

New Zealand Police Workplace Survey 2013

Summary of Findings Human Resources



April 2013

KeneXa[®]
an IBM Company

NOTE: 2012 trend data was unavailable for Human Resources due to organisational changes between 2012 and 2013

RESPONSE RATE

	Human Resources 2013	NZ Police 2013 (Total Org)
Number of Responses	173	8863
Response Rate	90.6%	74.8%

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

OVERALL PERCEPTIONS OF HUMAN RESOURCES AS A PLACE TO WORK

Section	Human Resources 2013	NZ Police 2013 (Total Org)
Performance Index (average of all questions in the survey)	65.7	62.3 (+3.4)
1. Vision and Purpose + Communication and Cooperation	62.3	54.9 (+7.4)
2. Quality and Excellence	58.4	48.1 (+10.3)
3. My Supervisor	71.0	76.6 (-5.6)
4. My Work Group	73.2	81.1 (-7.9)
5. My Job	66.9	62.4 (+4.5)
6. Respect & Integrity in the Workplace	79.4	73.4 (+6.0)
7. Learning and Development	57.5	57.9 (-0.4)
8. Performance and Feedback	62.2	69.7 (-7.5)
9. Recognition	58.4	48.1 (+10.3)
10. Final Thoughts (Engagement Index)	77.6	71.1 (+6.5)
11. The Survey - Your Views (Change Index)	43.6	30.6 (+13.0)

SCORES ACROSS HUMAN RESOURCES

Section	Human Resources	PNHQ - HR & BS Management	Human Resources
Performance Index (average of all questions in the survey)	67.7	62.8	65.7
1. Vision and Purpose + Communication and Cooperation	67.5	54.7	62.3
2. Quality and Excellence	64.2	49.9	58.4
3. My Supervisor	72.0	69.5	71.0
4. My Work Group	69.9	78.0	73.2
5. My Job	69.6	63.1	66.9
6. Respect & Integrity in the Workplace	78.6	80.6	79.4
7. Learning and Development	58.9	55.5	57.5
8. Performance and Feedback	61.6	63.1	62.2
9. Recognition	61.4	54.0	58.4
10. Final Thoughts (Engagement Index)	78.6	76.2	77.6
11. The Survey - Your Views (Change Index)	47.6	37.8	43.6

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

HOW ENGAGED ARE STAFF WITHIN HUMAN RESOURCES?

Engagement Index (average of all six engagement questions)

Human Resources 2013	NZ Police 2013 (Total Org)
77.6	71.1 (+6.5)

Engagement Profile

Engagement Group	Human Resources 2013	NZ Police 2013 (Total Org)
Engaged	32.9	24.5 (+8.4)
Ambivalent	57.3	59.9 (-2.6)
Disengaged	9.8	15.6 (-5.8)
Engagement Ratio	3.4:1	1.6:1

Proportion of Employee (%)

Engagement Across the Service Centre

Engagement Group	Human Resources	PNHQ - HR & BS Management	Human Resources
Engaged	40.8	21.4	32.9
Ambivalent	50.5	67.2	57.3
Disengaged	8.7	11.4	9.8
Engagement Index	78.6	76.2	77.6
Engagement Ratio	4.7:1	1.9:1	3.4:1

PERFORMANCE ENABLEMENT WITHIN HUMAN RESOURCES?

Performance Enablement Index (average of all eight enablement questions)

Human Resources 2013	NZ Police 2013 (Total Org)
62.1	54.3 (+7.8)

Enablement Questions

Concept	Question	Human Resources 2013	NZ Police 2013 (Total Org)
Quality emphasis	Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	67.3	52.9 (+14.4)
Involvement	NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	49.4	42.5 (+6.9)
	I am sufficiently involved in decisions that affect my work	63.0	52.5 (+10.5)
Resource access	I have the tools and resources I need to do my job	63.6	52.6 (+11.0)
	NZ Police's systems and processes enable me to do my job well	45.0	42.8 (+2.2)
Training	NZ Police provides adequate training for the work I do	54.9	49.7 (+5.2)
Collaboration	People I work with cooperate to get the job done	81.5	87.1 (-5.6)
Customer Service	NZ Police delivers on the promises it makes to its customers	72.1	54.2 (+17.9)

WHAT DRIVES EMPLOYEE ENGAGEMENT WITHIN HUMAN RESOURCES?

	Key Driver Questions	Human Resources 2013	NZ Police 2013 (Total Org)
	5.3: My job gives me a sense of personal achievement	80.3	79.7 (+0.6)
	1.3: NZ Police is an enjoyable place to work	70.5	66.8 (+3.7)
	7.2: The work I do makes good use of my knowledge and skills	73.4	75.3 (-1.9)
	5.5: I am sufficiently involved in decisions that affect the way I do my job	63.0	52.5 (+10.5)
	4.4: I feel part of an effective work group	68.8	78.3 (-9.5)
	7.3: I am encouraged to develop my knowledge, skills and abilities in NZ Police	57.8	56.9 (+0.9)
	1.4: NZ Police cares about the well-being of its staff	64.0	40.1 (+23.9)
	9.4: I feel my contribution is valued in NZ Police	60.7	48.0 (+12.7)
	5.2: I know how my work contributes to the effectiveness of NZ Police	87.3	81.7 (+5.6)
	7.4: I am encouraged to try new ways of doing things	61.8	53.9 (+7.9)

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 Service Centre. These key drivers are rank ordered. The colour coding for each question reveals if a particular key driver is scoring higher (green), lower (red), or the same (orange) as NZ Police overall. Red key drivers are important to your employees' engagement levels but score poorly compared to the rest of the organisation and hence represents a particularly useful leverage point when attempting to further engage employees.

PRIORITY AREAS – KEY DRIVER SCORES ACROSS KEY DEMOGRAPHIC GROUPS

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

Question	Human Resources	PNHQ - HR & BS Management	Human Resources
5.3: My job gives me a sense of personal achievement	83.5	75.7	80.3
1.3: NZ Police is an enjoyable place to work	74.8	64.3	70.5
7.2: The work I do makes good use of my knowledge and skills	73.8	72.9	73.4
5.5: I am sufficiently involved in decisions that affect the way I do my job	66.0	58.6	63.0
4.4: I feel part of an effective work group	68.0	70.0	68.8
7.3: I am encouraged to develop my knowledge, skills and abilities in NZ Police	58.3	57.1	57.8
1.4: NZ Police cares about the well-being of its staff	70.6	54.3	64.0
9.4: I feel my contribution is valued in NZ Police	66.0	52.9	60.7
5.2: I know how my work contributes to the effectiveness of NZ Police	88.3	85.7	87.3
7.4: I am encouraged to try new ways of doing things	65.0	57.1	61.8

TAKING ACTION WITHIN HUMAN RESOURCES?

Question	Human Resources 2013	NZ Police 2013 (Total Org)
11.1: I believe actions will be taken based on the results of this survey	55.5	34.9 (+20.6)
11.2: Changes in response to the 2012 Workplace Survey have had a positive impact on my work group	31.9	22.9 (+9.0)
11.3: My supervisor has actively involved our work group in making changes as a result of the last survey	43.5	34.0 (+9.5)

Taking Action within the Service Centre

Area	Change Index	Human Resources
Human Resources	47.6	43.6 (+4.0)
PNHQ - HR & BS Management	37.8	43.6 (-5.8)

BIGGEST POSITIVE DIFFERENCES TO NZ POLICE (TOTAL ORGANISATION)

Question	Human Resources 2013	NZ Police 2013 (Total Org)
1.4: NZ Police cares about the well-being of its staff	64.0	40.1 (+23.9)
11.1: I believe actions will be taken based on the results of this survey	55.5	34.9 (+20.6)
2.1: NZ Police delivers on the promises it makes to its customers	72.1	54.2 (+17.9)
5.9: The pay and benefits I receive are fair for the work I do	59.6	41.9 (+17.7)
1.10: NZ Police is interested in the views and opinions of its staff	52.0	34.8 (+17.2)
1.9: I feel informed about NZ Police and its activities	70.9	54.2 (+16.7)
1.5: There is a sense of 'common purpose' in NZ Police	69.8	53.5 (+16.3)
2.2: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	67.3	52.9 (+14.4)
9.5: People here are appointed to positions based on merit	46.2	32.9 (+13.3)
9.4: I feel my contribution is valued in NZ Police	60.7	48.0 (+12.7)

BIGGEST NEGATIVE DIFFERENCES TO NZ POLICE (TOTAL ORGANISATION)

Question	Human Resources 2013	NZ Police 2013 (Total Org)
3.6: I get regular feedback on my performance from my supervisor (formal/informal)	53.8	67.4 (-13.6)
4.3: Roles and responsibilities are clearly defined in my work group	63.0	76.2 (-13.2)
5.1: The responsibilities of my job are clearly defined	64.5	76.0 (-11.5)
8.2: People are held accountable for their performance in my work group	59.0	69.2 (-10.2)
8.3: Poor performance is dealt with effectively in my work group	42.6	52.6 (-10.0)
7.5: There are career development opportunities for me in NZ Police	43.3	53.3 (-10.0)
4.4: I feel part of an effective work group	68.8	78.3 (-9.5)
3.1: My supervisor communicates the goals and objectives of our work group effectively	65.9	74.3 (-8.4)
4.5: The way work is allocated in my workgroup is fair	63.4	71.6 (-8.2)
1.11: Work groups in NZ Police work well together	37.6	44.9 (-7.3)

BIGGEST POSITIVE DIFFERENCES TO NZ POLICE TOP 25%

Question	Human Resources 2013	NZ Police Top 25%
1.4: NZ Police cares about the well-being of its staff	64.0	55.8 (+8.2)
2.1: NZ Police delivers on the promises it makes to its customers	72.1	65.1 (+7.0)
5.9: The pay and benefits I receive are fair for the work I do	59.6	52.7 (+6.9)
11.1: I believe actions will be taken based on the results of this survey	55.5	49.4 (+6.1)
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	90.8	85.1 (+5.7)
1.10: NZ Police is interested in the views and opinions of its staff	52.0	49.4 (+2.6)
6.1: Staff in my workgroup respect employee diversity	88.4	86.1 (+2.3)
1.9: I feel informed about NZ Police and its activities	70.9	68.7 (+2.2)
5.6: I am satisfied with my physical work environment	72.7	70.6 (+2.1)
2.2: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	67.3	65.4 (+1.9)

BIGGEST NEGATIVE DIFFERENCES TO NZ POLICE TOP 25%

Question	Human Resources 2013	NZ Police Top 25%
3.6: I get regular feedback on my performance from my supervisor (formal/informal)	53.8	70.5 (-16.7)
4.3: Roles and responsibilities are clearly defined in my work group	63.0	79.3 (-16.3)
8.2: People are held accountable for their performance in my work group	59.0	75.0 (-16.0)
4.4: I feel part of an effective work group	68.8	84.6 (-15.8)
1.11: Work groups in NZ Police work well together	37.6	53.3 (-15.7)
8.3: Poor performance is dealt with effectively in my work group	42.6	58.2 (-15.6)
7.5: There are career development opportunities for me in NZ Police	43.3	58.4 (-15.1)
5.1: The responsibilities of my job are clearly defined	64.5	79.6 (-15.1)
4.5: The way work is allocated in my workgroup is fair	63.4	76.7 (-13.3)
1.8: Communication in my District or my Service Centre is open and honest	44.2	56.1 (-11.9)

RESPECT AND INTEGRITY WITHIN HUMAN RESOURCES

Question	Human Resources 2013	NZ Police 2013 (Total Org)
6.1: Staff in my workgroup respect employee diversity	88.4	82.9 (+5.5)
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	90.8	81.4 (+9.4)
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	74.6	70.2 (+4.4)
6.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	74.0	68.4 (+5.6)
6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	69.2	64.2 (+5.0)

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?

	Human Resources 2013	NZ Police 2013 (Total Org)
Not Applicable	80.3	84.0 (-3.7)
Yes	6.4	3.9 (+2.5)
No	13.3	12.1 (+1.2)

Gender Differences Within the Service Centre

Question	Human Resources - Female	Human Resources - Male
6.1: Staff in my workgroup respect employee diversity	86.4	92.1
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	89.1	93.7
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	75.5	73.0
6.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	74.5	73.0
6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	67.0	73.0
Respect & Integrity in the Workplace (Overall Section Score)	78.5	81.0

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?

	Human Resources - Female	Human Resources - Male
Not Applicable	80.9	79.4
Yes	6.4	6.3
No	12.7	14.3

SUMMARY AND KEY OBSERVATIONS – HUMAN RESOURCES

The following summary provides insight into how employees perceive Human Resources as a place to work and how it fares to the rest of NZ Police. Engagement levels within Human Resources are examined, along with the results of a statistical analysis looking for the key drivers of engagement. A cursory examination of employee comments is also provided. The section concludes with an overall summary that highlights the key issues within Human Resources that would likely provide it with the greatest improvement leverage when attempting to make Human Resources a truly great – and engaging – place to work.

Response Rate

There was an excellent response to the 2013 staff survey from Human Resources. Of 191 employees asked to participate, 173 responded, representing a response rate of 90.6%. This high response rate ensures the results presented in this report provide a very accurate indication of employee attitude and opinion towards the Service Centre.

How Employees Perceive Human Resources as a Place to Work

In terms of how staff perceive Human Resources as a place to work, the average score across all survey questions (the Performance Index) is 3.4 points higher than NZ Police overall, at 65.7%. While a year-on-year trend isn't possible at the total Service Centre level due to the introduction of PNHQ – HR & BS Management, at the next level within the *Human Resources teams* there has been a 3.8 points decline in survey scores overall, since 2012.

When looking at scores around specific topics, Human Resources employees are significantly more positive than the NZ Police average in six of the eleven survey section and significantly less positive in three sections.

Human Resources overall is statistically more positive in regard to their perceptions of 'The Survey', 'Recognition', 'Quality & Excellence', 'Engagement', 'Vision and Purpose + Communication and Cooperation', and 'Respect and Integrity' in the Workplace.

The Service Centre is on par with NZ Police overall in the sections about 'My Job' and 'Learning & Development' and somewhat less positive with regard to 'Performance & Feedback', 'My Workgroup', and 'My Supervisor'.

At the next level down, within the *Human Resources teams* the only section that hasn't declined since 2012 is 'Respect & Integrity', which has remained stable. The sections that have decreased the most since 2012 are about the job, the workgroup, and employee engagement. Within 'My Job' the biggest decreases were in regard to having the tools and resources to do the job, understanding how performance is measured and the perception that performance is measured fairly – all three of these questions declined by more than 13 points. Within 'My Workgroup' there were 2 items that declined by more than 10 points – the way work is allocated and clear roles and responsibilities. Lastly, within the Engagement Index, all questions have declined – between 3.9 to 9 points. Engagement will be further investigated later in this report.

There have, however, been some improvements at this level for some survey items that are often critical drivers of engagement – People feel more informed about NZ Police (up 10.2 to 81.4), People in Human Resources teams see a greater sense of common purpose than NZ Police (up 9.4 to 77.7), more people believe NZ Police expects high standards of performance (up 3.7 to 86.4), Supervisors are more willing to listen to ideas and suggestions (up 3.6 to 77.7), and more people are confident about raising ethical concerns without fear of reprisal (up 3.6 to 74.8).

Human Resources teams are mostly scoring higher than PNHQ – HR & BS Management – on average around five points higher. However, PNHQ – HR & BS Management are scoring higher on the 'My Workgroup' area in comparison to the other parts of Human Resources.

Respect and Integrity within the Human Resources

In general, people in Human Resources have a stronger impression than NZ Police as a whole that they understand and are able to confidently follow processes that encourage respect and integrity. The one area that is scoring a little low is in regard to confidence that issues about harassment, bullying or discrimination will be dealt with appropriately (69.2%).

Employee Engagement within Human Resources

At 77.6%, the Employee Engagement Index within Human Resources is statistically significantly higher than the NZ Police overall (+6.5). The proportion of staff that is highly engaged is much higher in HR at 32.9% compared to 24.5% for NZ Police. Only 9.8% of people in Human Resources are disengaged, compared to 15.6% in NZ Police overall.

At the next level down, Human Resources teams have had a 6.6 point drop in their Engagement Index since 2012 (to 78.6%), however the levels of Engagement within this part of Human Resources are still fairly strong, with more than 40% of staff highly engaged and only 8.7% disengaged. In PNHQ – HR & BS Management, engagement is a little lower with an Engagement Index of 76.2, and only 21.4% highly engaged.

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

Key Drivers of Employee Engagement – Leverage Points for Performance Improvement

Key driver analysis was performed on Human Resources results, and this process has highlighted which questions in the survey actually have the strongest relationship with employee engagement scores. They are the most influential to drive improvement in engagement levels.

There are three themes that emerge from the analysis as to what is most important – and engaging – to people in Human Resources: Meaningful work, growth and development, and feeling valued.

Firstly, it is important for people in Human Resources to have meaningful and challenging work that allows them to see a connection to the purpose of the NZ Police. In most cases Human Resources rate these aspects high – particularly in regard to having a sense of personal achievement, knowing how the work they do contributes to the success of the NZ Police, and having work that makes good use of their skills. There is one aspect that is scoring lower – and significantly lower than NZ Police overall – this is feeling part of an effective workgroup (scoring 9.5 points below the NZ Police average).

Secondly, being given the opportunity to grow and improve both themselves and the work they are doing is critical for engagement in Human Resources. Looking at the overall theme, this is an area that people in Human Resources would like to see improved. Managers need to encourage people to develop their skills and abilities, try new ways of doing things, as well as involve people more in decision making.

Lastly, it is important for people to feel valued and cared about – as a person, and for the contribution they make to NZ Police's purpose. Many people in Human Resources would like to see more of this from the organisational leaders. It should be noted however, than people in Human Resources are much more likely than other parts of NZ Police to feel that the organisations cares about their wellbeing (64% compared to 40.1% for NZ Police overall).

Performance Enablement within the Human Resources

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

People in Human Resources have much more positive perceptions than NZ Police overall, of how well the organisational culture enables high performance, however scores are still fairly low for many aspects of enablement.

People feel that NZ Police is largely customer focussed. However areas where Human Resources are scoring lowest are: effective systems and processes (45%), being interested in people's ideas and suggestions for improvement (49.4%), and having the training to be able to do their job effectively (54.9%). Although HR feel more enabled, they are less positive than the rest of NZ Police about working together in a collaborative manner (-5.6).

Taking Action within the Human Resources

Human Resources are much more positive than NZ Police as a whole in regard to their perceptions of how NZ Police uses the survey as a tool for change. In particular they are more optimistic that this survey will result in change (55.5% compared to 34.9%). Only 31.9% of people in Human Resources believe that changes in response to the last survey have impacted their work group positively.

Employee Comments

Examining the comments made by staff we see further support for the Key Drivers mentioned above. Many positive comments refer to camaraderie, teamwork and the sense of personal achievement they get from working at NZ Police. Staff are also positive about the interesting nature of the work they are doing and the value they see in the purpose of the NZ Police.

A number of issues were raised as things that needed to change. A significant number of comments referred to restructuring and organisational change. This is related to many people not feeling that they were involved in decision making – one of the key drivers that declined the most for Human Resources teams. It is also connected to a number of comments around the desire for more open and honest communication. There were also a number of comments around managing poor performance, and unclear (and unfair) criteria for promotion and development of staff.

Summary

On the whole, people in Human Resources are more positive than NZ Police overall. While it isn't possible to trend year-on-year results for Human Resources overall, due to the inclusion this year of PNHQ – HR & BS Management, at the next level within the Human Resources teams there has been a 3.8 points decline in survey scores overall, since 2012. The declines may be connected to people's perceptions of organisational change, as many people commented on this, as something that could have been done better – particularly from the point of view of communication and involving people in making decisions. Engagement levels have also declined since 2012, however they were very high to begin with, therefore the levels of engagement within Human Resources remain very good. The scores around respect and integrity remain strong within Human Resources.

There are three themes that emerge from the key driver analysis as to what is most important – and engaging – to people in Human Resources. Firstly, it is important for people in Human Resources to have meaningful and challenging work that allows them to see a connection to the purpose of the NZ Police. In most respects Human Resources rate these aspects very high. There is one aspect that is scoring lower – and significantly lower than NZ Police overall – this is feeling part of an effective workgroup. Secondly, being given the opportunity to grow and improve both themselves and the work they are doing. Managers need to encourage people to develop their skills and abilities. Lastly, it is important for people to feel valued and cared about – as a person, and for the contribution they make to NZ Police's purpose.

While people in Human Resources are more positive than NZ Police as a whole in how they regard action taking as a result of the survey, less than a third of people in Human Resources believe actions as a result of the last survey have been positive, and only half the people believe this survey will result in effective changes.

Where to Next?

The key to driving any change or improvement effort is in following a suitable **action plan**. An action planning template is provided over the page and allows you to detail the key issues to be addressed (focus areas), along with specific actions to occur, expected benefits, accountabilities, timeframes and progress reporting. Service Centre's 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.

TOTAL ORGANISATION RESULTS

RESPONSE RATE

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

OVERALL PERCEPTIONS OF THE NZ POLICE AS A PLACE TO WORK

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

ENGAGEMENT PROFILE

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

Proportion of Employees (%)

GLOSSARY

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

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

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

Engagement Ratio: the proportion of engaged to disengaged employees

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

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

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

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

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

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

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

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

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

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

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

