New Zealand Police Workplace Survey 2013

Summary of Findings ICT Service Centre

April 2013

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RESPONSE RATE

	ICT Service Centre 2013	ICT Service Centre 2012	NZ Police 2013 (Total Org)
Number of Responses	204	210	8863
Response Rate	78.5%	77.8%	74.8%

Note: For tables in this report where comparisons are made between the Service Centre's 2013 and 2012 scores, as well as between 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 THE ICT SERVICE CENTRE AS A PLACE TO WORK

Section	ICT Service Centre 2013	ICT Service Centre 2012	NZ Police 2013 (Total Org)
Performance Index (average of all questions in the survey)	56.0	48.1 (+7.9)	63.6 (-7.6)
1. Vision and Purpose + Communication and Cooperation	52.5	41.1 (+11.4)	54.9 (-2.4)
2. Quality and Excellence	47.8	NA	48.1 (-0.3)
3. My Supervisor	60.4	52.7 (+7.7)	76.6 (-16.2)
4. My Work Group	67.3	61.4 (+5.9)	79.9 (-12.6)
5. My Job	54.3	52.0 (+2.3)	62.4 (-8.1)
6. Respect & Integrity in the Workplace	71.0	60.8 (+10.2)	73.4 (-2.4)
7. Learning and Development	45.4	39.6 (+5.8)	58.9 (-13.5)
8. Performance and Feedback	52.9	45.2 (+7.7)	69.7 (-16.8)
9. Recognition	41.5	29.8 (+11.7)	48.1 (-6.6)
10. Final Thoughts (Engagement Index)	69.7	62.5 (+7.2)	71.1 (-1.4)
11. The Survey - Your Views (Change Index)	26.8	11.0 (+15.8)	28.9 (-2.1)

SCORES ACROSS THE ICT SERVICE CENTRE

Section	Central ICTSC	ICT Service Centre	Northern ICTSC	Southern ICTSC	ICT (Service Centre)
Performance Index	56.9	53.3	56.2	63.0	54.7
1. Vision and Purpose + Communication and Cooperation	58.0	50.9	55.9	55.2	52.5
2. Quality and Excellence	60.0	45.2	56.3	40.4	47.8
3. My Supervisor	55.6	61.1	55.0	69.2	60.4
4. My Work Group	70.8	69.0	62.3	80.8	69.3
5. My Job	55.7	53.1	55.0	62.3	54.3
6. Respect & Integrity in the Workplace	69.9	69.2	81.0	77.1	71.0
7. Learning and Development	42.4	39.1	37.5	53.6	40.3
8. Performance and Feedback	58.3	51.3	50.0	64.3	52.9
9. Recognition	40.8	38.7	47.0	64.3	41.5
10. Final Thoughts	71.5	67.5	74.2	83.3	69.7
11. The Survey - Your Views	31.9	26.3	33.3	26.2	27.7

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 THE ICT SERVICE CENTRE?

Engagement Index (average of all six engagement questions)

ICT Service Centre 2013	ICT Service Centre 2012	NZ Police 2013 (Total Org)
69.7	62.5 (+7.2)	71.1 (-1.4)

Engagement Profile

Engagement Group	ICT Service Centre 2013	ICT Service Centre 2012	NZ Police 2013 (Total Org)
Engaged	20.6	14.3 (+6.3)	24.5 (-3.9)
Ambivalent	62.2	62.8 (-0.6)	59.9 (+2.3)
Disengaged	17.2	22.9 (-5.7)	15.6 (+1.6)
Engagement Ratio	1.2:1	0.6:1	1.6:1

Proportion of Employees (%)

Engagement Across the Service Centre

Engagement Group	Central ICTSC	ICT Service Centre	Northern ICTSC	Southern ICTSC	ICT (Service Centre)
Engaged	12.5	19.9	25.0	35.7	20.6
Ambivalent	70.8	60.2	65.0	64.3	62.2
Disengaged	16.7	19.9	10.0	0.0	17.2
Engagement Index	71.5	67.5	74.2	83.3	69.7
Engagement Ratio	0.7:1	1:1	2.5:1	-	1.2:1

PERFORMANCE ENABLEMENT WITHIN ICT SERVICE CENTRE?

Performance Enablement Index (average of all eight enablement questions)

ICT Service Centre 2013	NZ Police 2013 (Total Org)
49.0	54.3 (-5.3)

Enablement Questions

Concept	Question	ICT Service Centre 2013	NZ Police 2013 (Total Org)
Quality emphasis	Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	52.2	52.9 (-0.7)
Involvement	NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	42.1	42.5 (-0.4)
	I am sufficiently involved in decisions that affect my work	48.0	52.5 (-4.5)
Resource access	I have the tools and resources I need to do my job	42.2	52.6 (-10.4)
	NZ Police's systems and processes enable me to do my job well	29.6	42.8 (-13.2)
Training	NZ Police provides adequate training for the work I do	31.4	49.7 (-18.3)
Collaboration	People I work with cooperate to get the job done	79.7	87.1 (-7.4)
Customer Service	NZ Police delivers on the promises it makes to its customers	67.2	54.2 (+13.0)

WHAT DRIVES EMPLOYEE ENGAGEMENT WITHIN THE ICT SERVICE CENTRE?

	Key Driver Questions	ICT Service Centre 2013	ICT Service Centre 2012	NZ Police 2013 (Total Org)
🟧	1.6: I feel a sense of belonging to my District or my Service Centre	58.1	45.7 (+12.4)	57.9 (+0.2)
🟧	1.3: NZ Police is an enjoyable place to work	63.9	56.7 (+7.2)	66.8 (-2.9)
🟥	5.3: My job gives me a sense of personal achievement	74.0	71.4 (+2.6)	79.7 (-5.7)
🟧	9.4: I feel my contribution is valued in NZ Police	48.5	34.3 (+14.2)	48.0 (+0.5)
🟩	1.2: I feel I am working for an effective organisation	67.0	44.8 (+22.2)	59.6 (+7.4)
🟧	2.2: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	52.2	NA	52.9 (-0.7)
🟩	1.5: There is a sense of 'common purpose' in NZ Police	61.6	47.6 (+14.0)	53.5 (+8.1)
🟥	9.5: People here are appointed to positions based on merit	25.0	19.7 (+5.3)	32.9 (-7.9)
🟧	2.4: NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	42.1	NA	42.5 (-0.4)
🟥	7.5: There are career development opportunities for me in NZ Police	23.6	NA	53.3 (-29.7)

Note: The table above shows the results of a statistical analysis identifying those things assessed in the survey that are the most engaging to staff members within the 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	Central ICTSC	ICT Service Centre	Northern ICTSC	Southern ICTSC	ICT (Service Centre)
1.6: I feel a sense of belonging to my District or my Service Centre	66.7	54.8	60.0	76.9	58.1
1.3: NZ Police is an enjoyable place to work	70.8	61.4	65.0	76.9	63.9
5.3: My job gives me a sense of personal achievement	79.2	71.9	70.0	92.9	74.0
9.4: I feel my contribution is valued in NZ Police	54.2	43.8	50.0	85.7	48.5
1.2: I feel I am working for an effective organisation	79.2	65.8	65.0	61.5	67.0
2.2: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	66.7	47.2	70.0	53.8	52.2
1.5: There is a sense of 'common purpose' in NZ Police	58.3	61.0	70.0	61.5	61.6
9.5: People here are appointed to positions based on merit	20.8	22.6	40.0	35.7	25.0
2.4: NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	60.9	40.4	45.0	23.1	42.1
7.5: There are career development opportunities for me in NZ Police	25.0	24.1	15.0	28.6	23.6

TAKING ACTION WITHIN THE ICT SERVICE CENTRE?

Question	ICT Service Centre 2013	ICT Service Centre 2012	NZ Police 2013 (Total Org)
11.1: I believe actions will be taken based on the results of this survey	31.4	14.8 (+16.6)	34.9 (-3.5)
11.2: Changes in response to the 2012 Workplace Survey have had a positive impact on my work group	22.3	7.2 (+15.1)	22.9 (-0.6)
11.3: My supervisor has actively involved our work group in making changes as a result of the last survey	29.4	NA	34.0 (-4.6)

Taking Action within the Service Centre

Area	Change Index	ICT Service Centre 2013
Central ICTSC	31.9	27.7 (+4.2)
ICT Service Centre	26.3	27.7 (-1.4)
Northern ICTSC	33.3	27.7 (+5.6)
Southern ICTSC	26.2	27.7 (-1.5)

BIGGEST DIFFERENCES WITHIN THE ICT SERVICE CENTRE SINCE 2012 - POSITIVE

Question	ICT Service Centre 2013	ICT Service Centre 2012	NZ Police 2013 (Total Org)
1.2: I feel I am working for an effective organisation	67.0	44.8 (+22.2)	59.6 (+7.4)
1.1: NZ Police has a clear vision of where it's going and how it's going to get there	63.5	41.9 (+21.6)	65.8 (-2.3)
1.11: Work groups in NZ Police work well together	37.9	19.1 (+18.8)	44.9 (-7.0)
11.1: I believe actions will be taken based on the results of this survey	31.4	14.8 (+16.6)	34.9 (-3.5)
9.1: I get recognition when I do a good job	53.4	38.1 (+15.3)	60.7 (-7.3)
11.2: Changes in response to the 2012 Workplace Survey have had a positive impact on my work group	22.3	7.2 (+15.1)	22.9 (-0.6)
3.6: I get regular feedback on my performance from my supervisor (formal/informal)	50.5	35.7 (+14.8)	67.4 (-16.9)
9.4: I feel my contribution is valued in NZ Police	48.5	34.3 (+14.2)	48.0 (+0.5)
1.5: There is a sense of 'common purpose' in NZ Police	61.6	47.6 (+14.0)	53.5 (+8.1)
1.9: I feel informed about NZ Police and its activities	50.7	37.8 (+12.9)	54.2 (-3.5)

BIGGEST DIFFERENCES WITHIN THE SERVICE CENTRE SINCE 2012 - NEGATIVE

Question	ICT Service Centre 2013	ICT Service Centre 2012	NZ Police 2013 (Total Org)
5.4: I have the tools and resources I need to do my job	42.2	48.1 (-5.9)	52.6 (-10.4)
1.4: NZ Police cares about the well-being of its staff	39.6	41.3 (-1.7)	40.1 (-0.5)
5.8: I am able to maintain a balance between my personal and working life	65.0	65.2 (-0.2)	67.8 (-2.8)
5.7: The level of work-related stress I experience in my job is acceptable	46.1	46.2 (-0.1)	56.0 (-9.9)

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BIGGEST POSITIVE DIFFERENCES TO NZ POLICE TOP 25%

Question	ICT Service Centre 2013	NZ Police Top 25%
2.1: NZ Police delivers on the promises it makes to its customers	67.2	65.1 (+2.1)

BIGGEST NEGATIVE DIFFERENCES TO NZ POLICE TOP 25%

Question	ICT Service Centre 2013	NZ Police Top 25%
7.5: There are career development opportunities for me in NZ Police	23.6	58.4 (-34.8)
8.2: People are held accountable for their performance in my work group	43.8	75.0 (-31.2)
4.3: Roles and responsibilities are clearly defined in my work group	50.0	79.3 (-29.3)
7.1: NZ Police provides adequate training for the work I do	31.4	59.8 (-28.4)
7.6: There are learning and development opportunities for me in NZ Police	36.8	64.5 (-27.7)
5.1: The responsibilities of my job are clearly defined	52.0	79.6 (-27.6)
8.3: Poor performance is dealt with effectively in my work group	32.5	58.2 (-25.7)
10.2: Overall, I would recommend NZ Police as a great place to work	54.2	79.7 (-25.5)
7.4: I am encouraged to try new ways of doing things	37.3	62.6 (-25.3)
3.1: My supervisor communicates the goals and objectives of our work group effectively	54.2	77.4 (-23.2)

RESPECT AND INTEGRITY WITHIN THE ICT SERVICE CENTRE

Question	ICT Service Centre 2013	ICT Service Centre 2012	NZ Police 2013 (Total Org)
6.1: Staff in my workgroup respect employee diversity	80.7	73.1 (+7.6)	82.9 (-2.2)
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	78.8	68.6 (+10.2)	81.4 (-2.6)
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	68.0	57.6 (+10.4)	70.2 (-2.2)
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)	66.2	54.8 (+11.4)	68.4 (-2.2)
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	61.4	50.0 (+11.4)	64.2 (-2.8)

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?

	ICT Service Centre 2013	ICT Service Centre 2012	NZ Police 2013 (Total Org)
Not Applicable	83.3	81.4 (+1.9)	84.0 (-0.7)
Yes	3.9	3.8 (+0.1)	3.9 (+0.0)
No	12.7	14.8 (-2.1)	12.1 (+0.6)

Gender Differences Within the Service Centre

Question	ICT Service Centre - Female	ICT Service Centre - Male
6.1: Staff in my workgroup respect employee diversity	75.6	82.2
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	78.3	79.0
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	65.2	68.8
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)	60.9	67.7
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	54.3	63.5
Respect & Integrity in the Workplace (Overall Section Score)	66.9	72.2

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?

	ICT Service Centre - Female	ICT Service Centre - Male
Not Applicable	71.7	86.7
Yes	4.3	3.8
No	23.9	9.5

SUMMARY AND KEY OBSERVATIONS –ICT SERVICE CENTRE

The following summary provides insight into how employees perceive the ICT Service Centre as a place to work and how it fares to the rest of NZ Police. Engagement levels within the Service Centre 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 the Service Centre that would likely provide it with the greatest improvement leverage when attempting to make the ICT Service Centre a truly great – and engaging – place to work.

Response Rate

With 204 responses to the survey, the ICT Service Centre achieved a 78.5% response rate. This response rate means the results presented in this report are representative of how employees within the ICT Service Centre perceive working for NZ Police.

How Employees Perceive the ICT Service Centre as a Place to Work

The Performance Index (the average score across all survey questions) for the service centre has increased by 7.9 points since 2012 with positive shifts in scores across all survey sections – ten of these being significant positive differences. The largest positive shifts occurred in 'The Survey – your Views' (+15.8), 'Recognition' (+11.7) and 'Vision and Purpose + Communication and Cooperation' (+11.4) sections. Looking at the largest differences in individual question scores between 2012 and 2013 it is clear that the shifts in section scores were influenced specifically by a positive change in people's confidence around change occurring as a result of the survey, their perception around getting recognition, feeling valued, working for an effective organisation with a clearer vision, teamwork, having a 'common purpose' and being kept informed - some of which are key drivers of engagement for the ICT Service Centre. There was only one significant decrease in score since 2012 – the perception of having the right tools and resources to do the job (-5.9).

Looking at the Performance Index for the ICT Service Centre compared to the NZ Police average there is a gap of 7.6 points. Six of the eleven sections are still falling significantly behind the NZ Police average with the largest difference in the 'Performance and Feedback' (-16.8) section followed by 'My Supervisor' (-16.2) and 'Learning and Development' (-13.5). Although the ICT Service Centre has made some good improvement on their scores from last year, they still have a little way to go before they are on par with the organisation as a whole.

A new analysis conducted in 2013 is a comparison of the ICT Service Centre's results against a 'NZ Police Top 25%' benchmark (a 'best practice' group that demonstrates what good results look like within the NZ Police context). When looking at this comparison we see no significantly positive differences in scores given the difference that still exists between this service centre and the NZ Police average. Looking at the largest negative differences in scores, four of the top ten come from the 'Learning and Development' section: existing career development opportunities (-34.8), adequate training (-28.4), learning and development opportunities (-27.7) and the ability to learn through trying new things (-25.3). Having career development opportunities is also a key driver of engagement for the ICT Service Centre.

Scores across the different groups within the ICT Service Centre are fairly similar with no clear best or worst group.

Respect and Integrity within the ICT Service Centre

All question scores across Respect and Integrity have seen a statistically significant positive shift since 2012 with differences ranging from 7.6 to 11.4 points. The largest improvements in score were around the confidence people felt in reporting inappropriate behaviour without reprisal, and that their concerns would be dealt with appropriately. Comparing scores to the NZ Police average there were no significant differences.

Looking at how inappropriate behaviour is dealt with, there has been a small increase in the proportion of people thinking this happened and a small decrease in the number who thought it had not when compared to 2012. Among those who have witnessed/experienced these behaviours, there is a small decrease in those who believe the issues were not addressed properly.

Overall, females scores less positively than males, but differences between scores are fairly marginal (ranging from 0.7 to 9.2) with the biggest difference in perceptions around confidence people have that their concerns related to the above inappropriate behaviour is dealt with appropriately (-9.2).

Employee Engagement within the ICT Service Centre

The ICT Service Centre has seen significant improvement in their Engagement Index with an increase of 7.2 points from 2012. This is reflected in the increased proportion of people classified as 'engaged' (+6.3%) and the decrease in those classified as disengaged (-5.7%). It is also positive to note that the ICT Service Centre is on par with the NZ Police average in their engagement level.

Looking at the different areas within the ICT Service Centre, Southern ICTSC does not have anyone classified as 'disengaged' with a third of the group classified as 'engaged'. However, it is important to note that there were only 14 responses from the Southern ICTSC compared to over 20 at all other centres. It is easier to gain higher engagement scores with a smaller number of people.

Below we provide the results of an analysis that identifies what engages the ICT 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 the ICT Service Centre's 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. Ten key drivers were identified for the ICT Service Centre. Two of these are scoring significantly above the NZ Police average (working for an effective organisation and having a sense of 'common purpose' – both also among the ten biggest improved areas) while three are scoring significantly below (gaining a sense of personal achievement from the job, merit based appointments and career development opportunities).

It is interesting to note that gaining a sense of personal achievement and having career development opportunities are both scoring significantly below the NZ Police average as well as perceiving that appointment to positions are merit based. The latter two also have the lowest overall scores (25.0 and 23.6 respectively). Perceptions around how people are appointed to positions and what development opportunities are available could be the result of insufficient communication. Ensuring that employees are aware of the reasoning behind someone's appointment to a new position could dramatically impact their perceptions of whether they perceive the process was fair and based on merit. Often the unknown or lack of having a clear understanding can lead to distrust and suspicion. Similarly, making sure that people know what career paths exist for them in their role and taking an interest in what paths individual's want to take in their careers can have a large impact on their perceptions of the opportunities available to them. Focusing on creating improvements in these areas will help to lift engagement at the ICT Service Centre.

Performance Enablement within the ICT Service Centre

'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. Overall, the ICT Service Centre has scored significantly below the NZ Police average (-5.3). There are four areas where the service centre scores significantly below the total organisation: having the tools, resources (also the only significant decrease since 2012), systems, processes and training to do the job, as well as cooperation from the people you work with. However, the ICT Service Centre scores significantly above the NZ Police average for delivering on the promises it makes to its customers.

Taking Action within the ICT Service Centre

Confidence in the survey process has increased in the ICT Service Centre since 2012 with 31.4% of people indicating they believe action will occur as a result of the survey. There was also an increase in the proportion of people who believed that changes from the 2012 survey had a positive impact on their work group. However, despite these positive shifts in scores, overall agreement to the Taking Action items ranges from 22.3 to 31.4 indicating that although the scores have seen improvement since last year (+15.1 to +16.6) there is still some way to go. The ICT Service Centre should continue to work on increasing these scores by ensuring they are involving employees and their managers in the action taken following the surveys. Communication of the process will play a critical role in people's perceptions of whether action is taken.

Employee Comments

Looking at the comments related to what makes NZ Police a great place to work, those in the ICT Service Centre indicated that contributing to society and the community as well as making a difference to the frontline police workers and NZ as a whole were what made it great. There was also mention made of the great co-workers and family feel that existed amongst staff and the variety of work that they are able to do.

Looking at what needs to change, many comments were made around finalising the restructure that the ICT Service Centre has been through recently saying it has been going on for too long. There were also a number of comments around management and leadership – ensuring that decisions were made with some form of consultation with staff at the coalface and making sure that decisions were made because something needed to be done not because someone wanted to make a decision. Career development opportunities (a key driver of engagement), workload and work-life balance, as well as transparency were also mentioned by people in the ICT Service Centre.

Note that this is a cursory analysis and it is recommended that you read the comments in detail.

Summary

Overall, the ICT Service Centre has made good improvement on their 2012 survey results increasing their Performance and Engagement Index scores. However, they are still behind the NZ Police average. There are three main areas where improvements could be made to increase scores over the next year.

The key driver analysis showed that it is important for people within the ICT Service Centre to feel connected to the organisation through a sense of belonging and 'common purpose'. A 'shared mission' and 'family feel' were mentioned often in the comments around what makes NZ Police a great place to work, so is something people are passionate about within the ICT Service Centre. Ensuring that effort is made to enhance this feeling of commitment to the organisation should result in positive shifts in scores for this service centre. Along with a commitment to the organisation, people also want the organisation to show a commitment to them through valuing their contribution and their ideas and suggestions to improve things.

Another area to focus on for improvement is around learning and development. Many of the largest differences to the 'NZ Police Top 25%' at the individual question score level, came from the 'Learning and Development' section, with the existence of career development opportunities coming up as a key driver. Having sufficient training – which is an enabling factor – was shown to have a significant negative gap to the NZ Police average indicating it is an area where improvement needs to be made. Ensuring staff have the correct training and feel like there is a future for them within the organisation are critical to them not only being able to do their job but also how long they will stay with the organisation – i.e. their commitment to the organisation. Action planning with the team to find out what learning and development opportunities they would like and then communicating what your plans are to implement will be critical to enhancing scores in this area. Another area to address is the perception around merit-based appointment, which ties back to people's perceptions of career opportunities – are the availability of these opportunities fair. The Central ICTSC and ICT Service Centre areas achieved particularly low scores on this question suggesting support is needed.

Running the survey is just taking a measurement; following through with action is what will impact the results for next year's survey. The ICT Service Centre made good progress on their low Taking Action scores from last year, however, effort must still be made to enhance scores in this area. A large part of taking action is communicating your actions plans and then updating people on these plans. Linking the action taking back to the survey is also critical – people need to understand that the changes that are happening around them are a direct result of the feedback they gave in their survey. Ensuring that people are informed of the plans and involved in the process should result in higher scores in this are for next year.

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 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.

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.