

# **New Zealand Police Workplace Survey 2011**

## Summary of Findings: International Services Group

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**June 2011**



**Safer Communities Together** Kaupapa whai Oranga mō te iti me te rahi



## RESPONSE RATE

	International Services Group 2011	International Services Group 2010	NZ Police 2011 (Total Org)
Number of Responses	38	53	9503
Response Rate	51.4%	53.0%	79.2%

Note: For the tables below **Green font** indicates that the Service Centre's score is statistically higher than the average score for NZ Police on that survey section/question. **Red font** indicates the score is statistically lower. The scores in the tables, excluding the response rate, are weighted mean scores (unless otherwise stated). See the glossary on the last page of this report for definitions of all terms used.

## OVERALL PERCEPTIONS OF THE INTERNATIONAL SERVICES GROUP AS A PLACE TO WORK

Section	International Services Group 2011	International Services Group 2010	NZ Police 2011 (Total Org)
Performance Index	77.9	64.4 (+13.5)	64.2 (+13.7)
1. Vision and Purpose + Communication and Cooperation	74.2	62.1 (+12.1)	59.2 (+15.0)
2. My Supervisor	82.9	62.4 (+20.5)	72.3 (+10.6)
3. My Work Group	85.3	73.5 (+11.8)	74.7 (+10.6)
4. My Job	77.0	66.0 (+11.0)	62.7 (+14.3)
5. Respect & Integrity in the Workplace	79.6	68.1 (+11.5)	68.1 (+11.5)
6. Learning and Development	73.9	61.2 (+12.7)	60.1 (+13.8)
7. Performance and Feedback	79.1	67.1 (+12.0)	66.7 (+12.4)
8. Recognition	69.8	55.5 (+14.3)	53.1 (+16.7)
9. Final Thoughts	85.9	70.2 (+15.7)	70.5 (+15.4)
10. The Survey - Your Views	58.4	45.3 (+13.1)	42.8 (+15.6)

## HIGHEST RATED AREAS WITHIN THE INTERNATIONAL SERVICES GROUP

Section	International Services Group 2011	International Services Group 2010	NZ Police 2011 (Total Org)
3.2: I can rely on the support of others in my work group	89.5	76.9 (+12.6)	78.3 (+11.2)
9.1: Overall, I'm satisfied with my job	89.5	70.8 (+18.7)	70.1 (+19.4)
9.5: I feel a sense of commitment to NZ Police	89.5	75.9 (+13.6)	76.2 (+13.3)
3.1: Staff in my work group work well together	89.2	76.9 (+12.3)	77.5 (+11.7)
4.3: My job gives me a sense of personal achievement	88.6	77.8 (+10.8)	76.1 (+12.5)
3.5: I feel part of an effective work group	88.5	76.4 (+12.1)	74.3 (+14.2)
9.3: I take an active interest in what happens in NZ Police	88.2	75.0 (+13.2)	74.8 (+13.4)
2.6: I have confidence in my supervisor	87.8	63.0 (+24.8)	74.5 (+13.3)
7.1: NZ Police expects high standards of performance from its people	87.5	76.9 (+10.6)	77.0 (+10.5)
2.3: My supervisor behaves in a way that is consistent with the values of NZ Police	87.2	67.9 (+19.3)	76.3 (+10.9)

## LOWEST RATED AREAS WITHIN THE INTERNATIONAL SERVICES GROUP

Section	International Services Group 2011	International Services Group 2010	NZ Police 2011 (Total Org)
10.2: Changes in response to the 2010 Workplace Survey have had a positive impact on my workgroup	54.1	41.2 (+12.9)	40.8 (+13.3)
8.5: People here are appointed to positions based on merit	62.9	48.6 (+14.3)	43.7 (+19.2)
10.1: I believe actions will be taken based on the results of this survey	63.2	49.5 (+13.7)	44.8 (+18.4)
4.9: The pay and benefits I receive are fair for the work I do	65.5	59.0 (+6.5)	50.8 (+14.7)
1.11: Work groups in NZ Police work well together	66.2	55.8 (+10.4)	51.9 (+14.3)
8.3: NZ Police has appropriate ways of recognising outstanding achievement	68.2	53.8 (+14.4)	52.9 (+15.3)
4.10: I understand how my performance is measured	68.6	64.2 (+4.4)	60.8 (+7.8)
1.10: NZ Police is interested in the views and opinions of its staff	68.9	45.3 (+23.6)	45.3 (+23.6)
1.9: I feel informed about NZ Police and its activities	69.1	63.2 (+5.9)	57.1 (+12.0)
1.4: NZ Police cares about the well-being of its staff	69.1	54.7 (+14.4)	51.9 (+17.2)

## SCORES ACROSS THE INTERNATIONAL SERVICES GROUP

Section	International Services Area	Overseas Deployment Area	International Service Group
Performance Index	77.9	77.9	77.9
1. Vision and Purpose + Communication and Cooperation	75.5	73.3	74.2
2. My Supervisor	78.8	86.0	82.9
3. My Work Group	85.9	84.8	85.3
4. My Job	76.9	77.0	77.0
5. Respect & Integrity in the Workplace	77.0	81.4	79.6
6. Learning and Development	71.7	75.5	73.9
7. Performance and Feedback	77.6	80.2	79.1
8. Recognition	72.8	67.6	69.8
9. Final Thoughts	87.8	84.5	85.9
10. The Survey - Your Views	67.2	51.8	58.4

Weighted Mean Scores (%)

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 INTERNATIONAL SERVICES GROUP?

**Engagement Index** (average of all six engagement questions)

International Services Group 2011	International Services Group 2010	NZ Police (Total Org)
85.9	70.2 (+15.7)	70.5 (+15.4)

Weighted Mean Score (%)

### Engagement Profile

Engagement Group	International Services Group 2011	International Services Group 2010	NZ Police (Total Org)
Engaged	52.6	24.5 (+28.1)	21.3 (+31.3)
Ambivalent	47.4	62.3 (-14.9)	63.2 (-15.8)
Disengaged	0.0	13.2 (-13.2)	15.5 (-15.5)

Proportion of Employees (%)

## RESPECT AND INTEGRITY WITHIN THE INTERNATIONAL SERVICES GROUP?

Question	International Services Group 2011	NZ Police (Total Org)
5.1: Staff in my workgroup respect employee diversity	94.6	75.9 (+18.7)
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	86.5	77.6 (+8.9)
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	81.1	64.7 (+16.4)
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)	81.1	62.4 (+18.7)
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	78.4	57.8 (+20.6)

Level of Agreement (%)

5.6: 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?

	International Services Group 2011	NZ Police (Total Org)
Not Applicable	76.3	82.1 (-5.8)
Yes	7.9	4.6 (+3.3)
No	15.8	13.3 (+2.5)

## WHAT DRIVES EMPLOYEE ENGAGEMENT WITHIN THE INTERNATIONAL SERVICES GROUP?

	Key Driver Questions	International Services Group 2011	International Services Group 2010	NZ Police (Total Org)
	1.3: NZ Police is an enjoyable place to work	83.6	71.2 (+12.4)	68.3 (+15.3)
	4.3: My job gives me a sense of personal achievement	88.6	77.8 (+10.8)	76.1 (+12.5)
	1.6: I feel a sense of belonging to my District/Service Centre	77.8	62.3 (+15.5)	61.7 (+16.1)
	1.2: I feel I am working for an effective organisation	77.1	67.9 (+9.2)	59.7 (+17.4)
	6.2: The work I do makes good use of my knowledge and skills	82.9	68.9 (+14.0)	68.9 (+14.0)
	6.4: I am encouraged to try new ways of doing things	72.3	57.5 (+14.8)	57.8 (+14.5)
	4.7: The level of work-related stress I experience in my job is acceptable	79.1	61.3 (+17.8)	58.3 (+20.8)
	6.5: There are career and personal development opportunities for me in NZ Police	71.1	61.8 (+9.3)	61.1 (+10.0)
	6.1: NZ Police provides adequate training for the work I do	71.1	55.3 (+15.8)	54.8 (+16.3)

Weighted Mean Score (%)

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 New Zealand Police (Total Org). These key drivers are rank ordered. The colour coding for each question reveals if a particular Service Centre/District 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.

## ANATOMY OF A GREAT WORKPLACE™

Over a decade of research by JRA on what makes a great workplace in New Zealand reveals there are four common characteristics – Vision & Values, a strong sense of Community, a focus on employee Development, and a strong Performance Culture. The table below illustrates where the Service Centre's engagement drivers tend to fall and whether there is a specific pillar or more that should be targeted when looking for change targets.

	Vision and Values	Community	Development	Performance Culture
<b>Organisation level</b>		1.3: NZ Police is an enjoyable place to work	6.5: There are career and personal development opportunities for me in NZ Police	1.2: I feel I am working for an effective organisation
<b>Team level</b>			6.4: I am encouraged to try new ways of doing things	
<b>Individual level</b>		1.6: I feel a sense of belonging to my District/Service Centre	6.2: The work I do makes good use of my knowledge and skills 4.3: My job gives me a sense of personal achievement 6.1: NZ Police provides adequate training for the work I do	4.7: The level of work-related stress I experience in my job is acceptable

## 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.

Key Driver Questions	International Services Area	Overseas Deployment Area	International Service Group	Total Organisation
1.3: NZ Police is an enjoyable place to work	84.4	83.0	83.6	68.3
4.3: My job gives me a sense of personal achievement	85.7	90.5	88.6	76.1
1.6: I feel a sense of belonging to my District/Service Centre	82.8	73.8	77.8	61.7
1.2: I feel I am working for an effective organisation	82.8	72.5	77.1	59.7
6.2: The work I do makes good use of my knowledge and skills	81.3	84.1	82.9	68.9
6.4: I am encouraged to try new ways of doing things	70.3	73.8	72.3	57.8
4.7: The level of work-related stress I experience in my job is acceptable	73.3	83.0	79.1	58.3
6.5: There are career and personal development opportunities for me in NZ Police	65.6	75.0	71.1	61.1
6.1: NZ Police provides adequate training for the work I do	67.2	73.9	71.1	54.8

Weighted Mean Score (%)

## SUMMARY AND KEY OBSERVATIONS – THE INTERNATIONAL SERVICES GROUP

When taking into account all responses within International Service Group to all survey questions, the Performance Index score for International Service Group is statistically significantly higher than the NZ Police average. This is consistent across all sections of the survey.

Since 2010, International Service Group has seen significant improvements in all survey sections. The biggest increases were in the 'My Supervisor' section, which increased 20.5% from 2010 to 82.9%. Staff in International Service Group also rated the 'My Work Group' section very highly at 85.3% overall. These two sections produced 5 of the highest rated questions and saw some of the highest increases from 2010. Three of the highest rated questions were from the engagement section, all with significant improvements from 2010.

All the lowest rated questions showed strong improvements from 2010. Four of the lowest rated questions relate to 'Vision and Purpose + Communication and Cooperation', indicating that while they have a strong cohesive unit themselves, they are not sure about the rest of the NZ Police. All of the lowest rated questions are significantly higher than the NZ Police average.

In terms of employee engagement levels, International Service Group staff are significantly more engaged than the NZ Police average, and have improved significantly since 2010, with no staff in International Service Group disengaged at the time of the survey.

In terms of what International Service Group may benefit from focussing on the most, the majority of key driver questions for NZ Police overall in the 'Anatomy of a Great Workplace model' cluster in the 'Development' pillar. International Service Group rate all these factors higher than the NZ Police average, however International Services Area are slightly lower than the Overseas Deployment Area, and could benefit from further opportunities to develop in their current roles as well as for future opportunities. Reviewing systems for recognising staff performance is also an area that staff would like to see improved.

## 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 2011 (Total Org)	NZ Police 2010 (Total Org)
Number of Responses	9503	9280
Response Rate	79.2%	77.1%

### OVERALL PERCEPTIONS OF THE NZ POLICE AS A PLACE TO WORK

Section	NZ Police 2011	NZ Police 2010
Performance Index	64.2	63.1 (+1.1)
1. Vision and Purpose + Communication and Cooperation	59.2	57.1 (+2.1)
2. My Supervisor	72.3	71.3 (+1.0)
3. My Work Group	74.7	74.3 (+0.4)
4. My Job	62.7	61.9 (+0.8)
5. Respect & Integrity in the Workplace	68.1	66.8 (+1.3)
6. Learning and Development	60.1	60.2 (-0.1)
7. Performance and Feedback	66.7	67.6 (-0.9)
8. Recognition	53.1	51.6 (+1.5)
9. Final Thoughts	70.5	68.6 (+1.9)
10. The Survey - Your Views	42.8	40.2 (+2.6)

Weighted Mean Score (%)

### ENGAGEMENT PROFILE

Engagement Group	NZ Police 2011	NZ Police 2010
Engaged	21.3	17.8 (+3.5)
Ambivalent	63.2	64.4 (-1.2)
Disengaged	15.5	17.8 (-2.3)

Proportion of Employees (%)

## Workplace Survey

### Action Plan Template

Item #	Focus Area (e.g recognition communication, performance,)	Action Agreed	Progress/completion measured by?	Timeframe for agreed actions	Person Responsible	Outcomes/ Benefits Expected	Relate to existing initiatives? Yes/No	How progress will be communicated to staff



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## GLOSSARY

**Anatomy of a Great Workplace:** Research carried out by JRA over many years into the nature of great workplaces has revealed that best-practice organisations all share four common characteristics. We call these the 'four pillars' of JRA's Anatomy of a Great Workplace™. The four pillars are enduring organisational qualities that are the product of a variety of practices, each of which has been crafted by local leadership according to their organisation's unique circumstances. This model serves as a useful diagnostic and planning tool. In the Anatomy table, each of the key drivers of employee engagement within a particular demographic variable has been shown assigned to its applicable 'Pillar'. Additionally, each key driver has been positioned to indicate whether action should be focused at the individual, team, or organisation level. By examining the concentration of key drivers in each Pillar it is possible to gain further insight into areas where intervention strategies are most likely to deliver significant performance gains.

**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.

**Key Driver Analysis:** is a statistical technique (multiple regression) 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 weighted mean score was 72% on a particular question and the NZ Police average was 76%, 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. For example, if your survey sample had more than 800 respondents, then a difference of just 1% would be found to be 'statistically significant'. But clearly a difference of 1% is not particularly meaningful. In fact, it is probably too small to warrant any great change effort - regardless of whether it was identified as 'statistically significant'. As such, when viewing results online and thinking of 'what's important here', think of those things that represent *substantive* differences. That would likely be differences of around 3.5% or more for smaller groups (100 – 150 employees), and 2% or more for larger groups (above 450 employees).

**The Questionnaire:** The 2011 New Zealand Police Workplace Survey contained 67 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.

**Weighted Mean Score:** The survey scores reported herein are known as 'weighted mean scores'. They range between 0% and 100% and represent a 'strength of agreement' score. The weighted mean score is calculated by first converting each response option into a weighting (strongly agree = 100%, agree = 75%, neutral = 50%, disagree = 25%, and strongly disagree = 0%). All weighted responses are added together, and then divided by the total number of valid respondents (i.e., excluding all 'do not know' responses). A perfect score of 100% is achieved if respondents strongly agree with the statement, while 0% is scored if respondents strongly disagree. A score of around 75% is often desirable given that means most people have responded to a question with an 'agree'. But questions do vary and comparisons to your organisation's norms (the typical score) should be made.