

# **New Zealand Police Workplace Survey 2012**

## Summary of Findings: Communication Centres

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**April 2012**

**KeneXa® | JRA**



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

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An Analysis of Employee Engagement – Communication Centres  
April, 2012  
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## RESPONSE RATE

	Communication Centres 2012	Communication Centres 2011	NZ Police 2012 (Total Org)
Number of Responses	481	418	9393
Response Rate	89.9%	72.4%	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, and/or that a score has improved since the 2011 survey. **Red font** indicates the score is statistically lower, and/or has significantly declined since the 2011 survey. 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 COMMUNICATION CENTRES AS A PLACE TO WORK

Section	Communication Centres 2012	Communication Centres 2011	NZ Police 2012 (Total Org)
Performance Index (average of all questions in the survey)	69.2	65.2 (+4.0)	67.7 (+1.5)
1. Vision and Purpose + Communication and Cooperation	65.2	60.9 (+4.3)	63.9 (+1.3)
2. My Supervisor	75.7	70.3 (+5.4)	75.6 (+0.1)
3. My Work Group	76.7	72.6 (+4.1)	76.7 (0.0)
4. My Job	68.2	65.9 (+2.3)	65.7 (+2.5)
5. Respect & Integrity in the Workplace	74.4	68.8 (+5.6)	71.2 (+3.2)
6. Learning and Development	62.6	60.4 (+2.2)	62.7 (-0.1)
7. Performance and Feedback	70.9	68.8 (+2.1)	69.4 (+1.5)
8. Recognition	58.9	52.3 (+6.6)	58.0 (+0.9)
9. Final Thoughts (Engagement)	75.9	74.5 (+1.4)	73.3 (+2.6)
10. The Survey - Your Views	58.9	45.5 (+13.4)	49.6 (+9.3)

## HIGHEST RATED AREAS WITHIN THE COMMUNICATION CENTRES

Question	Communication Centres 2012	Communication Centres 2011	NZ Police 2012 (Total Org)
4.2: I know how my work contributes to the effectiveness of NZ Police	83.9	82.3 (+1.6)	76.9 (+7.0)
7.1: NZ Police expects high standards of performance from its people	83.1	82.2 (+0.9)	79.3 (+3.8)
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	82.6	76.7 (+5.9)	75.8 (+6.8)
1.7: I intend to continue working at NZ Police for at least the next 12 months	82.5	82.6 (-0.1)	85.8 (-3.3)
9.5: I feel a sense of commitment to NZ Police	81.6	80.2 (+1.4)	78.1 (+3.5)
4.3: My job gives me a sense of personal achievement	81.4	80.6 (+0.8)	78.0 (+3.4)
3.1: Staff in my work group work well together	80.0	75.5 (+4.5)	79.1 (+0.9)
3.2: I can rely on the support of others in my work group	79.8	76.3 (+3.5)	80.0 (-0.2)
2.4: My supervisor treats staff with respect	79.3	75.7 (+3.6)	80.0 (-0.7)
4.1: The responsibilities of my job are clearly defined	79.3	76.9 (+2.4)	73.2 (+6.1)

## LOWEST RATED AREAS WITHIN THE COMMUNICATION CENTRES

Question	Communication Centres 2012	Communication Centres 2011	NZ Police 2012 (Total Org)
8.5: People here are appointed to positions based on merit	47.2	43.0 (+4.2)	48.2 (-1.0)
4.5: I am sufficiently involved in decisions that affect the way I do my job	51.7	48.9 (+2.8)	60.3 (-8.6)
1.10: NZ Police is interested in the views and opinions of its staff	51.9	45.9 (+6.0)	51.3 (+0.6)
4.6: I am satisfied with my physical work environment	53.7	50.7 (+3.0)	63.6 (-9.9)
1.4: NZ Police cares about the well-being of its staff	54.9	53.1 (+1.8)	56.9 (-2.0)
6.6: I am satisfied with my learning and development opportunities in NZ Police	56.4	55.7 (+0.7)	59.1 (-2.7)
1.8: Communication in my District or my Service Centre is open and honest	56.5	50.1 (+6.4)	57.4 (-0.9)
10.2: Changes in response to the 2011 Workplace Survey have had a positive impact on my workgroup	57.8	43.3 (+14.5)	47.8 (+10.0)
6.4: I am encouraged to try new ways of doing things	57.9	54.0 (+3.9)	61.9 (-4.0)
1.11: Work groups in NZ Police work well together	58.1	52.5 (+5.6)	56.0 (+2.1)

## BIGGEST DIFFERENCES WITHIN THE COMMUNICATION CENTRES SINCE 2011 - POSITIVE

Question	Communication Centres 2012	Communication Centres 2011	NZ Police 2012 (Total Org)
10.2: Changes in response to the 2011 Workplace Survey have had a positive impact on my workgroup	57.8	43.3 (+14.5)	47.8 (+10.0)
10.1: I believe actions will be taken based on the results of this survey	60.3	48.0 (+12.3)	51.5 (+8.8)
8.2: We celebrate success in NZ Police	61.8	53.0 (+8.8)	59.7 (+2.1)
8.3: NZ Police has appropriate ways of recognising outstanding achievement	62.7	54.1 (+8.6)	58.8 (+3.9)
1.1: NZ Police has a clear vision of where it's going and how it's going to get there	72.8	64.3 (+8.5)	67.8 (+5.0)
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	73.0	65.3 (+7.7)	69.3 (+3.7)
2.7: I get regular feedback on my performance from my supervisor (formal/informal)	68.5	61.5 (+7.0)	68.7 (-0.2)
2.2: My supervisor encourages, and is willing to act on suggestions and ideas from my work group	74.2	67.3 (+6.9)	74.7 (-0.5)
8.1: I get recognition when I do a good job	60.9	54.1 (+6.8)	64.2 (-3.3)
2.1: My supervisor communicates the goals and objectives of our work group effectively	73.3	66.7 (+6.6)	72.4 (+0.9)

## BIGGEST DIFFERENCES WITHIN THE COMMUNICATION CENTRES SINCE 2011 - NEGATIVE

Question	Communication Centres 2012	Communication Centres 2011	NZ Police 2012 (Total Org)
4.8: I am able to maintain a balance between my personal and working life	66.7	67.3 (-0.6)	69.3 (-2.6)
4.7: The level of work-related stress I experience in my job is acceptable	58.4	58.8 (-0.4)	61.6 (-3.2)
1.7: I intend to continue working at NZ Police for at least the next 12 months	82.5	82.6 (-0.1)	85.8 (-3.3)

## SCORES ACROSS THE COMMUNICATION CENTRES

Section	Central Comm'S	Nat Comm'S M'Ment Group	Northern Comm'S	Southern Comm'S	Communication Centres
Performance Index	76.6	70.0	67.7	65.2	69.2
1. Vision and Purpose + Communication and Cooperation	74.4	66.3	62.9	61.2	65.2
2. My Supervisor	83.9	70.2	74.2	71.9	75.7
3. My Work Group	83.2	76.3	74.4	76.1	76.7
4. My Job	75.0	70.3	66.7	64.8	68.2
5. Respect & Integrity in the Workplace	78.5	70.6	75.3	68.3	74.4
6. Learning and Development	69.3	63.0	62.2	56.7	62.6
7. Performance and Feedback	78.1	73.3	69.3	66.9	70.9
8. Recognition	65.5	67.6	57.9	52.7	58.9
9. Final Thoughts	82.7	78.9	74.3	72.3	75.9
10. The Survey - Your Views	73.7	58.8	55.2	53.0	58.9

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.

## RESPECT AND INTEGRITY WITHIN THE COMMUNICATION CENTRES

Question	Communication Centres	NZ Police (Total Org)
5.1: Staff in my workgroup respect employee diversity	82.3	81.0 (+1.3)
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	89.2	80.9 (+8.3)
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	74.1	69.4 (+4.7)
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)	70.6	67.1 (+3.5)
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	67.1	63.5 (+3.6)

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?

	Communication Centres	NZ Police (Total Org)
Not Applicable	81.9	83.4 (-1.5)
Yes	7.9	4.6 (+3.3)
No	10.2	12.0 (-1.8)

## HOW ENGAGED ARE STAFF WITHIN THE COMMUNICATION CENTRES?

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

Communication Centres 2012	Communication Centres 2011	NZ Police (Total Org)
75.9	74.5 (+1.4)	73.3 (+2.6)

Weighted Mean Score (%)

### Engagement Profile

Engagement Group	Communication Centres 2012	Communication Centres 2011	NZ Police (Total Org)
Engaged	36.3	27.8 (+8.5)	27.8 (+8.5)
Ambivalent	53.5	60.5 (-7.0)	59.7 (-6.2)
Disengaged	10.2	11.7 (-1.5)	12.5 (-2.3)

Proportion of Employees (%)

## WHAT DRIVES EMPLOYEE ENGAGEMENT WITHIN THE COMMUNICATION CENTRES?

	Rank from 2011	Key Driver Questions	Communication Centres 2012	Communication Centres 2011	NZ Police (Total Org)
	2	1.3: NZ Police is an enjoyable place to work	69.7	68.4 (+1.3)	71.1 (-1.4)
	1	4.3: My job gives me a sense of personal achievement	81.4	80.6 (+0.8)	78.0 (+3.4)
	8	1.2: I feel I am working for an effective organisation	70.3	65.8 (+4.5)	65.6 (+4.7)
	5	4.7: The level of work-related stress I experience in my job is acceptable	58.4	58.8 (-0.4)	61.6 (-3.2)
	NA	4.5: I am sufficiently involved in decisions that affect the way I do my job	51.7	48.9 (+2.8)	60.3 (-8.6)
	7	4.9: The pay and benefits I receive are fair for the work I do	64.6	63.4 (+1.2)	53.0 (+11.6)
	NA	1.5: There is a sense of 'common purpose' in NZ Police	67.4	62.2 (+5.2)	62.8 (+4.6)
	6	1.6: I feel a sense of belonging to my District or my Service Centre	67.6	64.2 (+3.4)	65.5 (+2.1)
	NA	6.1: NZ Police provides adequate training for the work I do	65.9	63.2 (+2.7)	58.9 (+7.0)
	NA	4.11: My performance is fairly assessed	67.0	61.4 (+5.6)	63.6 (+3.4)

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 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. The rank of key drivers that were identified in 2011 is shown in the column headed "Rank from 2011".

## 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 1.5: There is a sense of 'common purpose' in NZ Police		1.2: I feel I am working for an effective organisation 4.9: The pay and benefits I receive are fair for the work I do
<b>Team level</b>				
<b>Individual level</b>	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 6.1: 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 4.11: My performance is fairly assessed

## 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 Comm'S	Nat Comm'S M'Ment Group	Northern Comm'S	Southern Comm'S	Communication Centres	Total Organisation
1.3: NZ Police is an enjoyable place to work	78.3	70.6	67.2	67.0	69.7	71.1
4.3: My job gives me a sense of personal achievement	88.1	83.8	79.3	79.4	81.4	78.0
1.2: I feel I am working for an effective organisation	78.6	61.8	69.4	65.2	70.3	65.6
4.7: The level of work-related stress I experience in my job is acceptable	67.1	67.6	57.0	51.0	58.4	61.6
4.5: I am sufficiently involved in decisions that affect the way I do my job	60.0	63.2	49.1	47.4	51.7	60.3
4.9: The pay and benefits I receive are fair for the work I do	74.3	66.2	61.3	62.6	64.6	53.0
1.5: There is a sense of 'common purpose' in NZ Police	76.7	58.8	66.8	60.7	67.4	62.8
1.6: I feel a sense of belonging to my District or my Service Centre	78.8	70.6	65.1	61.5	67.6	65.5
6.1: NZ Police provides adequate training for the work I do	73.1	57.4	66.0	59.0	65.9	58.9
4.11: My performance is fairly assessed	73.1	64.7	64.6	67.4	67.0	63.6

Weighted Mean Score (%)

## SUMMARY AND KEY OBSERVATIONS – COMMUNICATION CENTRES

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

### Response Rate

In 2012 a total of 481 people in the Centres completed the survey. This equates to 89.9% of all those invited to participate. This is an excellent response rate and is a far greater participation rate than 72.4% in 2011. It is also far greater than the NZ Police overall participation rate of 77.1%. The results presented in this report provide a very accurate indication of employee attitude and opinion towards the Communication Centres.

### How Employees Perceive the Communication Centres as a Place to Work

There has been an improvement since 2011 as to how people in the Communication Centres think about their place of work. In 2012 the Centres' 'Performance Index' – the average score across all questions across all employees – has increased to 69.2% (up +4.0%), which is a great improvement from 2011.

Almost all survey sections have had improvements worth noting, with the largest increases observed in the sections 'The Survey – Your Views', 'Recognition', 'Respect and Integrity in the Workplace' and 'My Supervisor', which have all had improvements greater than +5.0%.

The Communication Centres' 'Performance Index' also scores higher than NZ Police overall by +1.5%. The sections that score higher than the NZ Police average are 'My Job' (+2.5%), 'Respect and Integrity in the Workplace' (+3.2%), 'Performance and Feedback' (+1.5%), 'Final Thoughts – Engagement' (+2.6%) and 'The Survey – Your Views' (+9.3%). All other sections score the same as NZ Police.

The highest rated item across the survey is 'I know how my work contributes to the effectiveness of NZ Police' at 83.9%. At +7.0% higher than the NZ Police result, people in Communication Centres certainly have a better understanding of their contribution to the effectiveness of NZ Police. People feel that they are part of a group that works well together, and where they know they can rely upon each other in their job. People know what is expected of them and realise that NZ Police expects high standards of performance from them in return. Of the ten highest rated items, six of them score higher than NZ Police by significant margins, ranging from +3.4% to +7.0%. The item 'My job gives me a sense of personal achievement' has also been identified as a key driver of employee engagement in the Communication Centres. Interestingly though 'intention to stay' at NZ Police, although another high scoring item at 82.5% is significantly below NZ Police by -3.3%.

An examination of the Communication Centres' ten lowest rated items unveils three interesting observations. Firstly, just over half of the ten lowest rated items for 2012 were lowest rated items in 2011. Secondly, almost all ten lowest scoring items have increased significantly since 2011 (ranging from +1.8% to +14.5%). And thirdly, half of the ten lowest rated items score significantly below NZ Police overall. So while some items have improved, they still lag behind NZ Police overall. The low performing item 'I am sufficiently involved in decisions that affect the way I do my job' has also been identified as a key driver of engagement in the Communication Centres. On the upside, people in the Communication Centres are more positive than NZ Police overall about how well groups work together, and scores show that changes resulting from the last survey have had a positive impact of the workplace.

Survey items from 'My Supervisor', 'Recognition' and 'The Survey – Your Views' dominate the list of 'biggest increases' from 2011. People feel that their supervisor is much better than a year ago at communicating 'goals and objectives', 'encouraging and willing to act on suggestions' and providing 'regular feedback on performance'. People also feel more positive about being recognised for doing a good job, and that successes are celebrated and outstanding achievement is rewarded more appropriately. Meanwhile the greatest increases are seen in peoples' perception that the survey and the outcomes of the survey are having a positive impact on their workplace. It is unlikely that any of these increases are mutually exclusive of each other. Of the ten biggest increases the only item that falls below the NZ Police average is 'I get recognition when I do a good job' by -3.3%, despite this it has increased from a year ago.

Looking at results across the Communication Centres, large variance of results exists between the higher scoring Central Communications and all other Centres, particularly that of Southern Communications. With a 'Performance Index' score of 76.6% Central Communications is ahead of all other Centres from +6.6% to



+11.4%. Southern Communications, and to a lesser extent Northern Communications, score the lowest across most survey sections.

### **Respect and Integrity within the Communication Centres**

'Respect and Integrity in the Workplace' is a survey section that has increased markedly (+5.6%). Most people agree that employee diversity is respected within workgroups, that they know who to contact to report instances of workplace harassment, and that they are confident they could raise issues related to harassment or discrimination without fear of reprisal. However while many people have a degree of confidence that issues raised would be dealt with appropriately, approximately one-third of respondents were not able to agree with this level of confidence. The proportion of people who have witnessed some form of harassment, discrimination or workplace bullying, at 18.1% of staff, is more than the NZ Police overall result. Over half of those who have witnessed such an incident, do not believe it was dealt with effectively.

### **Employee Engagement within the Communication Centres**

While the Communication Centres' Engagement Index is similar to 2011, there has been a large shift in the proportion of people in the Centres who are now 'engaged' employees. The proportion of people who are 'engaged' is now 36.3% of staff, compared to 27.8% of staff a year ago. The proportion of people who are 'disengaged' this year stands at 10.2%. In effect this means there are many more positive voices within the Centres than negative voices by a ratio of 3.6 to 1.

### **Key Drivers of Employee Engagement – Leverage Points for Performance Improvement**

Key driver analysis identifies via statistical analysis those survey items that have the greatest impact on employee engagement, while at the same time determining how NZ Police is performing against those same items.

A total of ten key drivers of engagement have been identified for the Communication Centres. The key drivers are dominated by items from the 'Vision and Purpose + Communication and Cooperation' and 'My Job' survey sections. Communication Centre staff place great importance of having 'an enjoyable place to work', working for an 'effective organisation', feeling that they 'belong to the Centre' and have a 'sense of personal achievement in their work'. The Communication Centres perform either better than, or the same as NZ Police on these engaging items. Staff rate the Communication Centres higher than NZ Police for a sense of 'personal achievement', 'pay and benefits' and for their performance being 'fairly assessed'. However the items of 'The level of work related stress I experience in my job' and 'I am sufficiently involved in decisions that affect the way I do my job' are both rated significantly lower than NZ Police. Another item that the Communication Centres do well in, that is also important to staff, is the provision of training for people to do their job.

Using the 'Anatomy of a Great Workplace' model, we see that a sense of 'Community', 'Development' and a 'Performance Culture' are particularly important and engaging to staff and represent significant leverage points for continued improvements in the Communication Centres. A 'Performance Culture' is an area that is particularly important, and which is performing relatively well. All efforts should be made to ensure that this is maintained and leveraged further, as there is great potential to lift results above the NZ Police average. Meanwhile, the sense of 'Community' is an area of potential, with two of these three key driver items performing at the NZ Police average.

These key drivers offer the Communication Centres a 'springboard' to help lift scores and make improvements in other low scoring survey items, or areas within Communication Centres that are not performing as well as others. As seen in section scores, it is Central Communications that in general scores highest across the key driver items compared to other Centres, and is an area that may offer insights from the last 12 months that could be implemented in lower scoring Centres such as Southern and Northern Communications.

### **Employee Comments**

The elements that people like the best about working at NZ Police in the Communication Centres appear to have remained constant over the last 12 months, with the 'people we work with', the 'teamwork and camaraderie', the 'diversity and variety of work' and 'serving the community' all frequently mentioned in employee comments as elements that make working at NZ Police great. There is a sense of belonging, commitment and dedication in that people are working together to get the job done.

There are a wide variety of comments on the elements where NZ Police could do better. A large number of these refer to resourcing in general, with other comments made that are specific to staffing levels and tools and equipment required to do the job. Improved communication from management and comments



regarding better management/direct supervisor attitudes and actions are also mentioned. One theme in particular that is a real issue is the inability for people to take leave when they want too. This is something that is possibly reflected in the survey results, where people have rated their 'balance between personal and working life' lower than NZ Police.

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

## **Summary**

The 2012 survey results for the Communication Centres overall have improved greatly on the year prior. There have been substantial increases across almost all survey sections, which resulted in a much higher proportion of people in the Centres who are 'engaged' in their work, compared to those who are 'disengaged'. This improvement has allowed the Centres to get ahead of the overall NZ Police results, which has also had significant improvements since 2011.

There has undoubtedly been an investment in time allowing for improvements to be made in key areas since 2011. This is particularly noted with large increases seen for the 'The Survey – Your Views' items. More people certainly believe that the survey, and the outcomes of the survey, are having a positive impact on their workplace. While this is pleasing to see, scores on these survey 'impact items' still remain relatively low, meaning there is plenty of opportunity for post survey actions to have a greater impact on people's daily work.

Opportunities exist in Centres that score lower than the overall Communication Centres' results. Central Communications leads the way in 2012, with higher scores seen across the entire survey compared to all other Centres. Meanwhile specific attention is recommended to address low scores in Southern Communications, with the lowest scores across most survey sections, including 'Final thoughts - (Engagement)'. It is recommended that the Centres share ideas on what has (or hasn't) worked well for them since the previous survey, and look to leverage off each other to implement successful changes. For example people in Central Communications have a far more positive view of the impact of the 2011 survey, than colleagues from Southern Communications who tend to be more 'neutral' with their responses in regard to survey impact.

Research and experience has shown the linkage between well implemented post survey actions and initiatives, and improvements in engagement levels in subsequent employee surveys. The Communication Centres have an opportunity again to lift engagement levels by reinforcing the value of the survey, by demonstrating that the results are used for the purpose intended, and that people's feedback is taken seriously and that NZ Police is taking the steps required to make it a great place to work.

## 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 Centres 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 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 (%)

## 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 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.