New Zealand Police
Workplace Survey 2012
Summary of Findings:
International Services

April 2012

RESPONSE RATE

	International Services 2012	International Services 2011	NZ Police 2012 (Total Org)
Number of Responses	51	38	9393
Response Rate	68.0%	51.4%	77.1%

> 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 INTERNATIONAL SERVICES AS A PLACE TO WORK

Section	International Services 2012	International Services 2011	NZ Police 2012 (Total Org)
Performance Index (average of all questions in the survey)	76.2	77.9 (-1.7)	67.7 (+8.5)
1. Vision and Purpose + Communication and Cooperation	74.9	74.2 (+0.7)	63.9 (+11.0)
2. My Supervisor	77.5	82.9 (-5.4)	75.6 (+1.9)
3. My Work Group	79.8	85.3 (-5.5)	76.7 (+3.1)
4. My Job	78.1	77.0 (+1.1)	65.7 (+12.4)
5. Respect & Integrity in the Workplace	78.2	79.6 (-1.4)	71.2 (+7.0)
6. Learning and Development	71.4	73.9 (-2.5)	62.7 (+8.7)
7. Performance and Feedback	72.9	79.1 (-6.2)	69.4 (+3.5)
8. Recognition	71.3	69.8 (+1.5)	58.0 (+13.3)
9. Final Thoughts (Engagement)	81.8	85.9 (-4.1)	73.3 (+8.5)
10. The Survey - Your Views	64.8	58.4 (+6.4)	49.6 (+15.2)

HIGHEST RATED AREAS WITHIN INTERNATIONAL SERVICES

Question	International Services 2012	International Services 2011	NZ Police 2012 (Total Org)
9.5: I feel a sense of commitment to NZ Police	88.2	89.5 (-1.3)	78.1 (+10.1)
4.3: My job gives me a sense of personal achievement	87.7	88.6 (-0.9)	78.0 (+9.7)
4.6: I am satisfied with my physical work environment	85.3	83.1 (+2.2)	63.6 (+21.7)
7.1: NZ Police expects high standards of performance from its people	84.8	87.5 (-2.7)	79.3 (+5.5)
4.2: I know how my work contributes to the effectiveness of NZ Police	84.3	83.1 (+1.2)	76.9 (+7.4)
2.4: My supervisor treats staff with respect	84.0	86.8 (-2.8)	80.0 (+4.0)
9.3: I take an active interest in what happens in NZ Police	83.8	88.2 (-4.4)	76.7 (+7.1)
2.3: My supervisor behaves in a way that is consistent with the values of NZ Police	83.5	87.2 (-3.7)	79.2 (+4.3)
2.6: I have confidence in my supervisor	82.5	87.8 (-5.3)	77.1 (+5.4)
9.1: Overall, I'm satisfied with my job	82.4	89.5 (-7.1)	72.9 (+9.5)

LOWEST RATED AREAS WITHIN INTERNATIONAL SERVICES

Question	International Services 2012	International Services 2011	NZ Police 2012 (Total Org)
7.3: Poor performance is dealt with effectively in my work group	60.7	71.6 (-10.9)	60.4 (+0.3)
8.5: People here are appointed to positions based on merit	61.0	62.9 (-1.9)	48.2 (+12.8)
10.2: Changes in response to the 2011 Workplace Survey have had a positive impact on my workgroup	61.5	54.1 (+7.4)	47.8 (+13.7)
2.7: I get regular feedback on my performance from my supervisor (formal/informal)	64.5	70.9 (-6.4)	68.7 (-4.2)
4.10: I understand how my performance is measured	65.2	68.6 (-3.4)	63.9 (+1.3)
1.11: Work groups in NZ Police work well together	66.2	66.2 (0.0)	56.0 (+10.2)
6.5: There are career and personal development opportunities for me in NZ Police	66.2	71.1 (-4.9)	62.2 (+4.0)
4.11: My performance is fairly assessed	67.6	69.4 (-1.8)	63.6 (+4.0)
10.1: I believe actions will be taken based on the results of this survey	68.0	63.2 (+4.8)	51.5 (+16.5)
6.1: NZ Police provides adequate training for the work I do	68.1	71.1 (-3.0)	58.9 (+9.2)

BIGGEST DIFFERENCES WITHIN INTERNATIONAL SERVICES SINCE 2011 - POSITIVE

Question	International Services 2012	International Services 2011	NZ Police 2012 (Total Org)
4.8: I am able to maintain a balance between my personal and working life	82.4	74.3 (+8.1)	69.3 (+13.1)
1.1: NZ Police has a clear vision of where it's going and how it's going to get there	78.9	71.5 (+7.4)	67.8 (+11.1)
10.2: Changes in response to the 2011 Workplace Survey have had a positive impact on my workgroup	61.5	54.1 (+7.4)	47.8 (+13.7)
1.5: There is a sense of 'common purpose' in NZ Police	76.0	70.4 (+5.6)	62.8 (+13.2)
10.1: I believe actions will be taken based on the results of this survey	68.0	63.2 (+4.8)	51.5 (+16.5)
8.2: We celebrate success in NZ Police	73.5	69.4 (+4.1)	59.7 (+13.8)
1.4: NZ Police cares about the well-being of its staff	73.0	69.1 (+3.9)	56.9 (+16.1)
4.4: I have the tools and resources I need to do my job	81.4	77.7 (+3.7)	59.0 (+22.4)
4.9: The pay and benefits I receive are fair for the work I do	69.1	65.5 (+3.6)	53.0 (+16.1)
1.9: I feel informed about NZ Police and its activities	72.5	69.1 (+3.4)	62.8 (+9.7)
1.2: I feel I am working for an effective organisation	80.5	77.1 (+3.4)	65.6 (+14.9)

BIGGEST DIFFERENCES WITHIN INTERNATIONAL SERVICES SINCE 2011 - NEGATIVE

Question	International Services 2012	International Services 2011	NZ Police 2012 (Total Org)
7.3: Poor performance is dealt with effectively in my work group	60.7	71.6 (-10.9)	60.4 (+0.3)
2.1: My supervisor communicates the goals and objectives of our work group effectively	70.9	81.1 (-10.2)	72.4 (-1.5)
1.7: I intend to continue working at NZ Police for at least the next 12 months	77.9	85.5 (-7.6)	85.8 (-7.9)
9.1: Overall, I'm satisfied with my job	82.4	89.5 (-7.1)	72.9 (+9.5)
3.5: I feel part of an effective work group	81.4	88.5 (-7.1)	76.7 (+4.7)
3.2: I can rely on the support of others in my work group	82.4	89.5 (-7.1)	80.0 (+2.4)
2.5: My supervisor supports and encourages me in my job	77.5	84.5 (-7.0)	77.6 (-0.1)
3.1: Staff in my work group work well together	82.4	89.2 (-6.8)	79.1 (+3.3)
9.2: Overall, I would recommend NZ Police as a great place to work	78.9	85.5 (-6.6)	71.4 (+7.5)
2.7: I get regular feedback on my performance from my supervisor (formal/informal)	64.5	70.9 (-6.4)	68.7 (-4.2)

RESPECT AND INTEGRITY WITHIN INTERNATIONAL SERVICES

Question	International Services	NZ Police (Total Org)
5.1: Staff in my workgroup respect employee diversity	84.3	81.0 (+3.3)
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	90.2	80.9 (+9.3)
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	84.3	69.4 (+14.9)
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)	84.3	67.1 (+17.2)
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	76.5	63.5 (+13.0)

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	NZ Police (Total Org)
Not Applicable	78.4	83.4 (-5.0)
Yes	11.8	4.6 (+7.2)
No	9.8	12.0 (-2.2)

HOW ENGAGED ARE STAFF WITHIN INTERNATIONAL SERVICES?

Engagement Index (average of all six engagement questions)

International Services 2012	International Services 2011	NZ Police (Total Org)
81.8	85.9 (-4.1)	73.3 (+8.5)

Weighted Mean Score (%)

Engagement Profile

Engagement Group	International Services 2012	International Services 2011	NZ Police (Total Org)
Engaged	45.1	52.6 (-7.5)	27.8 (+17.3)
Ambivalent	52.9	47.4 (+5.5)	59.7 (-6.8)
Disengaged	2.0	0.0 (+2.0)	12.5 (-10.5)

Proportion of Employees (%)

WHAT DRIVES EMPLOYEE ENGAGEMENT WITHIN INTERNATIONAL SERVICES?

	Key Driver Questions	International Services 2012	International Services 2011	NZ Police (Total Org)
	1.3: NZ Police is an enjoyable place to work	82.4	83.6 (-1.2)	71.1 (+11.3)
	4.3: My job gives me a sense of personal achievement	87.7	88.6 (-0.9)	78.0 (+9.7)
	1.6: I feel a sense of belonging to my District or my Service Centre	76.5	77.8 (-1.3)	65.5 (+11.0)
	1.2: I feel I am working for an effective organisation	80.5	77.1 (+3.4)	65.6 (+14.9)
	6.2: The work I do makes good use of my knowledge and skills	81.9	82.9 (-1.0)	71.0 (+10.9)
	6.4: I am encouraged to try new ways of doing things	72.5	72.3 (+0.2)	61.9 (+10.6)
	4.7: The level of work-related stress I experience in my job is acceptable	79.4	79.1 (+0.3)	61.6 (+17.8)
	6.5: There are career and personal development opportunities for me in NZ Police	66.2	71.1 (-4.9)	62.2 (+4.0)
	4.5: I am sufficiently involved in decisions that affect the way I do my job	82.4	81.1 (+1.3)	60.3 (+22.1)
	6.1: NZ Police provides adequate training for the work I do	68.1	71.1 (-3.0)	58.9 (+9.2)

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 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
Organisation level		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
Team level			6.4: I am encouraged to try new ways of doing things	
Individual level	4.5: I am sufficiently involved in decisions that affect the way I do my job	1.6: I feel a sense of belonging to my District or my Service Centre	4.3: My job gives me a sense of personal achievement 6.2: The work I do makes good use of my knowledge and skills 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

SUMMARY AND KEY OBSERVATIONS – INTERNATIONAL SERVICES

When taking into account all responses to all survey questions, the Performance Index score for International Services is statistically similar to that from 2011, and significantly above that of NZ Police overall. However with all of International Services' results we should be aware that the response rate has been low for the past two years – 51.4% in 2011, and 68.0% in 2012. Although the Performance Index score for International Services is relatively high and relatively static, there are a number of questions in the survey that have seen significant increases or decreases.

On the positive side, perceptions of work/life balance have improved significantly from 2011 to a very good level. International Services staff also feel that the organisation has a much clearer vision and plan to achieve that than last year, as well as a better sense of common purpose. Actions taken to respond to the 2011 survey have built faith in this process, as both questions related to the survey resulting in positive action have improved significantly.

Questions that have had a significant decrease in score are primarily related to aspects of teamwork including support from others including supervisors, addressing poor performance, and overall perceived team effectiveness. Supervisors are seen as communicating less effectively than in 2011, and there has also been a drop in people's intention to stay with NZ Police for the next 12 months.

In terms of employee engagement levels, International Services staff are significantly more engaged than the NZ Police average, but less engaged than in 2011. Almost half the team can be considered to be engaged in their roles at NZ Police, which is a very good result (although note the low response rate to this survey of 68.0%). International Services score well on many of the 'key drivers of engagement,' which are those questions in the survey that have the biggest impact on the way people feel about the organisation on a day-to-day basis. Therefore reinforce the team's focus on providing an enjoyable workplace that people can feel a sense of belonging to, and anything that contributes to an individual's sense of personal achievement as this is a real strength of this team. A brief review of the comments in the survey suggests that frustration is caused by HR processes and bureaucracy, and the practices surrounding promotions are heavily questioned. Given that a key driver of engagement relates to the availability of career and personal development, perceived unfairness regarding promotions has the potential to be quite a disengaging factor (this is one of the lowest rating questions for International Services, and has had a significant decrease in results).

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 2012	NZ Police 2011
Number of Responses	9393	9503
Response Rate	77.1%	79.2%

OVERALL PERCEPTIONS OF THE NZ POLICE AS A PLACE TO WORK

Section	NZ Police 2012	NZ Police 2011
Performance Index	67.7	64.2 (+3.5)
1. Vision and Purpose + Communication and Cooperation	63.9	59.2 (+4.7)
2. My Supervisor	75.6	72.3 (+3.3)
3. My Work Group	76.7	74.7 (+2.0)
4. My Job	65.7	62.7 (+3.0)
5. Respect & Integrity in the Workplace	71.2	68.1 (+3.1)
6. Learning and Development	62.7	60.1 (+2.6)
7. Performance and Feedback	69.4	66.7 (+2.7)
8. Recognition	58.0	53.1 (+4.9)
9. Final Thoughts	73.3	70.5 (+2.8)
10. The Survey - Your Views	49.6	42.8 (+6.8)

Weighted Mean Score (%)

ENGAGEMENT PROFILE

Engagement Group	NZ Police 2012	NZ Police 2011
Engaged	27.8	21.3 (+6.5)
Ambivalent	59.7	63.2 (-3.5)
Disengaged	12.5	15.5 (-3.0)

Proportion of Employees (%)

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 2012 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.