New Zealand Police
Workplace Survey 2015

Summary of Findings
National Crime Group 2015

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1. Executive Summary

Overall NZ Police results have declined since 2014 and are now similar to results last seen in 2013. While people are highly invested in the work they do on a daily basis, fewer people feel a sense of connection and engagement with the NZ Police. The Key Driver analysis shows that the things identified as important to employees' engagement last year are just as relevant this year, however many people don't feel that their opinions and suggestions were acted upon in the past twelve months. Other key overall findings were that fewer employees this year feel positively about work conditions and their ability to deliver quality service.

This report focuses on your district/group, and is intended to give insight into how your people think and feel about working at NZ Police.

Response Rate

The response rate for the National Crime Group remains comparable to 2014 and considerably higher than NZ Police overall. With more than 80% of people responding, we can be confident that the survey results provide a good reflection of general employee attitude and opinion within the National Crime Group.

	National Crime Group 2015	National Crime Group 2014	NZ Police 2015
Number of Responses	155	132	8361
Response Rate	82.9%	86.8%	69.1%

Note: For tables in this report where comparisons are made between the District's 2015 and 2014 scores, as well as between the District and NZ Police (Total Org), green font indicates that the District'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.

Summary of Results

	National Crime Group 2015	National Crime Group 2014	NZ Police 2015
Performance Index	71.7	**76.8**	**63.2**
Engagement Index	80.7	84.3	**72.1**
Work Engagement Index	88.7	88.1	84.0
Change Index	45.1	46.6	**26.4**

Engagement Profile

	Engaged	Ambivalent	Disengaged
NZP 2015	26.4%	58.3%	15.3%
National Crime Group 2015	36.6%	54.2%	9.2%
National Crime Group 2014	40.9%	52.3%	6.8%

Summary of Findings

The National Crime Group generally compares favourably to NZ Police overall. Compared to 2014, there has been an overall decline in perceptions, with the largest decrease relating to learning and development. When comparing the two bigger teams within the National Crime Group, it is worth noting that they have fairly polarised views, with the Crime team having markedly more favourable perceptions. This is most clearly seen in the graphs comparing each team to all the Districts and Areas within NZ Police. Relative to 2014, the Crime team has had a general lift in scores. The only significant changes are: a significant decrease in relation to learning and development and a significant increase in perceptions of post-survey action.

Where to from here

Given the vastly different perceptions held by Crime and the National Fingerprints Centre, we would recommend different post-survey focus areas for each team. With learning and development being the only significant area of decline for the Crime team, this can be an area of focus for post-survey investigations. For the National Fingerprints Centre, encouragement of employee ideas and suggestions for improvement is one of the areas where it has the biggest gaps to both the wider organisation and the National Crime Group as a whole. Therefore, this can be a focus post-survey, particularly in relation to exploring people's views and opinions on how to increase organisational effectiveness or deliver better on customer promises – both of which are scoring significantly below the National Crime Group as a whole.

2. Section Summary

The section summary calculates the level of agreement to questions within each of the 11 sections of the survey, and provides insight into employees overall perceptions of the District as a place to work.

2.1 Across the District

	National Crime Group 2015	National Crime Group 2014	NZ Police
Performance Index (average of all questions in the survey)	71.7	**76.8**	**63.2**
1. The Work I Do	79.6	81.0	**70.8**
2. Learning and Development	54.1	**65.2**	52.6
3. Work Conditions	66.1	**72.9**	**52.8**
4. My Team	75.2	**82.5**	75.7
5. Respect & Integrity in the Workplace	77.1	80.3	72.7
6. My Supervisor	76.8	80.9	80.7
7. Recognition	63.8	66.8	**44.6**
8. Vision and Purpose + Communication and Cooperation	71.3	**78.8**	**58.0**
9. Quality and Excellence	72.6	**78.3**	**58.7**
10. Final Thoughts (Employee Engagement)	80.7	84.3	**72.1**
11. The Survey - Your Views (Change Index)	45.1	46.6	**26.4**

Please note that the scores shown above are calculated based on questions common across all three groups to ensure that comparisons are only being made for the same set of questions.

2.2 Across the Areas

Section	Crime		National Fingerprints Centre	
	2015	2014	2015	2014
Performance Index (average of all questions in the survey)	77.6	77.1	55.6	--
1. The Work I Do	81.9	81.4	73.2	--
2. Learning and Development	58.8	64.9	41.0	--
3. Work Conditions	72.5	73.5	48.4	--
4. My Team	81.5	83.1	58.0	--
5. Respect & Integrity in the Workplace	82.6	80.2	61.6	--
6. My Supervisor	84.6	80.7	55.5	--
7. Recognition	68.6	67.0	50.7	--
8. Vision and Purpose + Communication and Cooperation	77.6	79.3	54.1	--
9. Quality and Excellence	80.2	78.9	51.5	--
10. Final Thoughts (Employee Engagement)	87.8	84.5	61.4	--
11. The Survey - Your Views (Change Index)	52.0	47.0	26.4	--

Please note there were insufficient responses to display the results for OFCANZ (NCG)

2.3 Interpretation

Overall, there has been a significant decline in people's perceptions, as represented by the drop in the Performance Index. Of the five areas that have had a marked drop in scores, learning and development has decreased the most. Despite these declines, the National Crime Group still significantly outperforms NZ Police overall on most areas covered within the survey. At team level, people in the National Fingerprints Centre hold markedly less favourable views than the Crime team, particularly in relation to the immediate supervisor, as well as quality and excellence. Compared to 2014, the Crime team has had a significant lift in terms of perceptions of post-survey actions, but a significant drop in relation to learning and development.

2.3.1 Notes on Change Index

The Change Index is made up of three key questions and measures employees' perceptions of the activity and accountability demonstrated since the previous survey. There appears to be some correlation between the Change and Performance indices.

3. Engagement

Levels of engagement towards people's work remains comparable to 2014 and the sense of personal achievement derived from one's job is a clear strength for the National Crime Group relative to NZ Police overall. This pattern generally holds true for organisational engagement as well, though there have been significant declines on three questions relating to advocacy, taking an active interest and sense of commitment to NZ Police. It is worth noting that this is likely to be influenced by the polarised views of the two bigger teams within the National Crime Group, where the Crime Team remained one of the most engaged units in NZ Police, while the National Fingerprints Centre sits within the bottom quartile when compared against all Districts/Areas within NZ Police. Relative to 2014, a larger proportion of people in the Crime team are feeling inspired to go above and beyond.

3.1 Fulfilment, motivation and commitment towards work

In order to distinguish employees' connection with their work and NZ Police as an organisation, three questions have been identified to measure the sense of fulfilment, motivation and commitment people have towards their day-to-day work.

Question	National Crime Group 2015	National Crime Group 2014	NZ Police 2015
1.7 My job gives me a sense of personal achievement	85.6	83.3	**77.9**
1.8 I am strongly committed to the work I do	92.8	92.4	89.1
1.9 I am motivated to do the best I can in my job every day	87.6	88.6	85.1

	Crime		National Fingerprints Centre	
	2015	**2014**	**2015**	**2014**
1.7	86.6	84.0	82.9	--
1.8	94.6	92.4	87.8	--
1.9	91.1	88.5	78.0	--

Please note there were insufficient responses to display the results for OFCANZ (NCG)

3.2 Engagement with New Zealand Police

Organisational engagement refers to the level of connectedness an employee feels towards NZ Police as an organisation, expressed in their level of commitment, cognitive attachment and advocacy towards the organisation.

The Engagement Index is the average of all six engagement questions and measures employees' engagement with NZ Police as an organisation.

Question	National Crime Group 2015	National Crime Group 2014	NZ Police 2015
Engagement Index	80.7	84.3	**72.1**
10.1 Overall, I'm satisfied with my job	81.7	83.3	**73.1**
10.2 Overall, I would recommend NZ Police as a great place to work	78.4	**84.1**	**66.6**
10.3 I take an active interest in what happens in NZ Police	81.7	**90.2**	80.7
10.4 I feel inspired to go the extra mile to help NZ Police succeed	81.7	84.1	**71.5**
10.5 I feel a sense of commitment to NZ Police	84.3	**90.2**	80.9
10.6 NZ Police inspires me to do the best I can in my job every day	76.5	74.2	**59.8**

	Crime		National Fingerprints Centre	
	2015	**2014**	**2015**	**2014**
Index	87.8	84.5	61.4	--
10.1	86.6	84.0	68.3	--
10.2	85.7	84.0	58.5	--
10.3	90.2	90.1	58.5	--
10.4	89.3	84.0	61.0	--
10.5	90.2	90.1	68.3	--
10.6	84.8	74.8	53.7	--

Please note there were insufficient responses to display the results for OFCANZ (NCG)

3.3 District and Area Engagement Profile 2015

The Engagement Profile (distribution of engagement) shows the proportion of people who can be considered engaged, ambivalent or disengaged, and provides insight into the sorts of attitudes that can be expected from a group overall.

The National Crime Group has a more favourable engagement profile than NZ Police overall. However, this positive result appears to be largely driven by the Crime team, which has close to half of its people falling into the 'Engaged' category. In contrast, the National Fingerprints Centre has a higher proportion of disengaged than engaged staff and close to a quarter of its people fall in the 'Disengaged' category.
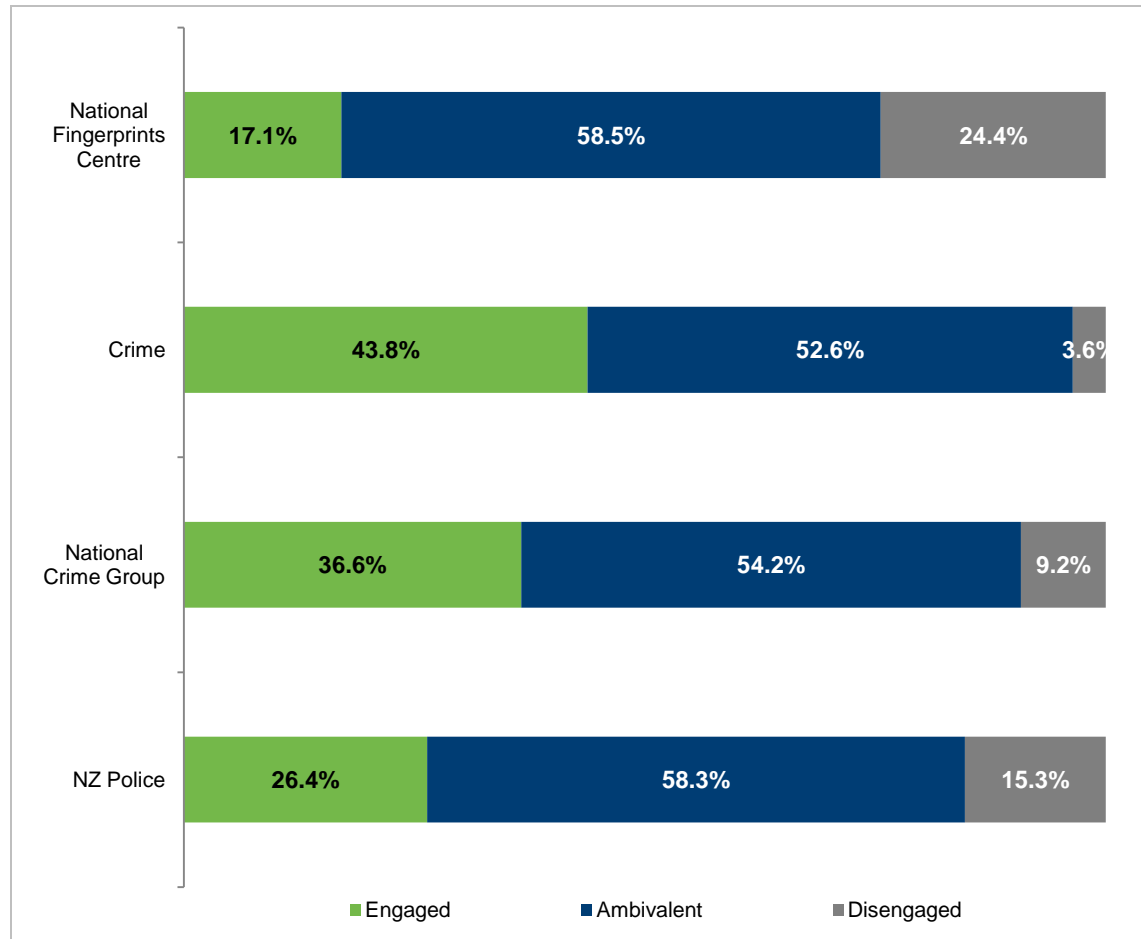
Please note there were insufficient responses to display the results for OFCANZ (NCG)

3.4 District and Area Engagement Profile Trend 2014-15

Compared to 2014, the proportion of disengaged staff has also most halved in Crime team, while the proportions in the other two engagement profile categories remain fairly stable.

Engagement Profile	Crime		National Fingerprints Centre	
	2015	2014	2015	2014
Engaged	43.8	41.2	17.1	--
Ambivalent	52.6	51.9	58.5	--
Disengaged	3.6	6.9	24.4	--

Please note there were insufficient responses to display the results for OFCANZ (NCG)

3.5 What drives our employee's engagement within the District?

Relative to 2014, there have been significant declines on most of the key driver items, with the biggest declines coming from questions that relate to care for staff well-being and delivery on customer promises. While perceptions for the National Crime Group as a whole remain significantly more favourable than NZ Police overall on the key driver questions, it is worth noting that people within Crime and the National Fingerprints Centre have vastly different views. Therefore, the best approach would be to consider the results of each group separately, instead of just looking at the overall National Crime Group results.

Key Driver Questions	National Crime Group 2015	National Crime Group 2014	NZ Police 2015
8.10: I feel I am working for an effective organisation	77.5	86.4	62.8
8.9: NZ Police is an enjoyable place to work	77.0	87.0	71.2
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	74.5	79.5	57.5
7.5: I feel my contribution is valued in NZ Police	70.6	77.9	49.2
8.4: There is a sense of 'common purpose' in NZ Police	74.8	82.6	57.2
9.4: I am sufficiently involved in decisions that affect the way I do my job	68.4	72.0	49.2
8.3: I feel informed about NZ Police and its activities	75.2	78.8	56.0
8.1: NZ Police has a clear vision of where it's going and how it's going to get there	71.7	81.7	60.0
8.8: NZ Police cares about the well-being of its staff	68.4	81.1	48.7
9.7: NZ Police delivers on the promises it makes to its customers	69.8	80.8	51.5

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 District. These key drivers are rank ordered. Any difference highlighted in green represents a statistically significant positive difference between the District and the comparison data. Any difference highlighted in red represents a statistically significant negative difference. Any non-coloured difference indicates a score statistically similar to the comparison data.

Those key drivers where the District is scoring significantly below the total organisation represent particularly useful leverage points when attempting to further engage employees.

4. Respect & Integrity reporting

Notably, since 2014, there has been a significant drop in the proportion of people agreeing that employee diversity is respected within their workgroups. Scores on all other questions remain comparable to 2014 and perceptions within the National Crime Group are significantly more favourable than NZ Police overall for two of the five questions.

Question	National Crime Group 2015	National Crime Group 2014	NZ Police 2015
5.1: Staff in my workgroup respect employee diversity	81.6	**93.9**	83.6
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	82.4	84.7	79.1
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	77.5	74.2	**69.2**
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)	76.3	75.0	**68.4**
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	67.8	73.8	63.0
If you have witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months, do you believe it has been dealt with effectively? Not Applicable	80.0	87.1	81.7
Yes	5.2	1.5	4.5
No	14.8	11.4	13.8

5. Biggest Differences 2014 - 2015

Of the questions that have had the biggest increases since 2014, only the one relating to recognition of outstanding achievement has had a significant improvement. However, the National Crime Group is significantly above NZ Police overall on all five questions. The biggest declines since 2014 relate to availability of learning and development opportunities (also the only item in the list that is significantly below NZ Police overall), perceived fairness of work allocation and staff well-being. Despite the decreases, the National Crime Group still compares favourably to NZ Police overall in the areas of care for well-being and acceptable levels of work-related stress.

5.1 Top five biggest differences within the District since 2014 - POSITIVE

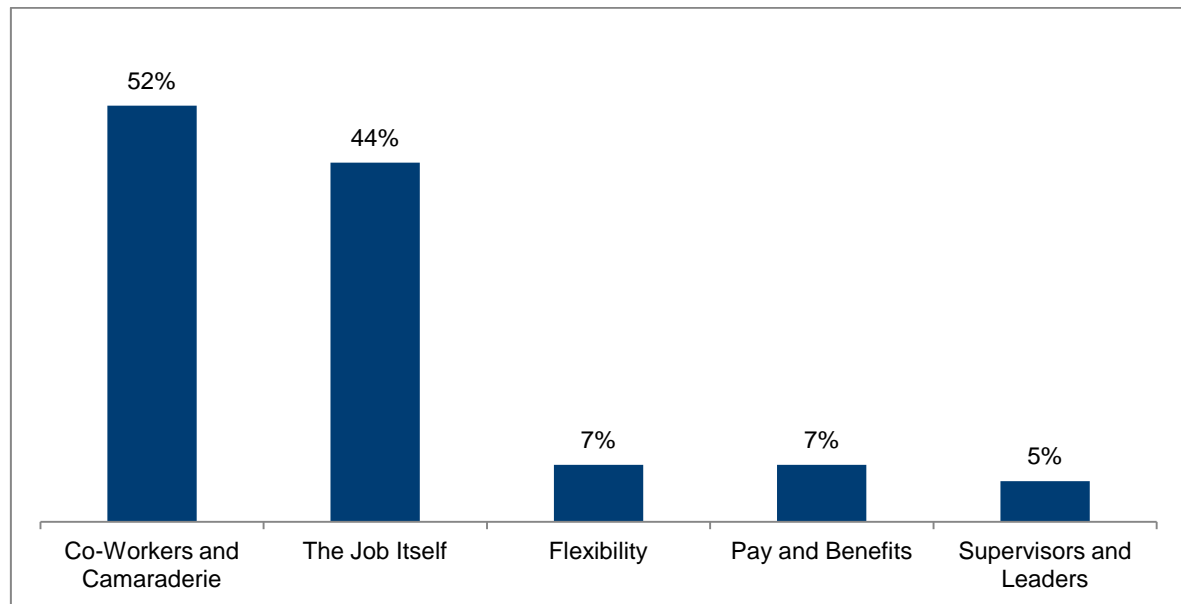| Question	National Crime Group 2015	National Crime Group 2014	NZ Police 2015
7.1: NZ Police has appropriate ways of recognising outstanding achievement	63.2	**56.5**	**44.9**
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	77.5	74.2	**69.2**
1.7: My job gives me a sense of personal achievement	85.6	83.3	**77.9**
10.6: NZ Police inspires me to do the best I can in my job every day	76.5	74.2	**59.8**
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	49.7	47.7	**30.9**

5.2 Top five biggest differences within the District since 2014 - NEGATIVE

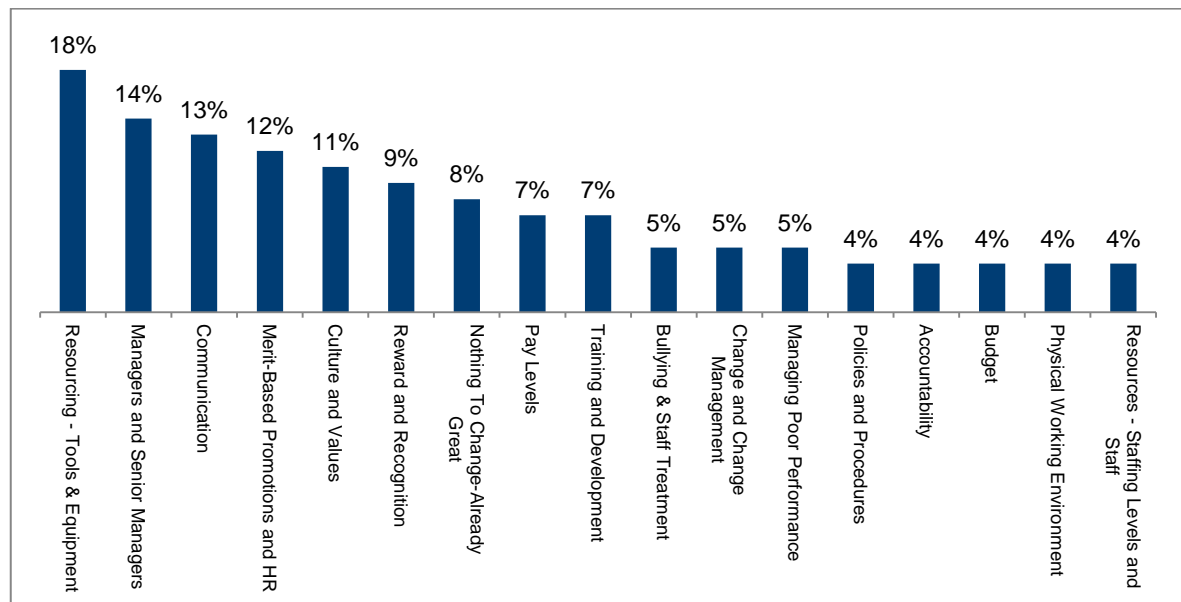| Question	National Crime Group 2015	National Crime Group 2014	NZ Police 2015
2.3: There are learning and development opportunities for me in NZ Police	49.7	**64.4**	**54.8**
4.3: The way work is allocated in my team is fair	69.1	**81.8**	71.5
8.8: NZ Police cares about the well-being of its staff	68.4	**81.1**	**48.7**
3.2: The level of work-related stress I experience in my job is acceptable	63.4	**75.8**	**52.2**
5.1: Staff in my team respect employee diversity	81.6	**93.9**	83.6

6. Employee Comments Theme Analysis

Employee comments to the two open-ended questions were analysed to provide further insight into the things people feel are working well and things that could be further improved.

6.1 One thing that makes this a great place to work

For people in the National Crime Group, there is a fairly even split between the number of respondents that have cited either their colleagues and sense of camaraderie, or aspects of the job itself, as what makes NZ Police a great place to work.

6.2 One thing that needs to change to make this a great place to work

For the National Crime Group, the top three concerns relate to resourcing (in terms of tools and equipment), managers and senior managers, followed by communication.

7. Appendix 1 – All Question Results

Question	National Crime Group		NZ Police	
	2015	**2014**	**2015**	**2014**
1. The Work I Do	79.6	81.0	70.8	71.9
1.1: The responsibilities of my job are clearly defined	85.6	85.6	75.8	76.1
1.2: I know how my work contributes to the effectiveness of NZ Police	92.8	91.7	82.8	83.9
1.3: I understand how my performance is measured	69.9	68.9	59.4	61.1
1.4: My performance is fairly assessed	68.0	72.0	52.7	54.6
1.5: NZ Police provides adequate training for the work I do	52.3	63.6	40.0	44.8
1.6: The work I do makes good use of my knowledge and skills	81.7	83.2	74.4	75.0
1.7: My job gives me a sense of personal achievement	85.6	83.3	77.9	78.3
1.8: I am strongly committed to the work I do	92.8	92.4	89.1	88.6
1.9: I am motivated to do the best I can in my job everyday	87.6	88.6	85.1	85.1
2. Learning and Development	54.1	65.2	52.6	53.2
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	61.4	68.2	52.3	53.2
2.2: I am encouraged to try new ways of doing things	64.1	75.0	49.7	51.2
2.3: There are learning and development opportunities for me in NZ Police	49.7	64.4	54.8	55.0
2.4: There are career development opportunities for me in NZ Police	41.1	53.0	53.5	53.4
3. Work Conditions	66.1	72.9	52.8	56.2
3.1: I am satisfied with my physical work environment	68.4	73.5	60.1	62.5
3.2: The level of work-related stress I experience in my job is acceptable	63.4	75.8	52.2	54.9
3.3: I am able to maintain a balance between my personal and working life	76.5	80.3	64.9	67.2
3.4: The pay and benefits I receive are fair for the work I do	56.2	62.1	33.7	40.1
4. My Team	75.2	82.5	75.7	76.4
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	82.4	86.4	86.0	86.2
4.2: Roles and responsibilities are clearly defined in my team	73.9	84.8	76.4	76.9
4.3: The way work is allocated in my team is fair	69.1	81.8	71.5	72.5
4.4: People I work with cooperate to get the job done	86.2	90.8	86.1	86.5
4.5: I can rely on the support of others in my team	84.9	89.3	86.4	86.9
4.6: I feel part of an effective team	80.9	87.1	80.3	81.2
4.7: People are held accountable for their performance in my team	68.4	75.6	65.7	66.9
4.8: Poor performance is dealt with effectively in my team	56.0	64.4	53.3	54.4
5. Respect & Integrity in the Workplace	77.1	80.3	72.7	73.4
5.1: Staff in my team respect employee diversity	81.6	93.9	83.6	83.4
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	82.4	84.7	79.1	79.7
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	77.5	74.2	69.2	70.4
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)	76.3	75.0	68.4	69.1
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	67.8	73.8	63.0	64.4

Question	National Crime Group		NZ Police	
	2015	2014	2015	2014
6. My Supervisor	76.8	80.9	80.7	80.6
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	82.4	84.8	87.5	87.4
6.2: My supervisor treats staff with respect	82.4	88.6	87.5	86.7
6.3: My supervisor communicates the goals and objectives of our team effectively	75.7	78.6	78.8	79.0
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	78.4	83.2	81.0	81.1
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	66.2	72.7	68.5	68.8
6.6: I have confidence in my supervisor	75.8	77.3	80.9	80.8
7. Recognition	63.8	66.8	44.6	46.3
7.1: NZ Police has appropriate ways of recognising outstanding achievement	63.2	56.5	44.9	46.3
7.2: People here are appointed to positions based on merit	53.9	61.4	31.3	34.5
7.3: We celebrate success in NZ Police	64.7	67.2	47.5	47.0
7.4: I get recognition when I do a good job	66.7	71.2	50.3	52.7
7.5: I feel my contribution is valued in NZ Police	70.6	77.9	49.2	51.0
8. Vision and Purpose + Communication and Cooperation	71.3	78.8	58.0	59.1
8.1: NZ Police has a clear vision of where it's going and how it's going to get there	71.7	81.7	60.0	62.3
8.2: Communication in my District or my Service Centre is open and honest	61.6	69.7	45.1	46.3
8.3: I feel informed about NZ Police and its activities	75.2	78.8	56.0	56.5
8.4: There is a sense of 'common purpose' in NZ Police	74.8	82.6	57.2	58.2
8.5: NZ Police is interested in the views and opinions of its staff	62.7	68.2	38.9	39.9
8.6: Teams within NZ Police work well together	66.2	73.5	54.1	54.3
8.7: I feel a sense of belonging to my District or my Service Centre	63.6	72.7	59.8	60.3
8.8: NZ Police cares about the well-being of its staff	68.4	81.1	48.7	50.9
8.9: NZ Police is an enjoyable place to work	77.0	87.0	71.2	72.4
8.10: I feel I am working for an effective organisation	77.5	86.4	62.8	64.2
8.11: I intend to continue working at NZ Police for at least the next 12 months	86.2	84.7	84.6	85.2
9. Quality and Excellence	72.6	78.3	58.7	60.8
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	67.3	70.5	52.9	55.1
9.2: NZ Police expects high standards of performance from its people	88.2	90.9	87.6	87.3
9.3: I have the tools and resources I need to do my job	67.3	72.7	53.4	57.2
9.4: I am sufficiently involved in decisions that affect the way I do my job	68.4	72.0	49.2	51.3
9.5: Systems and processes I use enable me to do my job well	72.5	81.7	59.1	60.8
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	74.5	79.5	57.5	59.1
9.7: NZ Police delivers on the promises it makes to its customers	69.8	80.8	51.5	55.1
10. Final Thoughts (Employee Engagement)	80.7	84.3	72.1	73.3
10.1: Overall, I'm satisfied with my job	81.7	83.3	73.1	74.9
10.2: Overall, I would recommend NZ Police as a great place to work	78.4	84.1	66.6	68.3
10.3: I take an active interest in what happens in NZ Police	81.7	90.2	80.7	81.6
10.4: I feel inspired to go the extra mile to help NZ Police succeed	81.7	84.1	71.5	72.5
10.5: I feel a sense of commitment to NZ Police	84.3	90.2	80.9	81.8
10.6: NZ Police inspires me to do the best I can in my job every day	76.5	74.2	59.8	60.6

Question	National Crime Group		NZ Police	
	2015	**2014**	**2015**	**2014**
11. The Survey - Your Views	45.1	46.6	26.4	30.5
11.1: Changes in response to the 2014 Workplace Survey have had a positive impact on my team	37.1	38.5	19.0	22.6
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	49.7	47.7	30.9	35.2
11.3: I believe actions will be taken based on the results of this survey	48.7	53.8	29.3	33.8

Question	National Crime Group	NZ Police
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?		
Not Applicable	80.0	81.7
Yes	5.2	4.5
No	14.8	13.8

8. Appendix 2 – Notes on taking action

The key to driving any change or improvement effort is in following a suitable **action plan**. An action planning template is provided on the Police Intranet 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. Districts 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.

9. Appendix 3 – 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.

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

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 2015 New Zealand Police Workplace Survey contained 69 statements (as well as three open text questions) 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 12 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.