New Zealand Police
Workplace Survey 2015

Summary of Findings
Eastern District 2015

Table of Contents

1. Executive Summary

Overall NZ Police results have declined since 2014 and are now similar to results last seen in 2013. While people are highly invested in the work they do on a daily basis, fewer people feel a sense of connection and engagement with the NZ Police. The Key Driver analysis shows that the things identified as important to employees' engagement last year are just as relevant this year, however many people don't feel that their opinions and suggestions were acted upon in the past twelve months. Other key overall findings were that fewer employees this year feel positively about work conditions and their ability to deliver quality service.

This report focuses on your district/group, and is intended to give insight into how your people think and feel about working at NZ Police.

Response Rate

The 2015 response rate for Eastern District of 64.2% is down almost 10% from that received the previous year. It is also now slightly below the NZ Police overall response rate. Nonetheless, it is still at a sufficient level that we can be confident results presented in this report provide a good indication of employee attitudes and opinions within the District.

	Eastern District 2015	Eastern District 2014	NZ Police 2015
Number of Responses	324	371	8361
Response Rate	64.2%	73.8%	69.1%

Note: For tables in this report where comparisons are made between the District's 2015 and 2014 scores, as well as between the District and NZ Police (Total Org), green font indicates that the District's score is statistically higher than the comparison point, while red font indicates the score is statistically lower. The scores in the tables, excluding the response rate, are level of agreement (percent favourable) scores (unless otherwise stated). See the glossary on the last page of this report for definitions of all terms used.

Summary of Results

	Eastern District 2015	Eastern District 2014	NZ Police 2015
Performance Index	55.0	58.7	**63.2**
Engagement Index	60.5	64.1	**72.1**
Work Engagement Index	80.9	81.2	84.0
Change Index	17.6	**26.4**	**26.4**

Engagement Profile

	Engaged	Ambivalent	Disengaged
NZP 2015	26.4%	58.3%	15.3%
Eastern District 2015	15.1%	61.4%	23.5%
Eastern District 2014	19.2%	61.3%	19.5%

■ Engaged ■ Ambivalent ■ Disengaged

Summary of Findings

While the overall Performance Index did not show significant change for Eastern District compared to the previous year, negative shifts were found across many of the individual items, and the District scores significantly below the NZ Police overall on the Performance Index. Continued significant decline in the Change Index points to people within the District being increasingly unconvinced that the survey will lead to positive change. In terms of engagement, Eastern District and its Areas sit within the bottom third when compared to other Districts and Areas across NZ Police. Topics most worthy of focus within Eastern District include communication and staff involvement, the perceived sense of a common purpose and effectiveness of the organisation, and the extent to which people feel valued and cared for by the organisation.

Where to from here

With less than half of the people in Eastern District having favourable perceptions of communication (including how valued they feel their views and opinions are), and a relatively low level of confidence that survey results will be acted upon, taking action and follow through on employee feedback is critical to improving engagement within the District. Work with teams to understand what their expectations are with regards to two-way communication, identify ways to strengthen perceptions of organisational purpose and effectiveness. Also give feedback on progress, and draw linkages back to the survey feedback where relevant so they know their views are being listened to and acted upon.

2. Section Summary

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

2.1 Across the District

Survey Sections	Eastern District 2015	Eastern District 2014	NZ Police 2015
Performance Index (average of all questions in the survey)	55.0	58.7	**63.2**
1. The Work I Do	65.2	68.1	**70.8**
2. Learning and Development	47.6	50.9	**52.6**
3. Work Conditions	42.2	**48.6**	**52.8**
4. My Team	74.2	76.6	75.7
5. Respect & Integrity in the Workplace	69.2	69.9	72.7
6. My Supervisor	81.0	80.1	80.7
7. Recognition	35.9	**41.5**	**44.6**
8. Vision and Purpose + Communication and Cooperation	41.5	46.2	**58.0**
9. Quality and Excellence	45.7	**51.3**	**58.7**
10. Final Thoughts (Employee Engagement)	60.5	64.1	**72.1**
11. The Survey - Your Views (Change Index)	17.6	**26.4**	**26.4**

Please note that the scores shown above are calculated based on questions common across all three groups to ensure that comparisons are only being made for the same set of questions.

2.2 Across the Areas

Section	Eastern DHQ		Hawkes Bay		Tairawhiti	
	2015	**2014**	**2015**	**2014**	**2015**	**2014**
Performance Index (average of all questions in the survey)	58.6	--	51.4	56.4	58.3	61.6
1. The Work I Do	70.5	--	60.7	63.7	68.0	69.0
2. Learning and Development	49.5	--	45.4	49.5	50.2	55.4
3. Work Conditions	46.7	--	36.3	44.6	49.0	52.1
4. My Team	73.9	--	76.3	78.4	69.9	73.2
5. Respect & Integrity in the Workplace	72.0	--	68.7	70.0	66.8	66.2
6. My Supervisor	83.5	--	81.0	81.5	78.1	78.7
7. Recognition	42.0	--	30.0	39.2	40.9	44.3
8. Vision and Purpose + Communication and Cooperation	44.7	--	35.9	42.5	49.4	53.5
9. Quality and Excellence	51.6	--	38.2	45.6	54.4	59.2
10. Final Thoughts (Employee Engagement)	66.3	--	55.0	60.4	65.0	70.5
11. The Survey - Your Views (Change Index)	18.8	--	13.4	25.2	25.1	34.8

2.3 Interpretation

Eastern District's results across the survey as a whole (as indicated by the Performance Index) and many of the individual survey sections are significantly lower than NZ Police overall, with significant declines also observed on the Change Index, work conditions, recognition, and quality and excellence measures since 2014. Hawkes Bay Area in particular showed the most notable declines across these sections. Further, less than a quarter of Eastern District's staff believe that the survey will lead to positive change.

2.3.1 Notes on Change Index

The Change Index is made up of three key questions and measures employees' perceptions of the activity and accountability demonstrated since the previous survey. There appears to be some correlation between the Change and Performance indices.

3. Engagement

With respect to engagement with their work and with NZ Police, Eastern District is behind the NZ Police average across most of the questions. In particular, there are three questions where Eastern District not only has significantly lower scores than NZ Police overall, but also has had a marked decline since 2014. These include: less people within Eastern District would recommend NZ Police as a great place to work, feel inspired to go the extra mile to help the organisation succeed, or feel that NZ Police inspires them to do the best they can every day. In particular, both Hawkes Bay and Tairawhiti have shown marked declines for these questions.

3.1 Fulfilment, motivation and commitment towards work

In order to distinguish employees' connection with their work and NZ Police as an organisation, three questions have been identified to measure the sense of fulfilment, motivation and commitment people have towards their day-to-day work.

Question	Eastern District 2015	Eastern District 2014	NZ Police 2015
1.7 My job gives me a sense of personal achievement	77.1	75.6	77.9
1.8 I am strongly committed to the work I do	85.8	85.1	89.1
1.9 I am motivated to do the best I can in my job every day	79.9	83.0	**85.1**

	Eastern DHQ		Hawkes Bay		Tairawhiti	
	2015	2014	2015	2014	2015	2014
1.7	73.9	--	75.8	74.1	83.8	74.7
1.8	85.9	--	84.1	82.4	89.2	88.8
1.9	81.5	--	77.1	81.3	83.8	81.8

3.2 Engagement with New Zealand Police

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

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

Questions	Eastern District 2015	Eastern District 2014	NZ Police 2015
Engagement Index	60.5	64.1	**72.1**
10.1 Overall, I'm satisfied with my job	65.1	66.9	**73.1**
10.2 Overall, I would recommend NZ Police as a great place to work	49.1	**55.4**	**66.6**
10.3 I take an active interest in what happens in NZ Police	76.2	74.5	80.7
10.4 I feel inspired to go the extra mile to help NZ Police succeed	57.1	**62.9**	**71.5**
10.5 I feel a sense of commitment to NZ Police	70.7	74.5	**80.9**
10.6 NZ Police inspires me to do the best I can in my job every day	44.7	**50.3**	**59.8**

	Eastern DHQ		Hawkes Bay		Tairawhiti	
	2015	2014	2015	2014	2015	2014
Index	66.3	--	55.0	60.4	65.0	70.5
10.1	71.7	--	59.5	63.0	68.9	73.7
10.2	58.7	--	39.9	50.3	56.8	63.6
10.3	79.3	--	72.6	72.4	79.7	76.8
10.4	64.1	--	51.6	58.9	60.3	68.7
10.5	75.0	--	65.8	69.3	75.7	82.8
10.6	48.9	--	40.4	48.7	48.6	57.6

3.3 District and Area Engagement Profile 2015

The Engagement Profile (distribution of engagement) shows the proportion of people who can be considered engaged, ambivalent, or disengaged, and provides insight into the sorts of attitudes that can be expected from a group overall.

Eastern District (particularly Hawkes Bay within the District) has a lower proportion of engaged and a higher proportion of disengaged compared to the NZ Police as a whole.
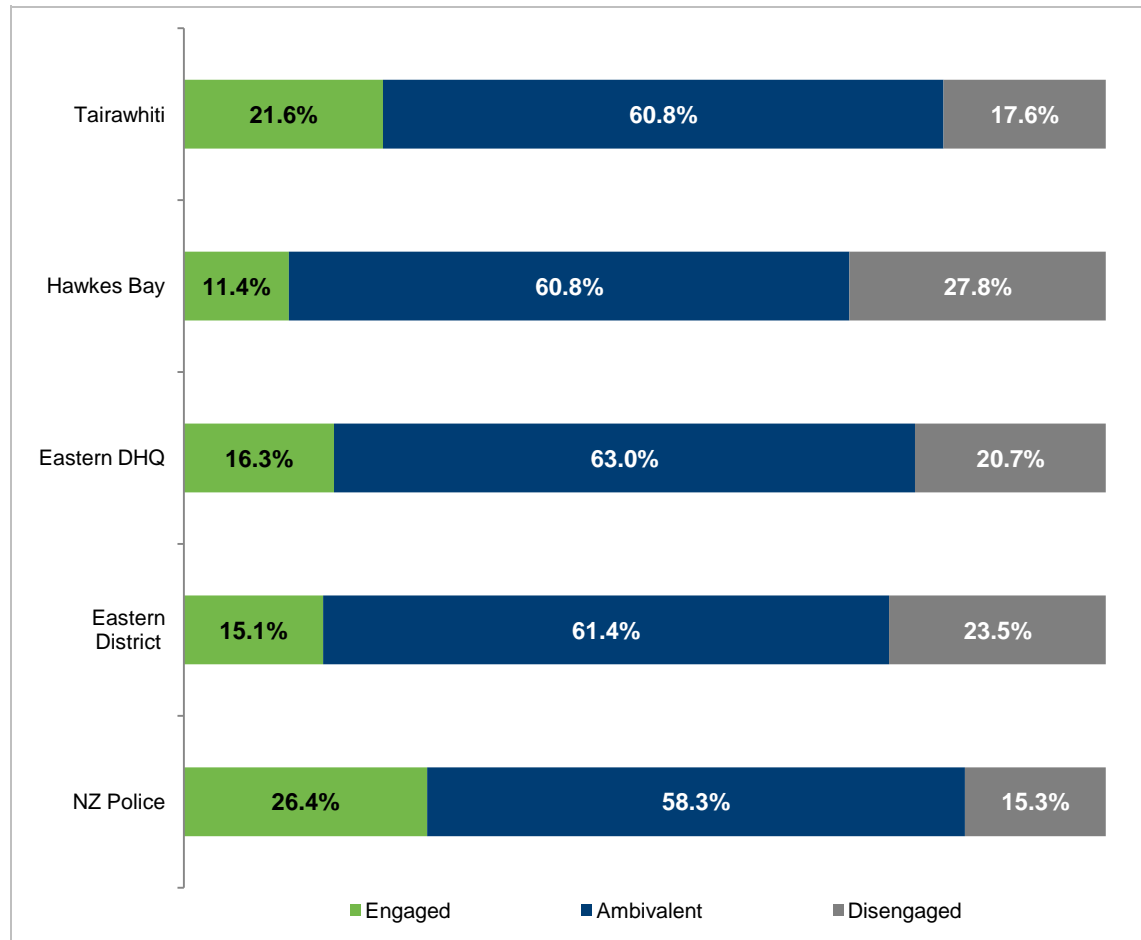
3.4 District and Area Engagement Profile Trend 2014-15

When comparing the Areas' Engagement Profiles to the previous year, both Hawkes Bay and Tairawhiti show a decrease in the proportion of people classified as engaged, and Hawkes Bay shows an increase in those classified as disengaged.

Engagement Profile	Eastern DHQ		Hawkes Bay		Tairawhiti	
	2015	2014	2015	2014	2015	2014
Engaged	16.3	--	11.4	16.6	21.6	28.3
Ambivalent	63.0	--	60.8	61.1	60.8	55.5
Disengaged	20.7	--	27.8	22.3	17.6	16.2

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

Across all of the key drivers of engagement for Eastern District, scores are significantly below those of NZ Police overall. Questions relating to communication are scoring particularly low, with less than a quarter of people in Eastern District agreeing that NZ Police is interested in the views and opinions of staff, or that communication in the District is open and honest. The proportion of people who report feeling informed about NZ Police and activities is also considerably lower than NZ Police overall, and has declined significantly since the previous year. Communication is therefore flagged as a key area for improvement. Demonstrating to staff that they are valued and cared about, along with building a greater sense of common purpose and the feeling of working for an effective organisation are other areas where Eastern District has bigger gaps to NZ Police overall.

Key Driver Questions	Eastern District 2015	Eastern District 2014	NZ Police 2015
8.9: NZ Police is an enjoyable place to work	56.8	59.2	**71.2**
8.10: I feel I am working for an effective organisation	43.2	48.1	**62.8**
7.5: I feel my contribution is valued in NZ Police	38.0	41.9	**49.2**
8.7: I feel a sense of belonging to my District or my Service Centre	42.7	**49.1**	**59.8**
8.5: NZ Police is interested in the views and opinions of its staff	23.9	25.2	**38.9**
8.4: There is a sense of 'common purpose' in NZ Police	33.1	**41.7**	**57.2**
8.2: Communication in my District or my Service Centre is open and honest	22.7	27.4	**45.1**
8.8: NZ Police cares about the well-being of its staff	32.4	36.2	**48.7**
8.3: I feel informed about NZ Police and its activities	39.0	**44.1**	**56.0**
2.3: There are learning and development opportunities for me in NZ Police	49.1	53.3	**54.8**

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

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

4. Respect & Integrity reporting

In comparison to NZ Police overall, Eastern District scored less favourably regarding the confidence people have that they can raise concerns relating to harassment, bullying, discrimination, or other inappropriate conduct without fear of reprisal. While the number of people who answered 'Not applicable' to the question about witnessing or experiencing harassment, discrimination or bullying is comparable with the previous year and the NZ Police average, there has been an almost 6% increase in the proportion of people who felt that the such incidents had not been handled effectively (where they had been experienced).

Question		Eastern District 2015	Eastern District 2014	NZ Police 2015
5.1: Staff in my workgroup respect employee diversity		79.3	82.9	83.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination		82.4	82.7	79.1
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal		61.9	62.7	**69.2**
5.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)		63.0	61.4	**68.4**
5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately		59.3	59.9	63.0
If you have witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months, do you believe it has been dealt with effectively?	Not Applicable	78.7	83.3	81.7
	Yes	3.7	4.9	4.5
	No	17.6	11.9	13.8

5. Biggest Differences 2014 - 2015

There have been no significant improvements on individual questions for Eastern District when comparing this year's results to the previous year, however there have been a number of significant declines (five of which are noted below). These negative-trending items are also significantly lower than NZ Police overall, with the most notable gaps regarding whether NZ Police delivers on customer promises and satisfaction with the physical work environment. While NZ Police as an whole shows low levels of agreement that actions will be taken based on survey results and that people are appointed to positions based on merit, these questions score particularly low within Eastern District (less than a quarter of people agreeing to these questions).

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

| Question	Eastern District 2015	Eastern District 2014	NZ Police 2015
6.3: My supervisor communicates the goals and objectives of our team effectively	80.2	77.6	78.8
10.3: I take an active interest in what happens in NZ Police	76.2	74.5	80.7
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)	63.0	61.4	**68.4**
1.7: My job gives me a sense of personal achievement	77.1	75.6	77.9
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	71.6	70.4	68.5

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

| Question	Eastern District 2015	Eastern District 2014	NZ Police 2015
11.3: I believe actions will be taken based on the results of this survey	15.2	**26.6**	**29.3**
9.7: NZ Police delivers on the promises it makes to its customers	32.7	**42.5**	**51.5**
7.2: People here are appointed to positions based on merit	22.6	**32.2**	**31.3**
3.1: I am satisfied with my physical work environment	44.9	**54.1**	**60.1**
1.3: I understand how my performance is measured	50.8	**59.9**	**59.4**

6. Employee Comments Theme Analysis

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

6.1 One thing that makes this a great place to work
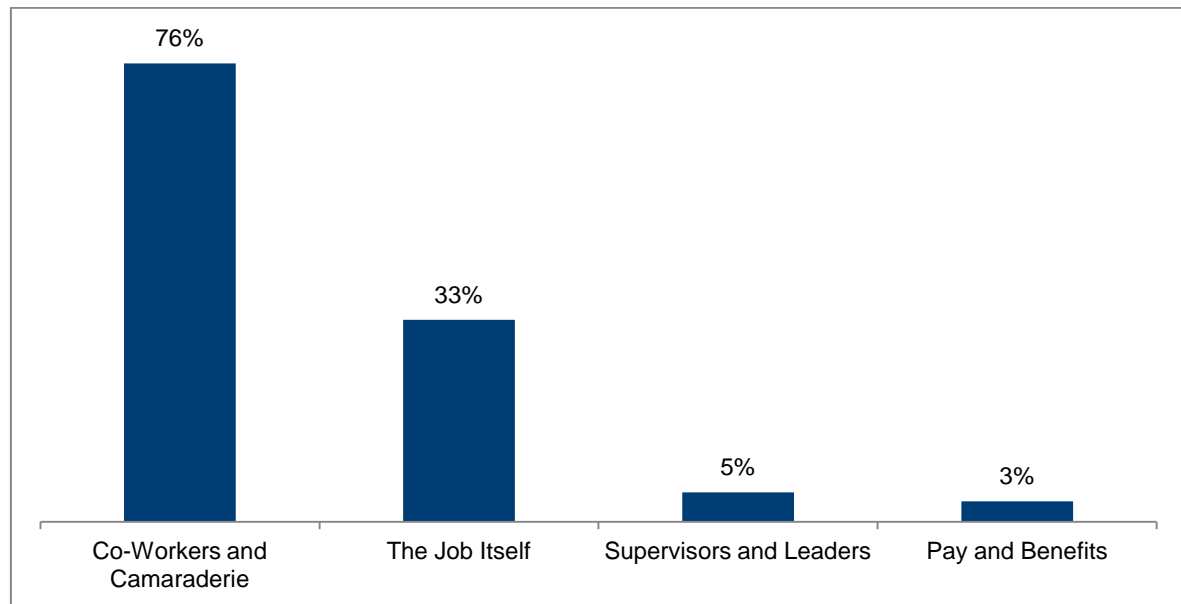
Over three quarters of the comments regarding what makes NZ Police a great place to work refer to colleagues and the sense of camaraderie experienced. A third also referred to the characteristics of the job itself.

6.2 One thing that needs to change to make this a great place to work
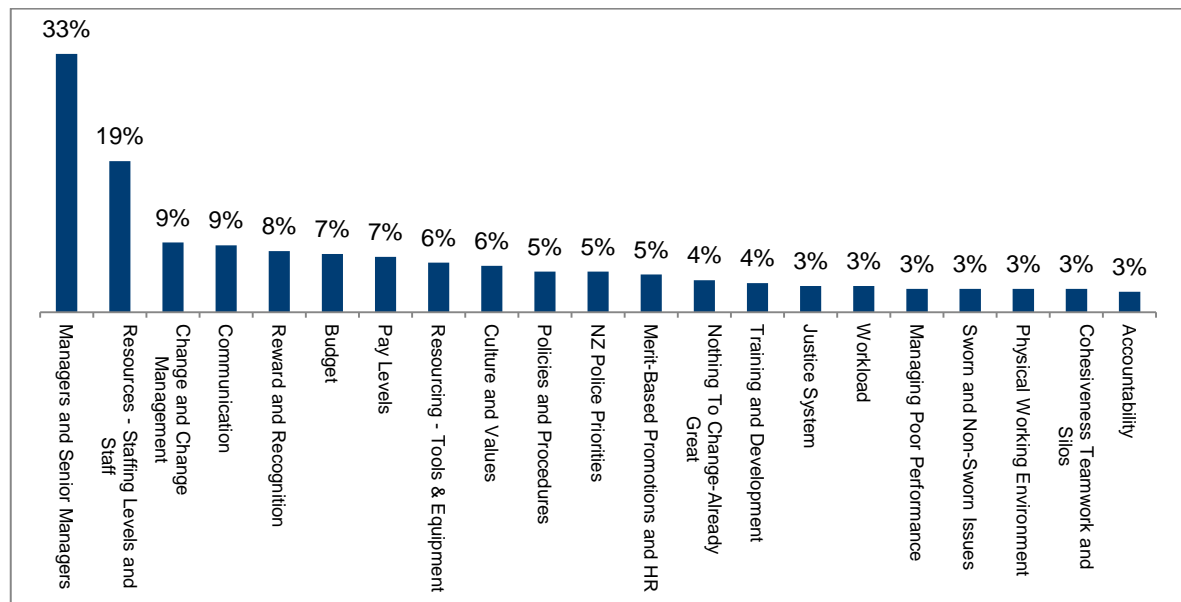
With respect to what needs to change to make NZ Police a great place to work, Managers and Senior Managers emerged as the most common theme among comments, while resources in terms of staffing levels was next most frequently mentioned.

7. Appendix 1 – All Question Results

Question	Eastern District		NZ Police	
	2015	**2014**	**2015**	**2014**
1. The Work I Do	65.2	68.1	70.8	71.9
1.1: The responsibilities of my job are clearly defined	65.6	67.6	75.8	76.1
1.2: I know how my work contributes to the effectiveness of NZ Police	76.4	76.7	82.8	83.9
1.3: I understand how my performance is measured	50.8	59.9	59.4	61.1
1.4: My performance is fairly assessed	43.8	48.8	52.7	54.6
1.5: NZ Police provides adequate training for the work I do	35.3	42.4	40.0	44.8
1.6: The work I do makes good use of my knowledge and skills	71.8	74.1	74.4	75.0
1.7: My job gives me a sense of personal achievement	77.1	75.6	77.9	78.3
1.8: I am strongly committed to the work I do	85.8	85.1	89.1	88.6
1.9: I am motivated to do the best I can in my job everyday	79.9	83.0	85.1	85.1
2. Learning and Development	47.6	50.9	52.6	53.2
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	44.3	50.4	52.3	53.2
2.2: I am encouraged to try new ways of doing things	47.1	48.6	49.7	51.2
2.3: There are learning and development opportunities for me in NZ Police	49.1	53.3	54.8	55.0
2.4: There are career development opportunities for me in NZ Police	50.2	51.4	53.5	53.4
3. Work Conditions	42.2	48.6	52.8	56.2
3.1: I am satisfied with my physical work environment	44.9	54.1	60.1	62.5
3.2: The level of work-related stress I experience in my job is acceptable	36.5	44.6	52.2	54.9
3.3: I am able to maintain a balance between my personal and working life	56.0	58.4	64.9	67.2
3.4: The pay and benefits I receive are fair for the work I do	31.3	37.3	33.7	40.1
4. My Team	74.2	76.6	75.7	76.4
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	83.9	88.9	86.0	86.2
4.2: Roles and responsibilities are clearly defined in my team	71.3	74.1	76.4	76.9
4.3: The way work is allocated in my team is fair	69.1	72.0	71.5	72.5
4.4: People I work with cooperate to get the job done	84.6	85.9	86.1	86.5
4.5: I can rely on the support of others in my team	86.1	87.3	86.4	86.9
4.6: I feel part of an effective team	78.6	79.7	80.3	81.2
4.7: People are held accountable for their performance in my team	66.6	68.4	65.7	66.9
4.8: Poor performance is dealt with effectively in my team	53.1	56.2	53.3	54.4
5. Respect & Integrity in the Workplace	69.2	69.9	72.7	73.4
5.1: Staff in my team respect employee diversity	79.3	82.9	83.6	83.4
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	82.4	82.7	79.1	79.7
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	61.9	62.7	69.2	70.4
5.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	63.0	61.4	68.4	69.1
5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	59.3	59.9	63.0	64.4

Question	Eastern District		NZ Police	
	2015	2014	2015	2014
6. My Supervisor	81.0	80.1	80.7	80.6
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	88.0	87.0	87.5	87.4
6.2: My supervisor treats staff with respect	87.0	87.0	87.5	86.7
6.3: My supervisor communicates the goals and objectives of our team effectively	80.2	77.6	78.8	79.0
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	79.6	79.7	81.0	81.1
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	71.6	70.4	68.5	68.8
6.6: I have confidence in my supervisor	79.9	79.2	80.9	80.8
7. Recognition	35.9	41.5	44.6	46.3
7.1: NZ Police has appropriate ways of recognising outstanding achievement	38.2	44.7	44.9	46.3
7.2: People here are appointed to positions based on merit	22.6	32.2	31.3	34.5
7.3: We celebrate success in NZ Police	39.9	42.0	47.5	47.0
7.4: I get recognition when I do a good job	40.7	46.7	50.3	52.7
7.5: I feel my contribution is valued in NZ Police	38.0	41.9	49.2	51.0
8. Vision and Purpose + Communication and Cooperation	41.5	46.2	58.0	59.1
8.1: NZ Police has a clear vision of where it's going and how it's going to get there	44.4	47.2	60.0	62.3
8.2: Communication in my District or my Service Centre is open and honest	22.7	27.4	45.1	46.3
8.3: I feel informed about NZ Police and its activities	39.0	44.1	56.0	56.5
8.4: There is a sense of 'common purpose' in NZ Police	33.1	41.7	57.2	58.2
8.5: NZ Police is interested in the views and opinions of its staff	23.9	25.2	38.9	39.9
8.6: Teams within NZ Police work well together	38.1	44.8	54.1	54.3
8.7: I feel a sense of belonging to my District or my Service Centre	42.7	49.1	59.8	60.3
8.8: NZ Police cares about the well-being of its staff	32.4	36.2	48.7	50.9
8.9: NZ Police is an enjoyable place to work	56.8	59.2	71.2	72.4
8.10: I feel I am working for an effective organisation	43.2	48.1	62.8	64.2
8.11: I intend to continue working at NZ Police for at least the next 12 months	79.9	85.1	84.6	85.2
9. Quality and Excellence	45.7	51.3	58.7	60.8
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	33.7	41.0	52.9	55.1
9.2: NZ Police expects high standards of performance from its people	84.6	83.5	87.6	87.3
9.3: I have the tools and resources I need to do my job	45.4	51.8	53.4	57.2
9.4: I am sufficiently involved in decisions that affect the way I do my job	37.7	42.0	49.2	51.3
9.5: Systems and processes I use enable me to do my job well	47.2	54.9	59.1	60.8
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	38.6	43.2	57.5	59.1
9.7: NZ Police delivers on the promises it makes to its customers	32.7	42.5	51.5	55.1
10. Final Thoughts (Employee Engagement)	60.5	64.1	72.1	73.3
10.1: Overall, I'm satisfied with my job	65.1	66.9	73.1	74.9
10.2: Overall, I would recommend NZ Police as a great place to work	49.1	55.4	66.6	68.3
10.3: I take an active interest in what happens in NZ Police	76.2	74.5	80.7	81.6
10.4: I feel inspired to go the extra mile to help NZ Police succeed	57.1	62.9	71.5	72.5
10.5: I feel a sense of commitment to NZ Police	70.7	74.5	80.9	81.8
10.6: NZ Police inspires me to do the best I can in my job every day	44.7	50.3	59.8	60.6

Question	Eastern District		NZ Police	
	2015	2014	2015	2014
11. The Survey - Your Views	17.6	26.4	26.4	30.5
11.1: Changes in response to the 2014 Workplace Survey have had a positive impact on my team	9.4	16.0	19.0	22.6
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	28.3	36.7	30.9	35.2
11.3: I believe actions will be taken based on the results of this survey	15.2	26.6	29.3	33.8

Question	Eastern District	NZ Police
If you have witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months, do you believe it has been dealt with effectively?		
Not Applicable	78.7	81.7
Yes	3.7	4.5
No	17.6	13.8

8. Appendix 2 – Notes on taking action

The key to driving any change or improvement effort is in following a suitable **action plan**. An action planning template is provided on the Police Intranet and allows you to detail the key issues to be addressed (focus areas), along with specific actions to occur, expected benefits, accountabilities, timeframes and progress reporting. Districts that adopt a standard action planning approach, provide support to those involved, and review the quality of planning output are those far more likely to see greater improvement in their subsequent survey results.

The following are some of the strategies we suggest need to be kept in mind when using survey results to drive change. Whilst there can never be one 'best' approach to the post-survey process that will suit all organisations, there are nevertheless a range of strategies that experience has shown leads to the greatest likelihood of performance improvement.

Focus on a limited number of key issues. Look for themes that emerge from your set of key drivers, paying particular attention to your 'red zone' key drivers. Try to distil these themes down to two or three major goals (80/20 principle).

Communication is vital. Do your best to keep everyone fully informed at all stages of the process, from results reporting to issue prioritisation to progress reports. Communicate survey results quickly (staff know you have them). Communicate senior management's initial response and the process to be followed. People want to know what is going to happen, how they will be involved. Have members of the management team present the results to their teams, while encouraging feedback and contribution. Consider using facilitators to assist in the process, and don't overlook the contribution supervisors may make (employees often prefer to receive organisational information directly from their supervisors rather than via emails or newsletters).

Act quickly. Make sure you act on your survey results within three months of survey results being reported. Survey momentum can be short lived and employees will quickly begin to question the relevancy of interventions that come too long after the survey has been completed. Look for the obvious "low-hanging fruit" or "easy fixes," and target them early on. Don't waste time on things you can't change – focus on things you CAN change. More complex issues can be addressed progressively during the year.

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

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

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

9. Appendix 3 – Glossary

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

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

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

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

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

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

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

The Questionnaire: The 2015 New Zealand Police Workplace Survey contained 69 statements (as well as three open text questions) designed to measure a workplace on a range of issues in the organisation. Respondents were asked to indicate how much they agreed or disagreed with each statement using a five point rating system. This rating system ranged from Strongly Disagree to Strongly Agree. Questions were separated into 12 sections according to statements that naturally cluster together and measure similar issues.

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

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

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