

New Zealand Police Workplace Survey 2014

Summary of Findings Eastern District 2014



Table of Contents

| | |
|---|----|
| 1. Executive Summary | 3 |
| 2. Key Measures..... | 4 |
| 2.1 Response Rate..... | 4 |
| 2.2 Summary of Key Measures for Eastern District | 4 |
| 2.3 Summary of Key Measures By Area | 4 |
| 3. Engagement | 5 |
| 3.1 Fulfilment, Motivation and Commitment towards Work | 5 |
| 3.2 Engagement with NZ Police | 5 |
| 3.3 Engagement Profile for Eastern District..... | 6 |
| 3.4 Engagement Profile by Area..... | 6 |
| 3.5 What drives our employees' engagement within the Eastern District? | 7 |
| 4. High Level Results | 8 |
| 4.1 Section Summary Across Eastern District | 8 |
| 4.2 Section Summary Across Area..... | 9 |
| 4.3 Employee perceptions of respect & integrity in the workplace | 10 |
| 4.4 Biggest differences within the Eastern District since 2013 – POSITIVE..... | 10 |
| 4.5 Biggest differences within the Eastern District since 2013 – NEGATIVE | 10 |
| 5. Appendix..... | 11 |
| 5.1 Question Level Results..... | 11 |
| 5.2 Notes on Taking Action | 13 |
| 5.3 Glossary | 14 |

1. Executive Summary

- Three of Eastern District's four key indices (Performance, Engagement and Enablement) have not changed since 2013, remaining significantly below the NZ Police average. The Change Index is the only key index which showed a significant decrease, although still being on par with the NZ Police average.
- The Engagement Index is at 64%, 9 points below the NZ Police average. A significantly lower proportion of people have answered positively to one of the questions in this index: 'Overall, I'm satisfied with my job' (67% agree, an 8 point drop since 2013).
- Approximately one-fifth of Eastern District can be considered 'Engaged', which is markedly lower than the NZ Police average. Approximately the same proportion can be considered 'Disengaged'. Of the Areas, Eastern DHQ and Hawkes Bay stand out as having very low proportions of Engaged personnel.
- Within Eastern District, engaged people differ from disengaged people in three main ways.
 - **Quality and effectiveness:** Engaged people within Eastern District are more likely to agree that NZ Police delivers on the promises it makes to its customers, that quality of services is a top priority for NZ Police as shown through day-to-day decisions, and to feel they are working for an effective organisation. They are also more likely to feel a sense of 'common purpose', with everyone working together towards shared goals.
 - Eastern District lags behind the NZ Police average in this area, and, among the key drivers, the above questions have seen the largest decline in scores since 2013.
 - **Enjoyable workplace:** Within Eastern District, people who are engaged are more likely to report feeling that NZ Police is an enjoyable place to work, that they feel a sense of belonging to their District, and that they feel NZ Police cares about the well-being of its staff.
 - Eastern District is behind the NZ Police average in this area, and some declines are shown for two of these key driver items. Note that only 36% of people agree that NZ Police cares about the well-being of its staff.
 - **Feeling valued:** People who are engaged are more likely to report feeling that their contributions are valued, and that their job gives them a sense of personal achievement.
 - Three quarters of people agree that their job gives them a sense of personal achievement. The proportion of people agreeing to this has decreased since 2013, but remains on par with the NZ Police average. While people have a personal sense of achievement, – close to 60% do not agree that they feel their contribution is valued in NZ Police.
- 26 questions have declined by a significant amount since 2013, with the biggest declines seen in learning and development, recognition, vision and purpose as well as quality and excellence.
- The sections 'Vision + Purpose and Communication and Cooperation' and 'Quality and Excellence' stand out as areas scoring markedly below the NZ Police average, with a large number of questions showing a decrease in score since 2013. In particular, the question 'NZ Police has a clear vision of where it's going and how to get there' shows the biggest decrease since 2013. Coupled with the declines in perceptions around service quality being a priority, customer promise delivery, as well as the overall organisational effectiveness – all key drivers of employee engagement, focus should be placed on clarifying the vision, aligning people with the strategy and lifting their perception around organisational effectiveness.
- Employee perceptions around positive change happening as a result of last year's survey and action being taken after the current survey have seen a significant decline since last year. A similar pattern exists when comparing scores to the NZ Police average where significant gaps are present in the same areas. It will be important for the Eastern District to involve employees in developing and implementing effective action plans following the current survey.

2. Key Measures

2.1 Response Rate

| Question | Eastern District | | NZ Police |
|---------------------|------------------|-------|-----------|
| | 2014 | 2013 | 2014 |
| Number of Responses | 371 | 389 | 8707 |
| Response Rate | 73.8% | 76.9% | 73.0% |

Note: For tables in this report where comparisons are made between the District's 2014 and 2013 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.

2.2 Summary of Key Measures for Eastern District

| Question | Eastern District | | NZ Police |
|-------------------|------------------|------|-----------|
| | 2014 | 2013 | 2014 |
| Performance Index | 58.0 | -4.1 | -5.9 |
| Engagement Index | 64.1 | -3.2 | -9.2 |
| Change Index | 26.4 | -7.3 | -4.1 |
| Enablement Index | 49.8 | -4.3 | -8.7 |

2.3 Summary of Key Measures By Area

| | Eastern DHQ | Hawkes Bay | Tairāwhiti |
|-------------------|-------------|------------|------------|
| Response Rate | 84.8% | 72.3% | 69.4% |
| Performance Index | 60.7 | 56.4 | 61.6 |
| Engagement Index | 65.0 | 60.4 | 70.5 |
| Change Index | 18.7 | 25.2 | 34.8 |
| Enablement Index | 55.1 | 44.7 | 58.2 |

3. Engagement

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 were included in the 2014 survey designed to measure the sense of fulfilment, motivation and commitment people have towards their day-to-day work.

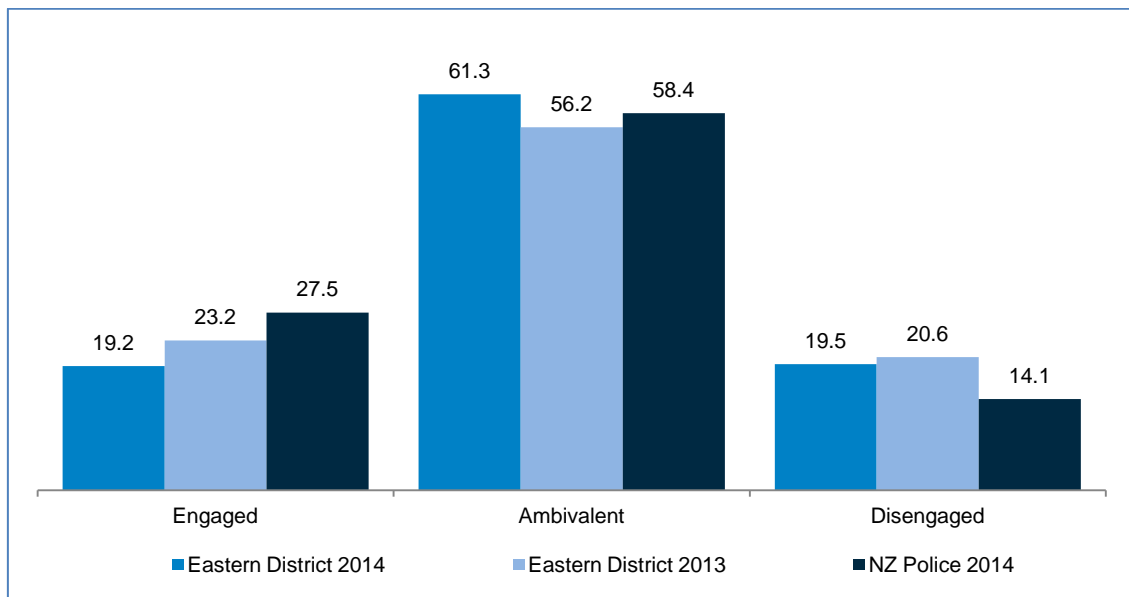
| Question | Eastern District | | NZ Police |
|--|------------------|------|-----------|
| | 2014 | 2013 | 2014 |
| My job gives me a sense of personal achievement | 75.6 | -5.3 | -2.7 |
| I am strongly committed to the work I do | 85.1 | NA | -3.5 |
| I am motivated to do the best I can in my job everyday | 83.0 | NA | -2.1 |

3.2 Engagement with NZ Police

On the other hand, 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.

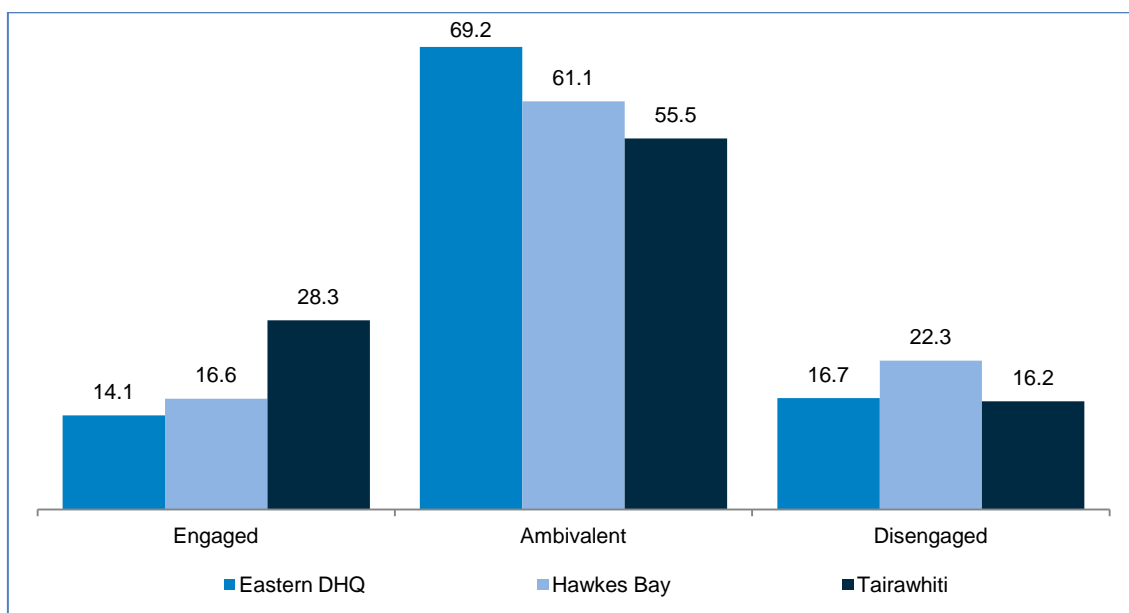
| Question | Eastern District | | NZ Police |
|--|------------------|------|-----------|
| | 2014 | 2013 | 2014 |
| Overall, I'm satisfied with my job | 66.9 | -6.0 | -8.0 |
| Overall, I would recommend NZ Police as a great place to work | 55.4 | -4.9 | -12.9 |
| I take an active interest in what happens in NZ Police | 74.5 | -2.6 | -7.1 |
| I feel inspired to go the extra mile to help NZ Police succeed | 62.9 | -1.7 | -9.6 |
| I feel a sense of commitment to NZ Police | 74.5 | -0.8 | -7.3 |
| NZ Police inspires me to do the best I can in my job every day | 50.3 | -3.1 | -10.3 |

3.3 Engagement Profile for Eastern District



Proportion of employees (%)

3.4 Engagement Profile by Area



Proportion of employees (%)

3.5 What drives our employees' engagement within the Eastern District?

| Question | | | NZ Police |
|---|------|-------|-----------|
| | 2014 | 2013 | 2014 |
| 8.9: NZ Police is an enjoyable place to work | 59.2 | -5.5 | -13.2 |
| 8.10: I feel I am working for an effective organisation | 48.1 | -10.8 | -16.1 |
| 8.7: I feel a sense of belonging to my District or my Service Centre | 49.1 | -6.2 | -11.2 |
| 7.5: I feel my contribution is valued in NZ Police | 41.9 | -4.5 | -9.1 |
| 8.4: There is a sense of 'common purpose' in NZ Police | 41.7 | -7.3 | -16.5 |
| 9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police | 41.0 | -8.6 | -14.1 |
| 8.8: NZ Police cares about the well-being of its staff | 36.2 | -2.3 | -14.7 |
| 9.7: NZ Police delivers on the promises it makes to its customers | 42.5 | -8.3 | -12.6 |
| 9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done | 43.2 | 1.6 | -15.9 |
| 1.7: My job gives me a sense of personal achievement | 75.6 | -5.3 | -2.7 |

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. High Level Results

4.1 Section Summary Across Eastern District

| Question | | | NZ Police |
|--|------|-------------|--------------|
| | 2014 | 2013 | 2014 |
| Performance Index (average of all survey questions) | 58.0 | -4.1 | -5.9 |
| 1. The Work I Do | 63.6 | -4.1 | -4.1 |
| 2. Learning and Development | 50.9 | -9.9 | -2.3 |
| 3. Work Conditions | 48.6 | -7.3 | -7.6 |
| 4. My Team | 76.6 | -1.1 | +0.2 |
| 5. Respect & Integrity in the Workplace | 69.9 | 0.0 | -3.5 |
| 6. My Supervisor | 80.1 | +0.3 | -0.5 |
| 7. Recognition | 41.5 | -5.2 | -4.8 |
| 8. Vision and Purpose + Communication and Cooperation | 46.2 | -6.0 | -12.9 |
| 9. Quality and Excellence | 50.7 | -4.6 | -10.2 |
| 10. Final Thoughts (Engagement Index) | 64.1 | -3.2 | -9.2 |
| 11. The Survey - Your Views (Change Index) | 26.4 | -7.3 | -4.1 |

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.

4.2 Section Summary Across Area

| Section | Eastern DHQ | Hawkes Bay | Tairarwhiti | Eastern District |
|--|-------------|------------|-------------|------------------|
| Performance Index (average of all survey questions) | 60.7 | 56.4 | 61.6 | 58.7 |
| 1. The Work I Do | 77.9 | 63.7 | 69.0 | 68.1 |
| 2. Learning and Development | 48.7 | 49.5 | 55.4 | 50.9 |
| 3. Work Conditions | 54.0 | 44.6 | 52.1 | 48.6 |
| 4. My Team | 76.3 | 78.4 | 73.2 | 76.6 |
| 5. Respect & Integrity in the Workplace | 74.5 | 70.0 | 66.2 | 69.9 |
| 6. My Supervisor | 78.6 | 81.5 | 78.7 | 80.1 |
| 7. Recognition | 43.7 | 39.2 | 44.3 | 41.5 |
| 8. Vision and Purpose + Communication and Cooperation | 46.0 | 42.5 | 53.5 | 46.2 |
| 9. Quality and Excellence | 55.4 | 45.6 | 59.2 | 51.3 |
| 10. Final Thoughts (Engagement Index) | 65.0 | 60.4 | 70.5 | 64.1 |
| 11. The Survey - Your Views (Change Index) | 18.7 | 25.2 | 34.8 | 26.4 |

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

4.3 Employee perceptions of respect & integrity in the workplace

| Question | Eastern District | | NZ Police |
|--|------------------|------|-----------|
| | 2014 | 2013 | 2014 |
| Staff in my team respect employee diversity | 82.9 | +0.9 | -0.5 |
| I know who to contact to report instances of workplace harassment, bullying or discrimination | 82.7 | -1.3 | +3.0 |
| I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal | 62.7 | -2.5 | -7.7 |
| 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) | 61.4 | -1.1 | -7.7 |
| I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately | 59.9 | +4.2 | -4.5 |
| 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? | Not Applicable | 83.3 | +3.4 |
| | Yes | 4.9 | 0.0 |
| | No | 11.9 | -3.3 |

4.4 Biggest differences within the Eastern District since 2013 – POSITIVE

| Question | Eastern District | | NZ Police |
|---|------------------|------|-----------|
| | 2014 | 2013 | 2014 |
| 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 | 59.9 | +4.2 | -4.5 |
| 7.2: People here are appointed to positions based on merit | 32.2 | +4.1 | -2.3 |
| 6.1: My supervisor behaves in a way that is consistent with the values of NZ Police | 87.0 | +2.8 | -0.4 |
| 6.2: My supervisor treats staff with respect | 87.0 | +2.8 | +0.3 |
| 9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done | 43.2 | +1.6 | -15.9 |
| 6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team | 79.7 | +1.2 | -1.4 |
| 4.6: I feel part of an effective team | 79.7 | +1.1 | -1.5 |
| 5.1: Staff in my team respect employee diversity | 82.9 | +0.9 | -0.5 |
| 4.8: Poor performance is dealt with effectively in my team | 56.2 | +0.1 | +1.8 |
| 8.6: Teams within NZ Police work well together | 44.8 | +0.1 | -9.5 |

4.5 Biggest differences within the Eastern District since 2013 – NEGATIVE

| Question | Eastern District | | NZ Police |
|--|------------------|-------|-----------|
| | 2014 | 2013 | 2014 |
| 8.1: NZ Police has a clear vision of where it's going and how it's going to get there | 47.2 | -19.1 | -15.1 |
| 2.3: There are learning and development opportunities for me in NZ Police | 53.3 | -12.3 | -1.7 |
| 7.4: I get recognition when I do a good job | 46.7 | -12.3 | -6.0 |
| 8.10: I feel I am working for an effective organisation | 48.1 | -10.8 | -16.1 |
| 2.4: There are career development opportunities for me in NZ Police | 51.4 | -10.4 | -2.0 |
| 11.1: Changes in response to the 2013 Workplace Survey have had a positive impact on my team | 16.0 | -10.3 | -6.6 |
| 3.2: The level of work-related stress I experience in my job is acceptable | 44.6 | -9.9 | -10.3 |
| 2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police | 50.4 | -8.9 | -2.8 |
| 7.3: We celebrate success in NZ Police | 42.0 | -8.8 | -5.0 |
| 9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police | 41.0 | -8.6 | -14.1 |

5. Appendix

5.1 Question Level Results

| Question | Eastern District | | NZ Police |
|---|------------------|-------|-----------|
| | 2014 | 2013 | 2014 |
| 1. The Work I Do | | | |
| 1.1: The responsibilities of my job are clearly defined | 67.6 | -5.1 | -8.5 |
| 1.2: I know how my work contributes to the effectiveness of NZ Police | 76.7 | -2.9 | -7.2 |
| 1.3: I understand how my performance is measured | 59.9 | -0.9 | -1.2 |
| 1.4: My performance is fairly assessed | 48.8 | -4.0 | -5.8 |
| 1.5: NZ Police provides adequate training for the work I do | 42.4 | -6.4 | -2.4 |
| 1.6: The work I do makes good use of my knowledge and skills | 74.1 | -4.2 | -0.9 |
| 1.7: My job gives me a sense of personal achievement | 75.6 | -5.3 | -2.7 |
| 1.8: I am strongly committed to the work I do | 85.1 | NA | -3.5 |
| 1.9: I am motivated to do the best I can in my job everyday | 83.0 | NA | -2.1 |
| 2. Learning and Development | | | |
| 2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police | 50.4 | -8.9 | -2.8 |
| 2.2: I am encouraged to try new ways of doing things | 48.6 | -8.0 | -2.6 |
| 2.3: There are learning and development opportunities for me in NZ Police | 53.3 | -12.3 | -1.7 |
| 2.4: There are career development opportunities for me in NZ Police | 51.4 | -10.4 | -2.0 |
| 3. Work Conditions | | | |
| 3.1: I am satisfied with my physical work environment | 54.1 | -6.5 | -8.4 |
| 3.2: The level of work-related stress I experience in my job is acceptable | 44.6 | -9.9 | -10.3 |
| 3.3: I am able to maintain a balance between my personal and working life | 58.4 | -5.4 | -8.8 |
| 3.4: The pay and benefits I receive are fair for the work I do | 37.3 | -7.5 | -2.8 |
| 4. My Team | | | |
| 4.1: People in my team conduct themselves in accordance with the values expected by NZ Police | 88.9 | -1.8 | +2.7 |
| 4.2: Roles and responsibilities are clearly defined in my team | 74.1 | -2.6 | -2.8 |
| 4.3: The way work is allocated in my team is fair | 72.0 | -2.2 | -0.5 |
| 4.4: People I work with cooperate to get the job done | 85.9 | -1.2 | -0.6 |
| 4.5: I can rely on the support of others in my team | 87.3 | -0.6 | +0.4 |
| 4.6: I feel part of an effective team | 79.7 | +1.1 | -1.5 |
| 4.7: People are held accountable for their performance in my team | 68.4 | -1.6 | +1.5 |
| 4.8: Poor performance is dealt with effectively in my team | 56.2 | +0.1 | +1.8 |
| 5. Respect & Integrity in the Workplace | | | |
| 5.1: Staff in my team respect employee diversity | 82.9 | +0.9 | -0.5 |
| 5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination | 82.7 | -1.3 | +3.0 |
| 5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal | 62.7 | -2.5 | -7.7 |
| 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) | 61.4 | -1.1 | -7.7 |
| 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 | 59.9 | +4.2 | -4.5 |

| Question | | | NZ Police |
|---|------|-------|-----------|
| | 2014 | 2013 | 2014 |
| 6. My Supervisor | | | |
| 6.1: My supervisor behaves in a way that is consistent with the values of NZ Police | 87.0 | +2.8 | -0.4 |
| 6.2: My supervisor treats staff with respect | 87.0 | +2.8 | +0.3 |
| 6.3: My supervisor communicates the goals and objectives of our team effectively | 77.6 | -1.0 | -1.4 |
| 6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team | 79.7 | +1.2 | -1.4 |
| 6.5: I get regular feedback on my performance from my supervisor (formal/informal) | 70.4 | -1.7 | +1.6 |
| 6.6: I have confidence in my supervisor | 79.2 | -2.2 | -1.6 |
| 7. Recognition | | | |
| 7.1: NZ Police has appropriate ways of recognising outstanding achievement | 44.7 | -4.5 | -1.6 |
| 7.2: People here are appointed to positions based on merit | 32.2 | 4.1 | -2.3 |
| 7.3: We celebrate success in NZ Police | 42.0 | -8.8 | -5.0 |
| 7.4: I get recognition when I do a good job | 46.7 | -12.3 | -6.0 |
| 7.5: I feel my contribution is valued in NZ Police | 41.9 | -4.5 | -9.1 |
| 8. Vision and Purpose + Communication and Cooperation | | | |
| 8.1: NZ Police has a clear vision of where it's going and how it's going to get there | 47.2 | -19.1 | -15.1 |
| 8.2: Communication in my District or my Service Centre is open and honest | 27.4 | -5.1 | -18.9 |
| 8.3: I feel informed about NZ Police and its activities | 44.1 | -4.5 | -12.4 |
| 8.4: There is a sense of 'common purpose' in NZ Police | 41.7 | -7.3 | -16.5 |
| 8.5: NZ Police is interested in the views and opinions of its staff | 25.2 | -4.8 | -14.7 |
| 8.6: Teams within NZ Police work well together | 44.8 | +0.1 | -9.5 |
| 8.7: I feel a sense of belonging to my District or my Service Centre | 49.1 | -6.2 | -11.2 |
| 8.8: NZ Police cares about the well-being of its staff | 36.2 | -2.3 | -14.7 |
| 8.9: NZ Police is an enjoyable place to work | 59.2 | -5.5 | -13.2 |
| 8.10: I feel I am working for an effective organisation | 48.1 | -10.8 | -16.1 |
| 8.11: I intend to continue working at NZ Police for at least the next 12 months | 85.1 | -0.9 | -0.1 |
| 9. Quality and Excellence | | | |
| 9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police | 41.0 | -8.6 | -14.1 |
| 9.2: NZ Police expects high standards of performance from its people | 83.5 | -5.4 | -3.8 |
| 9.3: I have the tools and resources I need to do my job | 51.8 | -1.6 | -5.4 |
| 9.4: I am sufficiently involved in decisions that affect the way I do my job | 42.0 | -5.7 | -9.3 |
| 9.5: Systems and processes I use enable me to do my job well | 54.9 | NA | -5.9 |
| 9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done | 43.2 | +1.6 | -15.9 |
| 9.7: NZ Police delivers on the promises it makes to its customers | 42.5 | -8.3 | -12.6 |
| 10. Final Thoughts (Engagement Index) | | | |
| 10.1: Overall, I'm satisfied with my job | 66.9 | -6.0 | -8.0 |
| 10.2: Overall, I would recommend NZ Police as a great place to work | 55.4 | -4.9 | -12.9 |
| 10.3: I take an active interest in what happens in NZ Police | 74.5 | -2.6 | -7.1 |
| 10.4: I feel inspired to go the extra mile to help NZ Police succeed | 62.9 | -1.7 | -9.6 |
| 10.5: I feel a sense of commitment to NZ Police | 74.5 | -0.8 | -7.3 |
| 10.6: NZ Police inspires me to do the best I can in my job every day | 50.3 | -3.1 | -10.3 |
| 11. The Survey - Your Views (Change Index) | | | |
| 11.1: Changes in response to the 2013 Workplace Survey have had a positive impact on my team | 16.0 | -10.3 | -6.6 |
| 11.2: My supervisor has actively involved our team in making changes as a result of the last survey | 36.7 | -3.4 | +1.5 |
| 11.3: I believe actions will be taken based on the results of this survey | 26.6 | -8.1 | -7.2 |

5.2 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 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 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.

5.3 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'

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 by 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
- Employees are encouraged to provide ideas and suggestions to improve the way things are done
- I am sufficiently involved in decisions that affect the way I do my job
- I have the tools and resources I need to do my job
- Systems and processes I use 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 2014 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.

