

New Zealand Police Workplace Survey 2015

Summary of Findings Finance 2015

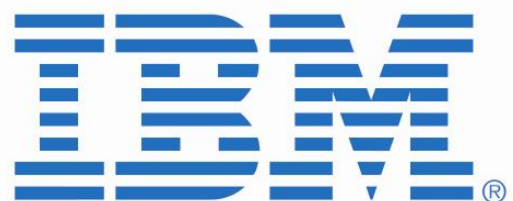


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1. Executive Summary

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

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

Response Rate

The response rate for Finance to the 2015 survey of 68.5% is considered good. It is very similar to the NZ Police Overall response rate, although has seen a drop since 2014. Overall we can be fairly confident that the results presented in this report are an accurate indication of employee attitude and opinion within Finance.

	Finance 2015	Finance 2014	NZ Police 2015
Number of Responses	37	63	8361
Response Rate	68.5%	75.9%	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

Key Metrics	Finance 2015	Finance 2014	NZ Police 2015
Performance Index	47.5	63.9	63.2
Engagement Index	63.5	75.4	72.1
Work Engagement Index	74.7	86.8	84.0
Change Index	23.8	24.9	26.4

Engagement Profile

Category	Engaged	Ambivalent	Disengaged
NZP 2015	26.4%	58.3%	15.3%
Finance 2015	16.2%	56.8%	27.0%
Finance 2014	27.0%	58.7%	14.3%

Summary of Findings

Finance's overall results have declined since 2014 and are lower than the NZ Police average. Questions relating to connection and engagement with the organisation and with the work people have declined and do also appear lower than NZ Police overall (however, note that these differences are not statistically significant). At present, there are fewer engaged people than disengaged people within Finance, and there is a large proportion of people in the 'ambivalent' category within Police National Headquarters (Finance). A strength for Finance compared to the NZ Police average is that markedly more of its people agree NZ Police delivers on the promises it makes to its customers. Areas highlighted as priorities to focus on in the coming year include the 'Respect and Integrity' questions, particularly as two of these are key drivers of engagement. Note that Finance scored considerably lower on the 'My Team' and 'My Supervisor' sections, relative to both 2014 and NZ Police overall, suggesting there are challenges in terms of their immediate workplace culture which could be addressed. Beyond this, one further area of focus for Finance is perceptions of performance appraisal as fair.

Where to from here

Approach action planning with Finance teams from the perspective of building an 'enjoyable workplace', a conversation which needs to encompass Respect and Integrity. Explore the team's perception of where the barriers are and how they can be overcome. In particular, encourage discussion about the day-to-day experience in the immediate team environment. Consider how perceptions of the performance appraisal system could be influenced by current practices. Staff have given their opinions; now show them they have been heard, and feed back why their ideas can or cannot be implemented.

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

	Finance 2015	Finance 2014	NZ Police 2015
Performance Index (average of all questions in the survey)	47.5	63.9	63.2
1. The Work I Do	55.8	71.8	70.8
2. Learning and Development	29.1	51.6	52.6
3. Work Conditions	47.3	60.3	52.8
4. My Team	39.0	61.4	75.7
5. Respect & Integrity in the Workplace	52.4	74.7	72.7
6. My Supervisor	58.8	73.3	80.7
7. Recognition	29.7	52.7	44.6
8. Vision and Purpose + Communication and Cooperation	43.5	60.8	58.0
9. Quality and Excellence	59.1	69.3	58.7
10. Final Thoughts (Employee Engagement)	63.5	75.4	72.1
11. The Survey - Your Views (Change Index)	23.8	24.9	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	PNHQ - District Support (Finance)		Police National Headquarters (Finance)	
	2015	2014	2015	2014
Performance Index (average of all questions in the survey)	41.8	42.5	49.9	--
1. The Work I Do	56.6	55.7	55.5	--
2. Learning and Development	13.6	25.0	35.6	--
3. Work Conditions	31.8	30.0	53.8	--
4. My Team	30.9	20.3	42.3	--
5. Respect & Integrity in the Workplace	38.2	42.9	58.5	--
6. My Supervisor	53.0	36.7	61.2	--
7. Recognition	21.8	30.0	33.1	--
8. Vision and Purpose + Communication and Cooperation	45.5	49.1	42.7	--
9. Quality and Excellence	49.4	57.8	63.2	--
10. Final Thoughts (Employee Engagement)	63.9	66.7	63.5	--
11. The Survey - Your Views (Change Index)	19.4	26.7	25.6	--

2.3 Interpretation

Finance's overall results, as represented by the Performance Index, have significantly declined and are currently below the overall NZ Police results. Areas that are significantly lower than 2014 and NZ Police overall are: 'The Work I Do', 'Learning and Development', 'My Team' and 'Respect and Integrity in the workplace'. Within Finance, PNHQ – District Support answered questions on 'My Supervisor' more positively this year than in 2014. Note that PNHQ – District Support has answered questions on 'Respect and Integrity in the Workplace', 'Learning and Development' and 'Work Conditions' markedly less positively than the Police National Headquarters (Finance).

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

From a statistical perspective, engagement levels remain comparable to 2014 and people in Finance are as engaged with the organisation and with their work as the average NZ Police employee. It should be noted though that fewer people from Finance have answered the engagement questions positively across the board and as a result Finance is on the lower side in terms of engagement when compared against other NZ Police Districts and Areas. One question in particular stands out: Notably fewer people in Finance feel a sense of personal achievement from their work compared to 2014 and NZ Police overall. At the team level, PNHQ – District Support in particular has a low score for job satisfaction, and this year fewer of its people feel inspired to go the extra mile to help NZ Police succeed. However, note that compared to people in Police National Headquarters, markedly more PNHQ – District Support people say that they feel a sense of personal achievement, and more feel inspired by NZ Police to do the best they can in their jobs every day.

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	Finance 2015	Finance 2014	NZ Police 2015
1.7 My job gives me a sense of personal achievement	56.8	76.2	77.9
1.8 I am strongly committed to the work I do	88.9	90.5	89.1
1.9 I am motivated to do the best I can in my job every day	78.4	93.7	85.1

	PNHQ - District Support (Finance)		Police National Headquarters (Finance)	
	2015	2014	2015	2014
1.7	72.7	60.0	50.0	--
1.8	90.9	90.0	88.0	--
1.9	72.7	100.0	80.8	--

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.

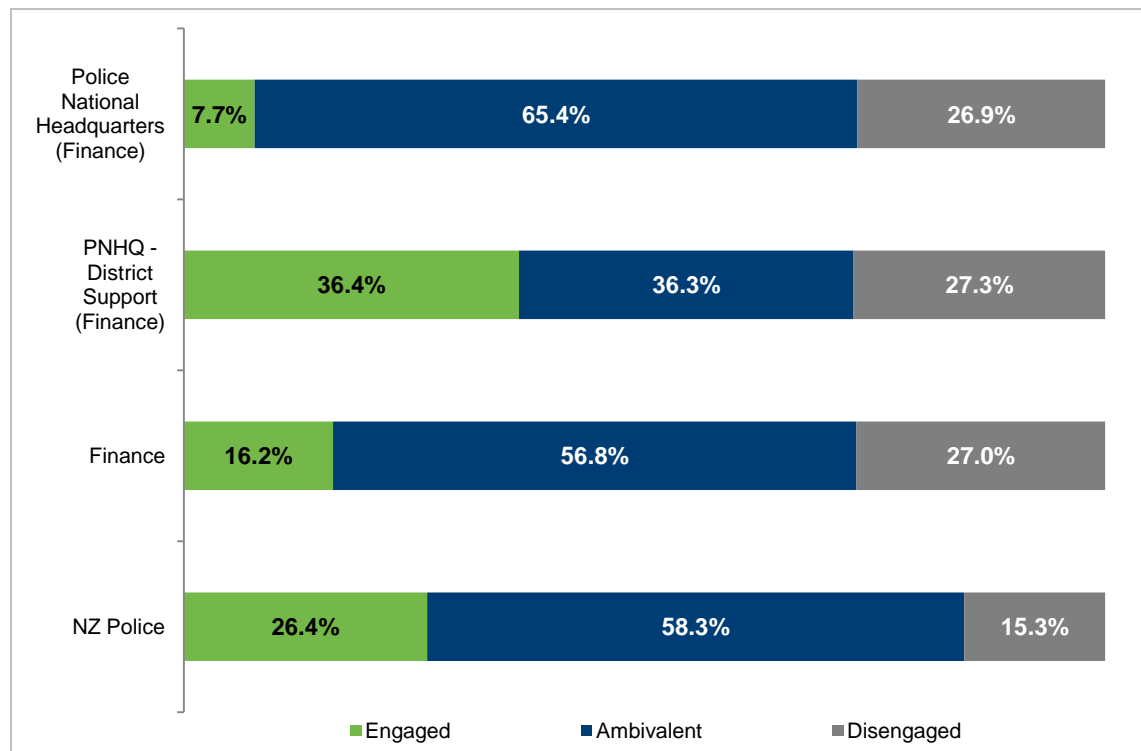
Question	Finance 2015	Finance 2014	NZ Police 2015
Engagement Index	63.5	75.4	72.1
10.1 Overall, I'm satisfied with my job	51.4	61.9	73.1
10.2 Overall, I would recommend NZ Police as a great place to work	56.8	65.1	66.6
10.3 I take an active interest in what happens in NZ Police	83.3	88.9	80.7
10.4 I feel inspired to go the extra mile to help NZ Police succeed	58.3	79.4	71.5
10.5 I feel a sense of commitment to NZ Police	70.3	85.7	80.9
10.6 NZ Police inspires me to do the best I can in my job every day	61.1	71.4	59.8

	PNHQ - District Support (Finance)		Police National Headquarters (Finance)	
	2015	2014	2015	2014
Index	63.9	66.7	63.5	--
10.1	36.4	30.0	57.7	--
10.2	63.6	50.0	53.8	--
10.3	90.0	100.0	80.8	--
10.4	50.0	80.0	61.5	--
10.5	63.6	70.0	73.1	--
10.6	80.0	70.0	53.8	--

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.

Although the differences in Engagement Profiles between Finance and NZ Police overall are not considered statistically significant, it is worth noting that there are more 'Disengaged' than 'Engaged' staff within Finance. The Engagement Profiles for the two teams within Finance look very different - PNHQ– District Support has a relatively high proportion of engaged people. On the other hand, the 'Ambivalent' group is very large for Police National Headquarters. Furthermore, for every engaged person within Police National Headquarters, there are three disengaged people.



3.4 District and Area Engagement Profile Trend 2014-15

The high proportion of engaged people within PNHQ – District Support is a recent change since 2014.

Engagement Profile	PNHQ - District Support (Finance)		Police National Headquarters (Finance)	
	2015	2014	2015	2014
Engaged	36.4	20.0	7.7	--
Ambivalent	36.3	50.0	65.4	--
Disengaged	27.3	30.0	26.9	--

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

Two of Finance's key drivers relate to respect and integrity in the workplace. Only half of people within Finance agreed to these questions, which is significantly lower than is typical within NZ Police. Perceptions on these questions have also significantly declined since 2014, along with two other key driver questions that are closely tied to one's experience at work – NZ Police being an enjoyable place to work and perceived organisational care for staff well-being. This may have some relationship with the generally lower scores for questions relating to one's team and supervisor. Taken together, these results suggest that the immediate work environment could be improved.

Another priority area highlighted by the key driver analysis relates to fair assessment of performance, which has been answered less positively than is typical. We suggest prioritising the respect and integrity key drivers, followed by creation of an enjoyable working environment and fair assessment of performance when working to improve engagement.

Key Driver Questions	Finance 2015	Finance 2014	NZ Police 2015
8.10: I feel I am working for an effective organisation	51.4	60.3	62.8
8.9: NZ Police is an enjoyable place to work	45.9	71.4	71.2
8.6: Teams within NZ Police work well together	32.4	44.4	54.1
8.4: There is a sense of 'common purpose' in NZ Police	51.4	64.5	57.2
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	51.4	74.6	69.2
8.3: I feel informed about NZ Police and its activities	51.4	55.6	56.0
8.8: NZ Police cares about the well-being of its staff	40.5	69.8	48.7
1.4: My performance is fairly assessed	35.1	48.4	52.7
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)	51.4	66.7	68.4
9.2: NZ Police expects high standards of performance from its people	81.1	83.9	87.6

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

Respect and Integrity has been highlighted in the survey as an area worth attention for Finance, particularly since there have been significant declines in perceptions since 2014 across the first five questions below. Further, while more than three quarters of people within Finance indicated that they had not witnessed or experienced some form of harassment, discrimination or bullying over the last year in 2014, this proportion has now dropped to just over half in 2015 and is now markedly lower than NZ Police overall. Of people who said that they had witnessed or experienced some form of harassment, discrimination or bullying this year, two-thirds said it had not been dealt with effectively.

Compared to NZ Police, significantly fewer Finance people agreed that staff in their workgroup respect employee diversity, or report feeling confident that they could raise concerns relating to workplace harassment, bullying or discrimination, or other inappropriate conduct, without fear of reprisal.

Question		Finance 2015	Finance 2014	NZ Police 2015
5.1: Staff in my workgroup respect employee diversity		43.2	77.0	83.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination		67.6	85.7	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		51.4	74.6	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)		51.4	66.7	68.4
5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately		48.6	69.4	63.0
<i>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?</i>	Not Applicable	54.1	82.5	81.7
	Yes	16.2	3.2	4.5
	No	29.7	14.3	13.8

5. Biggest Differences 2014 - 2015

Questions related to post-survey change have had the biggest lift in perceptions since 2014. Some questions relating to the immediate team are among the five questions with the biggest declines since 2014. These relate to respect for employee diversity, as well as role clarity within the team. Being encouraged to try new ways of doing things, getting due recognition and perceived organisational care for well-being have also dropped significantly relative to 2014. Notably, Finance is also significantly behind NZ Police overall on all but one of the questions that have had the biggest declines since 2014.

5.1 Top biggest differences within the District since 2014 - POSITIVE

Question	Finance 2015	Finance 2014	NZ Police 2015
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	27.0	19.7	30.9
11.1: Changes in response to the 2014 Workplace Survey have had a positive impact on my team	13.9	13.1	19.0

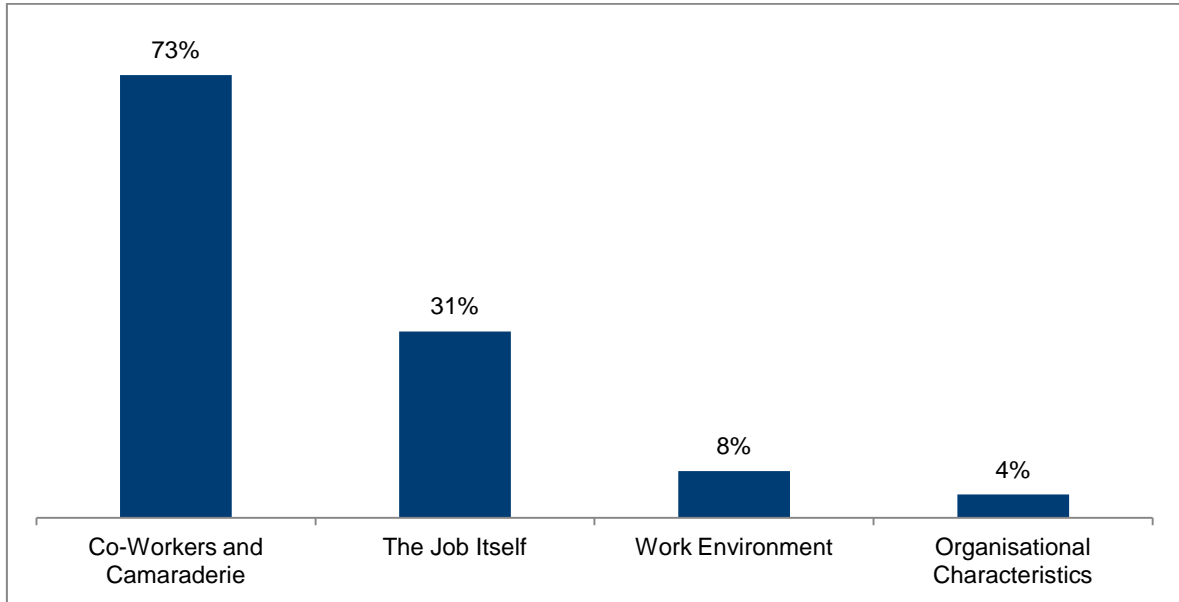
5.2 Top five biggest differences within the District since 2014 - NEGATIVE

Question	Finance 2015	Finance 2014	NZ Police 2015
2.2: I am encouraged to try new ways of doing things	32.4	69.8	49.7
5.1: Staff in my team respect employee diversity	43.2	77.0	83.6
7.4: I get recognition when I do a good job	35.1	68.3	50.3
4.2: Roles and responsibilities are clearly defined in my team	35.1	65.1	76.4
8.8: NZ Police cares about the well-being of its staff	40.5	69.8	48.7

6. Employee Comments Theme Analysis

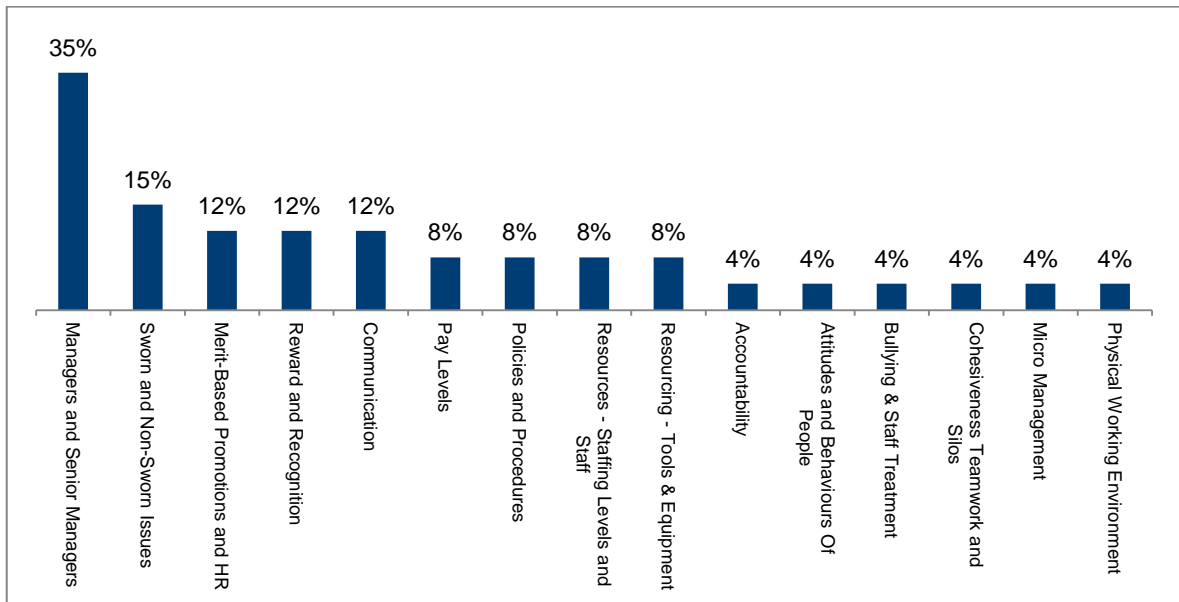
All employee comments to the two open-ended questions were analysed to provide further insight into the things people feel are working well and things that could be further improved.

6.1 One thing that makes this a great place to work



Colleagues and camaraderie are clearly the main reason people in Finance consider NZ Police a great place to work. A sizeable proportion of responses also referred to aspects of the job itself as contributing to this positive perception of NZ Police.

6.2 One thing that needs to change to make this a great place to work



Perceptions of the one thing that needs to change in order for NZ Police to be considered a great place to work are more varied, however over a third of the comments related to managers and senior managers, providing a clear indication of what's top of mind for this group.

7. Appendix 1 – All Question Results

Question	Finance		NZ Police	
	2015	2014	2015	2014
1. The Work I Do	55.8	71.8	70.8	71.9
1.1: The responsibilities of my job are clearly defined	43.2	71.4	75.8	76.1
1.2: I know how my work contributes to the effectiveness of NZ Police	75.7	84.1	82.8	83.9
1.3: I understand how my performance is measured	43.2	53.2	59.4	61.1
1.4: My performance is fairly assessed	35.1	48.4	52.7	54.6
1.5: NZ Police provides adequate training for the work I do	21.6	46.0	40.0	44.8
1.6: The work I do makes good use of my knowledge and skills	59.5	82.5	74.4	75.0
1.7: My job gives me a sense of personal achievement	56.8	76.2	77.9	78.3
1.8: I am strongly committed to the work I do	88.9	90.5	89.1	88.6
1.9: I am motivated to do the best I can in my job everyday	78.4	93.7	85.1	85.1
2. Learning and Development	29.1	51.6	52.6	53.2
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	32.4	60.3	52.3	53.2
2.2: I am encouraged to try new ways of doing things	32.4	69.8	49.7	51.2
2.3: There are learning and development opportunities for me in NZ Police	37.8	46.0	54.8	55.0
2.4: There are career development opportunities for me in NZ Police	13.5	30.2	53.5	53.4
3. Work Conditions	47.3	60.3	52.8	56.2
3.1: I am satisfied with my physical work environment	51.4	73.0	60.1	62.5
3.2: The level of work-related stress I experience in my job is acceptable	40.5	49.2	52.2	54.9
3.3: I am able to maintain a balance between my personal and working life	59.5	66.7	64.9	67.2
3.4: The pay and benefits I receive are fair for the work I do	37.8	52.4	33.7	40.1
4. My Team	39.0	61.4	75.7	76.4
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	48.6	71.4	86.0	86.2
4.2: Roles and responsibilities are clearly defined in my team	35.1	65.1	76.4	76.9
4.3: The way work is allocated in my team is fair	38.9	58.7	71.5	72.5
4.4: People I work with cooperate to get the job done	48.6	65.1	86.1	86.5
4.5: I can rely on the support of others in my team	45.9	65.1	86.4	86.9
4.6: I feel part of an effective team	43.2	66.7	80.3	81.2
4.7: People are held accountable for their performance in my team	32.4	59.7	65.7	66.9
4.8: Poor performance is dealt with effectively in my team	18.9	39.3	53.3	54.4
5. Respect & Integrity in the Workplace	52.4	74.7	72.7	73.4
5.1: Staff in my team respect employee diversity	43.2	77.0	83.6	83.4
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	67.6	85.7	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	51.4	74.6	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)	51.4	66.7	68.4	69.1
5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	48.6	69.4	63.0	64.4

Question	Finance		NZ Police	
	2015	2014	2015	2014
6. My Supervisor	58.8	73.3	80.7	80.6
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	64.9	84.1	87.5	87.4
6.2: My supervisor treats staff with respect	62.2	84.1	87.5	86.7
6.3: My supervisor communicates the goals and objectives of our team effectively	56.8	68.3	78.8	79.0
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	62.2	73.0	81.0	81.1
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	47.2	57.1	68.5	68.8
6.6: I have confidence in my supervisor	59.5	73.0	80.9	80.8
7. Recognition	29.7	52.7	44.6	46.3
7.1: NZ Police has appropriate ways of recognising outstanding achievement	29.7	41.3	44.9	46.3
7.2: People here are appointed to positions based on merit	13.5	38.1	31.3	34.5
7.3: We celebrate success in NZ Police	35.1	54.0	47.5	47.0
7.4: I get recognition when I do a good job	35.1	68.3	50.3	52.7
7.5: I feel my contribution is valued in NZ Police	35.1	61.9	49.2	51.0
8. Vision and Purpose + Communication and Cooperation	43.5	60.8	58.0	59.1
8.1: NZ Police has a clear vision of where it's going and how it's going to get there	51.4	60.3	60.0	62.3
8.2: Communication in my District or my Service Centre is open and honest	40.5	58.7	45.1	46.3
8.3: I feel informed about NZ Police and its activities	51.4	55.6	56.0	56.5
8.4: There is a sense of 'common purpose' in NZ Police	51.4	64.5	57.2	58.2
8.5: NZ Police is interested in the views and opinions of its staff	29.7	52.4	38.9	39.9
8.6: Teams within NZ Police work well together	32.4	44.4	54.1	54.3
8.7: I feel a sense of belonging to my District or my Service Centre	32.4	60.3	59.8	60.3
8.8: NZ Police cares about the well-being of its staff	40.5	69.8	48.7	50.9
8.9: NZ Police is an enjoyable place to work	45.9	71.4	71.2	72.4
8.10: I feel I am working for an effective organisation	51.4	60.3	62.8	64.2
8.11: I intend to continue working at NZ Police for at least the next 12 months	51.4	71.4	84.6	85.2
9. Quality and Excellence	59.1	69.3	58.7	60.8
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	51.4	60.7	52.9	55.1
9.2: NZ Police expects high standards of performance from its people	81.1	83.9	87.6	87.3
9.3: I have the tools and resources I need to do my job	56.8	67.7	53.4	57.2
9.4: I am sufficiently involved in decisions that affect the way I do my job	43.2	66.1	49.2	51.3
9.5: Systems and processes I use enable me to do my job well	54.1	66.7	59.1	60.8
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	56.8	66.1	57.5	59.1
9.7: NZ Police delivers on the promises it makes to its customers	70.3	74.2	51.5	55.1
10. Final Thoughts (Employee Engagement)	63.5	75.4	72.1	73.3
10.1: Overall, I'm satisfied with my job	51.4	61.9	73.1	74.9
10.2: Overall, I would recommend NZ Police as a great place to work	56.8	65.1	66.6	68.3
10.3: I take an active interest in what happens in NZ Police	83.3	88.9	80.7	81.6
10.4: I feel inspired to go the extra mile to help NZ Police succeed	58.3	79.4	71.5	72.5
10.5: I feel a sense of commitment to NZ Police	70.3	85.7	80.9	81.8
10.6: NZ Police inspires me to do the best I can in my job every day	61.1	71.4	59.8	60.6

Question	Finance		NZ Police	
	2015	2014	2015	2014
11. The Survey - Your Views	23.8	24.9	26.4	30.5
11.1: Changes in response to the 2014 Workplace Survey have had a positive impact on my team	13.9	13.1	19.0	22.6
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	27.0	19.7	30.9	35.2
11.3: I believe actions will be taken based on the results of this survey	30.6	41.9	29.3	33.8

Question	Finance		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	54.1		81.7	
Yes	16.2		4.5	
No	29.7		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 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.

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.

