' feedback is taken seriously, and that NZ Police is taking the steps required to make it a great place to work.

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

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

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

## TOTAL ORGANISATION RESULTS

### RESPONSE RATE

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

### OVERALL PERCEPTIONS OF THE NZ POLICE AS A PLACE TO WORK

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

### ENGAGEMENT PROFILE

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

Proportion of Employees (%)

## GLOSSARY

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

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

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

**Engagement Ratio:** the proportion of engaged to disengaged employees

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

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

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

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

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

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

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

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

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

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

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

