

New Zealand Police
Workplace Survey 2015

Summary of Findings
Financial Crime Group 2015

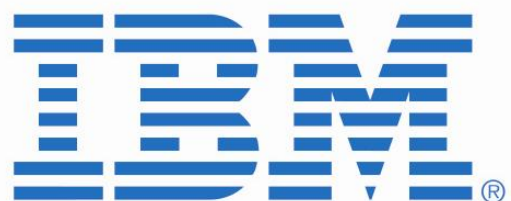


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1. Executive Summary

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 Financial Crime Group continues to maintain a high response rate, with almost everyone within the Financial Crime Group having responded to the survey this year, which gives us greater confidence that the survey results provide a good reflection of employee attitude and opinion.

	Financial Crime Group 2015	Financial Crime Group 2014	NZ Police 2015
Number of Responses	62	52	8361
Response Rate	95.4%	88.1%	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

	Financial Crime Group 2015	Financial Crime Group 2014	NZ Police 2015
Performance Index	73.9	74.0	63.2
Engagement Index	83.6	84.0	72.1
Work Engagement Index	90.3	94.9	84.0
Change Index	38.0	50.6	26.4
Engagement Profile			
NZP 2015	26.4%	58.3%	15.3%
Financial Crime Group 2015	37.1%	56.4%	6.5%
Financial Crime Group 2014	38.5%	53.8%	7.7%
<div><div></div> Engaged<div></div> Ambivalent<div></div> Disengaged</div>			

Summary of Findings

Perceptions remain largely unchanged within the Financial Crime Group since 2014, with the exception of perceptions of post-survey action, which has dropped significantly (particularly in Southern ARU). The Financial Crime Group generally compares favourably to NZ Police overall, particularly in the areas of work conditions and recognition. At team level, all teams are sitting above the halfway mark when comparing against all Districts and Areas in NZ Police. Apart from the aspects identified as being strongly related to organisational engagement levels, performance measurement and feedback is one other area to keep an eye on, given its significant drop since 2014.

Where to from here

Based on the areas identified as being strongly related to organisational engagement levels for the Financial Crime Group, we recommend that the Financial Crime Group focus post-survey efforts on 1) continuing to strengthen perceptions of current and future organisational effectiveness (particularly around their perception of the focus on service quality, as well as the delivery of customer promises) and 2) having regular one-on-ones with their immediate manager to clarify performance expectations and identify existing skills or knowledge gaps in relation to career or development goals. Such actions will support the development of a high performance culture at the local and organisational level. Given the significant drop

in the Change Index, it is also critical to involve people in the post-survey feedback and action planning process this year.

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

	Financial Crime Group 2015	Financial Crime Group 2014	NZ Police 2015
Performance Index (average of all questions in the survey)	73.9	74.0	63.2
1. The Work I Do	78.1	82.9	70.8
2. Learning and Development	62.5	61.5	52.6
3. Work Conditions	73.8	72.1	52.8
4. My Team	81.9	78.6	75.7
5. Respect & Integrity in the Workplace	77.1	78.1	72.7
6. My Supervisor	87.8	85.8	80.7
7. Recognition	62.6	63.1	44.6
8. Vision and Purpose + Communication and Cooperation	71.7	69.7	58.0
9. Quality and Excellence	69.9	68.7	58.7
10. Final Thoughts (Employee Engagement)	83.6	84.0	72.1
11. The Survey - Your Views (Change Index)	38.0	50.6	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	FCG: Central ARU		FCG: Northern ARU		FCG: Southern ARU		FCG: Waikato ARU		FCG: Financial Intelligence		Financial Crime Group HQ	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Performance Index	67.0	66.4	75.6	78.0	75.0	86.2	76.6	--	70.7	--	76.2	--
1. The Work I Do	71.6	71.4	80.7	88.9	77.8	95.6	86.1	--	71.4	--	77.8	--
2. Learning and Development	47.2	46.4	66.7	63.0	70.0	80.0	58.3	--	66.1	--	62.5	--
3. Work Conditions	55.6	46.4	75.0	73.9	90.0	95.0	70.8	--	75.0	--	83.3	--
4. My Team	76.4	73.2	79.2	89.1	80.0	80.0	94.8	--	76.8	--	81.3	--
5. Respect & Integrity in the Workplace	68.9	60.0	73.3	79.1	88.0	100.0	83.3	--	72.9	--	83.3	--
6. My Supervisor	84.7	78.6	85.6	97.8	90.0	90.0	93.1	--	85.7	--	88.9	--
7. Recognition	65.3	65.7	64.0	61.7	60.0	72.0	68.3	--	58.0	--	50.0	--
8. Vision and Purpose + Communication and Cooperation	61.6	70.1	75.2	73.1	74.5	80.0	69.7	--	70.1	--	78.8	--
9. Quality and Excellence	60.3	57.1	76.9	68.3	65.7	80.0	70.5	--	66.3	--	71.4	--
10. Final Thoughts	77.8	78.6	87.8	84.1	90.0	100.0	84.7	--	76.2	--	88.9	--
11. The Survey - Your Views	47.7	57.1	40.0	55.1	6.7	73.3	25.0	--	42.9	--	50.0	--

Please note that there were insufficient responses to display the results for Police National Headquarters (FCG)

2.3 Interpretation

People in the Financial Crime Group maintain similar views to 2014, with the exception of perceptions around post-survey change which are now significantly less positive. Compared to NZ Police overall, people in the Financial Crime Group are generally more positive, particularly when it comes to their work conditions and recognition. At the team level, the most notable change since 2014 is the large drop that FCG Southern ARU has had in terms of post-survey perceptions. It is worth noting though that the Southern ARU is a small team, which means that each person on the team will have a big influence on the team's score.

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

Connection to the work being done remains high for the Financial Crime Group as a whole and the teams within. Organisational engagement has also been maintained since 2014 and is significantly higher than NZ Police overall. At the team level, FCG: Southern ARU is markedly less positive about being inspired by NZ Police to do their best every day, though they continue to have the highest Engagement Index score within the group.

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	Financial Crime Group 2015	Financial Crime Group 2014	NZ Police 2015
1.7 My job gives me a sense of personal achievement	88.7	92.3	77.9
1.8 I am strongly committed to the work I do	91.9	98.1	89.1
1.9 I am motivated to do the best I can in my job every day	90.3	94.2	85.1

	FCG: Central ARU		FCG: Northern ARU		FCG: Southern ARU		FCG: Waikato ARU		FCG: Financial Intelligence		Financial Crime Group HQ	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
1.7	88.9	85.7	93.3	100.0	100.0	100.0	100.0	--	71.4	--	83.3	--
1.8	88.9	85.7	93.3	100.0	100.0	100.0	100.0	--	78.6	--	100.0	--
1.9	88.9	85.7	93.3	95.7	80.0	100.0	91.7	--	85.7	--	100.0	--

Please note that there were insufficient responses to display the results for Police National Headquarters (FCG)

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	Financial Crime Group 2015	Financial Crime Group 2014	NZ Police 2015
Engagement Index	83.6	84.0	72.1
10.1 Overall, I'm satisfied with my job	87.1	84.6	73.1
10.2 Overall, I would recommend NZ Police as a great place to work	80.6	82.7	66.6
10.3 I take an active interest in what happens in NZ Police	90.3	90.4	80.7
10.4 I feel inspired to go the extra mile to help NZ Police succeed	83.9	80.8	71.5
10.5 I feel a sense of commitment to NZ Police	90.3	90.4	80.9
10.6 NZ Police inspires me to do the best I can in my job every day	69.4	75.0	59.8

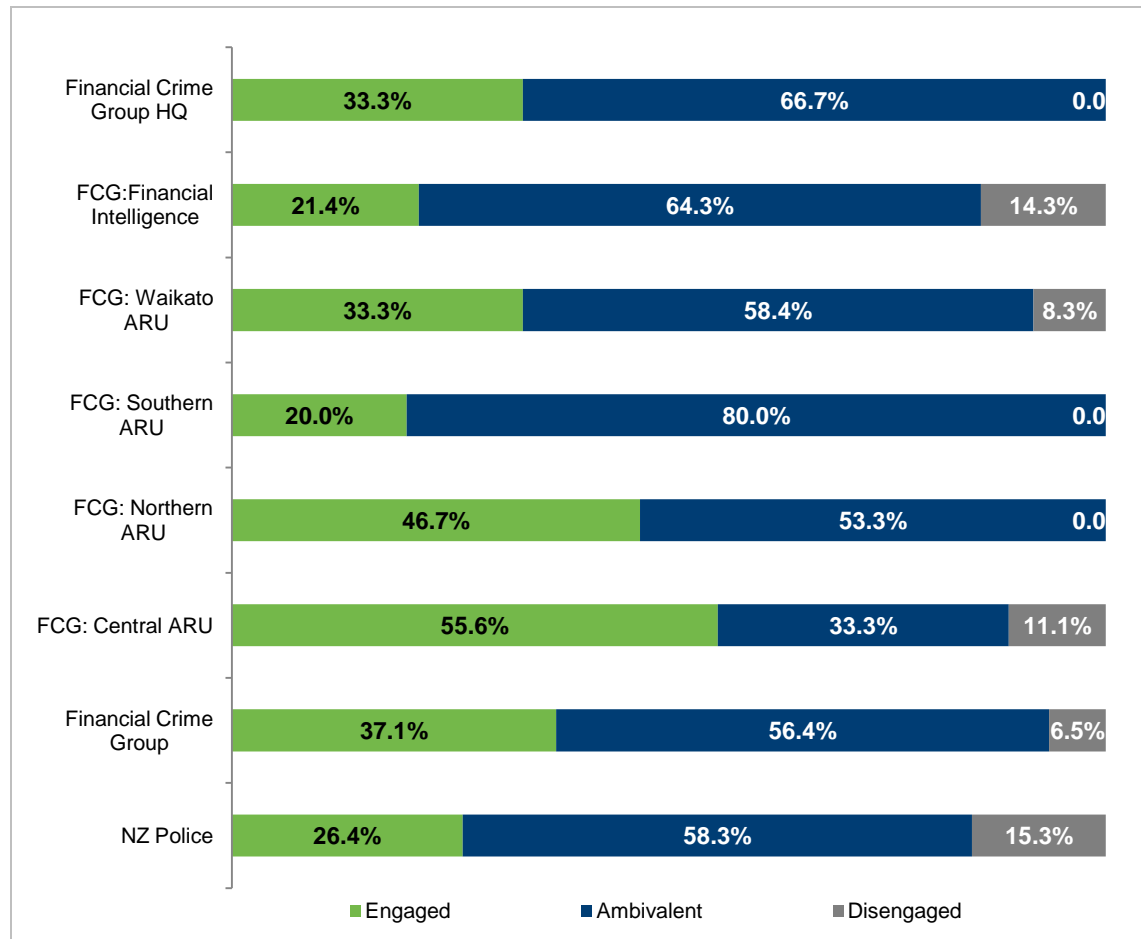
	FCG: Central ARU		FCG: Northern ARU		FCG: Southern ARU		FCG: Waikato ARU		FCG: Financial Intelligence		Financial Crime Group HQ	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Index	77.8	78.6	87.8	84.1	90.0	100.0	84.7	--	76.2	--	88.9	--
10.1	77.8	71.4	100.0	91.3	100.0	100.0	100.0	--	64.3	--	83.3	--
10.2	77.8	85.7	86.7	78.3	100.0	100.0	75.0	--	71.4	--	83.3	--
10.3	88.9	71.4	86.7	95.7	100.0	100.0	100.0	--	78.6	--	100.0	--
10.4	66.7	85.7	86.7	73.9	100.0	100.0	83.3	--	78.6	--	100.0	--
10.5	88.9	85.7	86.7	87.0	100.0	100.0	83.3	--	92.9	--	100.0	--
10.6	66.7	71.4	80.0	78.3	40.0	100.0	66.7	--	71.4	--	66.7	--

Please note that there were insufficient responses to display the results for Police National Headquarters (FCG)

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.

The Financial Crime Group has a more favourable engagement profile than NZ Police overall and has less than half the proportion of disengaged staff. At team level, the proportion of disengaged staff is low, with three teams having no disengaged staff at all. About half of the staff in Northern and Central ARU are considered engaged. However, with the large proportion of ambivalent people within most teams, there is opportunity to get more people 'across the line' through post-survey action on the things that matter most for engagement levels.



3.4 District and Area Engagement Profile Trend 2014-15

Compared to 2014, the proportion of engaged staff has almost doubled in FCG: Central ARU. While the opposite has occurred for FCG: Southern ARU, it is worth noting that they remain one of the teams without any disengaged staff and now have the majority of the team in the ambivalent category.

Engagement Profile	FCG: Central ARU		FCG: Northern ARU		FCG: Southern ARU		FCG: Waikato ARU		FCG: Financial Intelligence		Financial Crime Group HQ	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Engaged	55.6	28.6	46.7	43.5	20.0	40.0	33.3	--	21.4	--	33.3	--
Ambivalent	33.3	57.1	53.3	52.2	80.0	60.0	58.4	--	64.3	--	66.7	--
Disengaged	11.1	14.3	0.0	4.3	0.0	0.0	8.3	--	14.3	--	0.0	--

Please note that there were insufficient responses to display the results for Police National Headquarters (FCG)

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

Compared to 2014, perceptions on the key driver questions are similar, with a significantly higher level of positivity around NZ Police's organisational effectiveness. The Financial Crime Group also compares favourably to NZ Police overall on the key driver items, particularly in relation to perceptions of merit-based appointments, individuals feeling that their contribution is valued, care for staff well-being, as well as organisational effectiveness.

Key Driver Questions	Financial Crime Group 2015	Financial Crime Group 2014	NZ Police 2015
8.9: NZ Police is an enjoyable place to work	85.5	82.7	71.2
8.10: I feel I am working for an effective organisation	82.3	71.2	62.8
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	59.7	61.5	52.9
7.5: I feel my contribution is valued in NZ Police	71.0	69.2	49.2
4.6: I feel part of an effective team	87.1	82.7	80.3
8.8: NZ Police cares about the well-being of its staff	69.4	71.2	48.7
5.1: Staff in my team respect employee diversity	95.2	86.5	83.6
8.5: NZ Police is interested in the views and opinions of its staff	56.5	51.9	38.9
8.1: NZ Police has a clear vision of where it's going and how it's going to get there	66.1	71.2	60.0
7.2: People here are appointed to positions based on merit	55.7	59.6	31.3

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

Perceptions related to Respect and Integrity remain largely unchanged since 2014, though people in the Financial Crime Group are now significantly less confident that concerns they need to raise will be dealt with appropriately. Compared to NZ Police overall, respect for employee diversity at the workgroup level is an area of relative strength for the Financial Crime Group.

Question	Financial Crime Group 2015	Financial Crime Group 2014	NZ Police 2015
5.1: Staff in my workgroup respect employee diversity	95.2	86.5	83.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	83.9	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	72.6	73.1	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)	69.4	73.1	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	64.5	75.0	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	91.9	84.6
	Yes	3.2	1.9
	No	4.8	13.5

5. Biggest Differences 2014 - 2015

It is noteworthy that while more people believe that NZ Police is an effective organisation, people have also become significantly less positive about the extent to which NZ Police delivers on customer promises. There have also been significant declines in the areas relating to performance measurement, feedback and post-survey action.

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

Question	Financial Crime Group 2015	Financial Crime Group 2014	NZ Police 2015
8.10: I feel I am working for an effective organisation	82.3	71.2	62.8
8.4: There is a sense of 'common purpose' in NZ Police	72.6	62.7	57.2
9.2: NZ Police expects high standards of performance from its people	90.3	80.8	87.6
5.1: Staff in my team respect employee diversity	95.2	86.5	83.6
9.5: Systems and processes I use enable me to do my job well	75.8	67.3	59.1

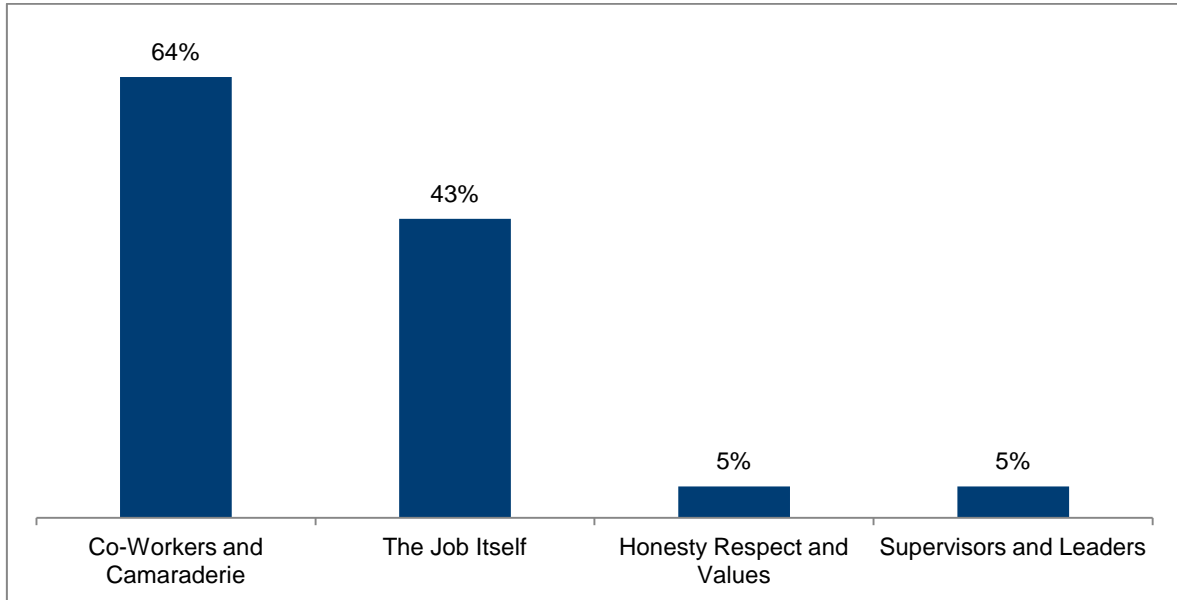
5.2 Top five biggest differences within the District since 2014 - NEGATIVE

Question	Financial Crime Group 2015	Financial Crime Group 2014	NZ Police 2015
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	39.3	57.7	30.9
1.4: My performance is fairly assessed	59.7	76.9	52.7
11.3: I believe actions will be taken based on the results of this survey	45.2	57.7	29.3
9.7: NZ Police delivers on the promises it makes to its customers	52.5	63.5	51.5
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	75.4	86.3	68.5

6. Employee Comments Theme Analysis

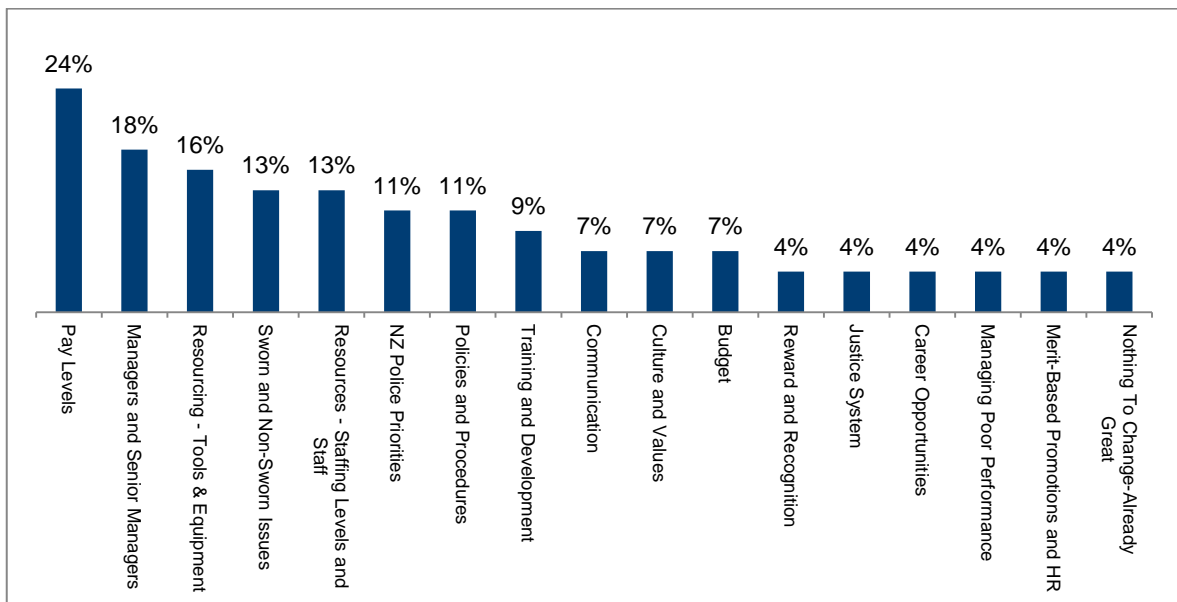
Employee comments to the two open-ended questions were analysed to provide further insight into the things people feel are working well and things that could be further improved.

6.1 One thing that makes this a great place to work



Close to two thirds of the people within the Financial Crime Group have indicated that it is their colleagues and sense of camaraderie that make NZ Police a great place to work. Aspects of the job itself were also mentioned by nearly half of the respondents.

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



When asked about the one thing that needs to change to make NZ Police a great place to work, pay levels were commented on by close to a quarter of people. Other frequently mentioned concerns include managers and senior managers, resourcing (in terms of both tools/equipment and staffing levels), as well as sworn and non-sworn issues.

7. Appendix 1 – All Question Results

Question	Financial Crime Group		NZ Police	
	2015	2014	2015	2014
1. The Work I Do	78.1	82.9	70.8	71.9
1.1: The responsibilities of my job are clearly defined	80.6	75.0	75.8	76.1
1.2: I know how my work contributes to the effectiveness of NZ Police	93.5	90.4	82.8	83.9
1.3: I understand how my performance is measured	66.1	75.0	59.4	61.1
1.4: My performance is fairly assessed	59.7	76.9	52.7	54.6
1.5: NZ Police provides adequate training for the work I do	48.4	55.8	40.0	44.8
1.6: The work I do makes good use of my knowledge and skills	83.9	88.5	74.4	75.0
1.7: My job gives me a sense of personal achievement	88.7	92.3	77.9	78.3
1.8: I am strongly committed to the work I do	91.9	98.1	89.1	88.6
1.9: I am motivated to do the best I can in my job everyday	90.3	94.2	85.1	85.1
2. Learning and Development	62.5	61.5	52.6	53.2
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	69.4	67.3	52.3	53.2
2.2: I am encouraged to try new ways of doing things	75.8	75.0	49.7	51.2
2.3: There are learning and development opportunities for me in NZ Police	54.8	61.5	54.8	55.0
2.4: There are career development opportunities for me in NZ Police	50.0	42.3	53.5	53.4
3. Work Conditions	73.8	72.1	52.8	56.2
3.1: I am satisfied with my physical work environment	79.0	76.9	60.1	62.5
3.2: The level of work-related stress I experience in my job is acceptable	77.4	73.1	52.2	54.9
3.3: I am able to maintain a balance between my personal and working life	91.9	92.2	64.9	67.2
3.4: The pay and benefits I receive are fair for the work I do	46.8	46.2	33.7	40.1
4. My Team	81.9	78.6	75.7	76.4
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	88.7	82.7	86.0	86.2
4.2: Roles and responsibilities are clearly defined in my team	83.9	80.8	76.4	76.9
4.3: The way work is allocated in my team is fair	79.0	78.8	71.5	72.5
4.4: People I work with cooperate to get the job done	90.3	86.5	86.1	86.5
4.5: I can rely on the support of others in my team	93.5	90.4	86.4	86.9
4.6: I feel part of an effective team	87.1	82.7	80.3	81.2
4.7: People are held accountable for their performance in my team	74.2	67.3	65.7	66.9
4.8: Poor performance is dealt with effectively in my team	58.1	59.6	53.3	54.4
5. Respect & Integrity in the Workplace	77.1	78.1	72.7	73.4
5.1: Staff in my team respect employee diversity	95.2	86.5	83.6	83.4
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	83.9	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	72.6	73.1	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)	69.4	73.1	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	64.5	75.0	63.0	64.4

Question	Financial Crime Group		NZ Police	
	2015	2014	2015	2014
6. My Supervisor	87.8	85.8	80.7	80.6
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	93.5	90.4	87.5	87.4
6.2: My supervisor treats staff with respect	93.5	88.5	87.5	86.7
6.3: My supervisor communicates the goals and objectives of our team effectively	90.3	82.7	78.8	79.0
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	87.1	80.4	81.0	81.1
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	75.4	86.3	68.5	68.8
6.6: I have confidence in my supervisor	87.1	86.5	80.9	80.8
7. Recognition	62.6	63.1	44.6	46.3
7.1: NZ Police has appropriate ways of recognising outstanding achievement	50.8	55.8	44.9	46.3
7.2: People here are appointed to positions based on merit	55.7	59.6	31.3	34.5
7.3: We celebrate success in NZ Police	66.1	63.5	47.5	47.0
7.4: I get recognition when I do a good job	69.4	67.3	50.3	52.7
7.5: I feel my contribution is valued in NZ Police	71.0	69.2	49.2	51.0
8. Vision and Purpose + Communication and Cooperation	71.7	69.7	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	66.1	71.2	60.0	62.3
8.2: Communication in my District or my Service Centre is open and honest	62.9	65.4	45.1	46.3
8.3: I feel informed about NZ Police and its activities	72.6	69.2	56.0	56.5
8.4: There is a sense of 'common purpose' in NZ Police	72.6	62.7	57.2	58.2
8.5: NZ Police is interested in the views and opinions of its staff	56.5	51.9	38.9	39.9
8.6: Teams within NZ Police work well together	58.1	59.6	54.1	54.3
8.7: I feel a sense of belonging to my District or my Service Centre	74.2	80.8	59.8	60.3
8.8: NZ Police cares about the well-being of its staff	69.4	71.2	48.7	50.9
8.9: NZ Police is an enjoyable place to work	85.5	82.7	71.2	72.4
8.10: I feel I am working for an effective organisation	82.3	71.2	62.8	64.2
8.11: I intend to continue working at NZ Police for at least the next 12 months	88.5	80.8	84.6	85.2
9. Quality and Excellence	69.9	68.7	58.7	60.8
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	59.7	61.5	52.9	55.1
9.2: NZ Police expects high standards of performance from its people	90.3	80.8	87.6	87.3
9.3: I have the tools and resources I need to do my job	63.9	61.5	53.4	57.2
9.4: I am sufficiently involved in decisions that affect the way I do my job	67.7	71.2	49.2	51.3
9.5: Systems and processes I use enable me to do my job well	75.8	67.3	59.1	60.8
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	79.0	75.0	57.5	59.1
9.7: NZ Police delivers on the promises it makes to its customers	52.5	63.5	51.5	55.1
10. Final Thoughts	83.6	84.0	72.1	73.3
10.1: Overall, I'm satisfied with my job	87.1	84.6	73.1	74.9
10.2: Overall, I would recommend NZ Police as a great place to work	80.6	82.7	66.6	68.3
10.3: I take an active interest in what happens in NZ Police	90.3	90.4	80.7	81.6
10.4: I feel inspired to go the extra mile to help NZ Police succeed	83.9	80.8	71.5	72.5
10.5: I feel a sense of commitment to NZ Police	90.3	90.4	80.9	81.8
10.6: NZ Police inspires me to do the best I can in my job every day	69.4	75.0	59.8	60.6

Question	Financial Crime Group		NZ Police	
	2015	2014	2015	2014
11. The Survey - Your Views	38.0	50.6	26.4	30.5
11.1: Changes in response to the 2014 Workplace Survey have had a positive impact on my team	29.5	36.5	19.0	22.6
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	39.3	57.7	30.9	35.2
11.3: I believe actions will be taken based on the results of this survey	45.2	57.7	29.3	33.8

Question	Financial Crime Group		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	91.9		81.7	
Yes	3.2		4.5	
No	4.8		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.

