

New Zealand Police Workplace Survey 2011

Summary of Findings: National Prosecutions

June 2011



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



RESPONSE RATE

	National Prosecutions 2011	National Prosecutions 2010	NZ Police 2011 (Total Org)
Number of Responses	286	280	9503
Response Rate	84.1%	86.4%	79.2%

Note: For the tables below **Green font** indicates that the District'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 2010 survey. **Red font** indicates the score is statistically lower, and/or has significantly declined since the 2010 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 NATIONAL PROSECUTIONS AS A PLACE TO WORK

Section	National Prosecutions 2011	National Prosecutions 2010	NZ Police 2011 (Total Org)
Performance Index (average of all questions in the survey)	64.1	63.2 (+0.9)	64.2 (-0.1)
1. Vision and Purpose + Communication and Cooperation	61.0	59.3 (+1.7)	59.2 (+1.8)
2. My Supervisor	66.1	66.4 (-0.3)	72.3 (-6.2)
3. My Work Group	73.4	73.1 (+0.3)	74.7 (-1.3)
4. My Job	67.2	66.2 (+1.0)	62.7 (+4.5)
5. Respect & Integrity in the Workplace	65.6	65.7 (-0.1)	68.1 (-2.5)
6. Learning and Development	58.6	57.4 (+1.2)	60.1 (-1.5)
7. Performance and Feedback	62.4	65.1 (-2.7)	66.7 (-4.3)
8. Recognition	54.1	53.3 (+0.8)	53.1 (+1.0)
9. Final Thoughts	69.7	67.3 (+2.4)	70.5 (-0.8)
10. The Survey - Your Views	48.7	43.6 (+5.1)	42.8 (+5.9)

HIGHEST RATED AREAS WITHIN NATIONAL PROSECUTIONS

Section	National Prosecutions 2011	National Prosecutions 2010	NZ Police 2011 (Total Org)
1.7: I intend to continue working at NZ Police for at least the next 12 months	83.1	82.5 (+0.6)	85.3 (-2.2)
4.2: I know how my work contributes to the effectiveness of NZ Police	79.8	78.6 (+1.2)	75.6 (+4.2)
4.1: The responsibilities of my job are clearly defined	77.3	76.3 (+1.0)	71.0 (+6.3)
3.2: I can rely on the support of others in my work group	76.6	75.7 (+0.9)	78.3 (-1.7)
3.7: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	76.2	73.6 (+2.6)	78.6 (-2.4)
9.5: I feel a sense of commitment to NZ Police	76.0	74.3 (+1.7)	76.2 (-0.2)
4.3: My job gives me a sense of personal achievement	75.5	74.4 (+1.1)	76.1 (-0.6)
3.1: Staff in my work group work well together	75.1	75.7 (-0.6)	77.5 (-2.4)
7.1: NZ Police expects high standards of performance from its people	75.1	76.0 (-0.9)	77.0 (-1.9)
3.5: I feel part of an effective work group	74.4	73.8 (+0.6)	74.3 (+0.1)

LOWEST RATED AREAS WITHIN NATIONAL PROSECUTIONS

Section	National Prosecutions 2011	National Prosecutions 2010	NZ Police 2011 (Total Org)
8.5: People here are appointed to positions based on merit	46.6	46.9 (-0.3)	43.7 (+2.9)
10.2: Changes in response to the 2010 Workplace Survey have had a positive impact on my workgroup	47.6	41.0 (-6.6)	40.8 (+6.8)
1.10: NZ Police is interested in the views and opinions of its staff	47.7	45.6 (+2.1)	45.3 (+2.4)
10.1: I believe actions will be taken based on the results of this survey	49.8	46.2 (+3.6)	44.8 (+5.0)
7.3: Poor performance is dealt with effectively in my work group	50.7	54.0 (-3.3)	56.5 (-5.8)
6.5: There are career and personal development opportunities for me in NZ Police	52.0	48.8 (+3.2)	61.1 (-9.1)
1.11: Work groups in NZ Police work well together	52.2	53.0 (-0.8)	51.9 (+0.3)
8.3: NZ Police has appropriate ways of recognising outstanding achievement	53.3	52.7 (+0.6)	52.9 (+0.4)
6.6: I am satisfied with my learning and development opportunities in NZ Police	53.8	51.2 (+2.6)	57.9 (-4.1)
1.4: NZ Police cares about the well-being of its staff	55.3	50.4 (+4.9)	51.9 (+3.4)

SCORES ACROSS NATIONAL PROSECUTIONS

Section	Auckland City Pros	Bay Of Plenty Pros	Canterbury Dist Pros	Central Dist Pros	Counties/Ma nukau Pros	Eastern Dist Pros	Northland Prosecutions	PNHQ - Pros	Southern Dist Pros	Tasman Dist Pros	Waikato Pros	Waitemata Pros	Wellington Dist Pros	National Prosecutions
Performance Index	63.6	60.1	57.2	67.7	61.7	69.2	66.2	72.9	54.6	74.5	65.1	67.6	63.1	64.1
1. Vision and Purpose + Communication and Cooperation	60.4	55.1	58.9	62.5	60.8	68.6	61.1	67.6	51.1	74.2	63.2	62.0	57.0	61.0
2. My Supervisor	57.3	62.9	57.6	80.6	48.3	73.9	72.3	75.9	54.8	83.6	73.2	79.8	67.7	66.1
3. My Work Group	73.0	71.4	62.3	82.4	72.3	74.1	78.0	77.1	61.2	87.2	70.4	75.8	74.9	73.4
4. My Job	70.5	64.9	56.8	72.1	64.5	75.3	71.5	72.5	57.9	74.4	66.7	71.2	63.2	67.2
5. Respect & Integrity in the Workplace	66.0	62.2	60.4	63.8	63.1	70.6	61.5	75.0	62.1	76.7	72.0	66.0	65.3	65.6
6. Learning and Development	57.1	53.6	48.3	59.8	58.6	63.8	68.7	68.1	51.8	62.5	59.4	59.1	62.1	58.6
7. Performance and Feedback	59.7	58.7	56.3	68.3	63.0	56.8	61.1	68.7	53.0	71.2	54.6	71.8	65.3	62.4
8. Recognition	53.4	47.8	47.2	53.4	54.5	60.6	52.9	75.4	41.8	64.6	54.4	55.2	53.8	54.1
9. Final Thoughts	73.2	66.7	66.3	67.5	71.5	74.0	67.4	78.1	60.1	75.3	70.4	69.5	67.0	69.7
10. The Survey - Your Views	49.2	39.1	48.5	43.5	53.8	43.8	41.7	74.0	38.4	60.4	46.7	53.6	44.5	48.7

Weighted Mean Scores (%)

Note that for the table above, red scores indicate the lowest performing area within the Service Centre on the survey sections – and reflect potentially important intervention areas. Green coloured scores reflect possible 'best practice' areas in terms of the respective survey section.

HOW ENGAGED ARE STAFF WITHIN NATIONAL PROSECUTIONS?

Engagement Index (average of all six engagement questions)

National Prosecutions 2011	National Prosecutions 2010	NZ Police (Total Org)
69.7	67.3 (+2.4)	70.5 (-0.8)

Weighted Mean Score (%)

Engagement Profile

Engagement Group	National Prosecutions 2011	National Prosecutions 2010	NZ Police (Total Org)
Engaged	19.9	13.6 (+6.3)	21.3 (-1.4)
Ambivalent	64.0	67.5 (-3.5)	63.2 (+0.8)
Disengaged	16.1	18.9 (-2.8)	15.5 (+0.6)

Proportion of Employees (%)

RESPECT AND INTEGRITY WITHIN NATIONAL PROSECUTIONS?

Question	National Prosecutions	NZ Police (Total Org)
5.1: Staff in my workgroup respect employee diversity	73.3	75.9 (-2.6)
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	69.9	77.6 (-7.7)
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	61.5	64.7 (-3.2)
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)	58.1	62.4 (-4.3)
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	53.5	57.8 (-4.3)

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?

	National Prosecutions	NZ Police (Total Org)
Not Applicable	79.7	82.1 (-2.4)
Yes	5.2	4.6 (+0.6)
No	15.0	13.3 (+1.7)

WHAT DRIVES EMPLOYEE ENGAGEMENT WITHIN NATIONAL PROSECUTIONS?

	Rank from 2010	Key Driver Questions	NP 2011	NP 2010	NZ Police (Total Org)
	2	1.3: NZ Police is an enjoyable place to work	68.2	65.2 (+3.0)	68.3 (-0.1)
	NA	1.6: I feel a sense of belonging to my District/Service Centre	65.0	60.7 (+4.3)	61.7 (+3.3)
	NA	1.5: There is a sense of 'common purpose' in NZ Police	61.1	62.3 (-1.2)	58.1 (+3.0)
	NA	8.4: I feel my contribution is valued in NZ Police	55.3	56.8 (-1.5)	54.5 (+0.8)
	NA	4.3: My job gives me a sense of personal achievement	75.5	74.4 (+1.1)	76.1 (-0.6)
	NA	3.5: I feel part of an effective work group	74.4	73.8 (+0.6)	74.3 (+0.1)
	NA	3.6: The way work is allocated in my workgroup is fair	64.3	63.5 (+0.8)	67.7 (-3.4)
	NA	4.4: I have the tools and resources I need to do my job	64.4	64.2 (+0.2)	53.5 (+10.9)
	NA	4.8: I am able to maintain a balance between my personal and working life	71.3	68.9 (+2.4)	67.0 (+4.3)
	NA	4.2: I know how my work contributes to the effectiveness of NZ Police	79.8	78.6 (+1.2)	75.6 (+4.2)

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 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 2010 is shown in the column headed "Rank from 2010".

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		1.5: There is a sense of 'common purpose' in NZ Police 1.3: NZ Police is an enjoyable place to work		
Team level				3.5: I feel part of an effective work group 3.6: The way work is allocated in my workgroup is fair
Individual level	4.2: I know how my work contributes to the effectiveness of NZ Police	1.6: I feel a sense of belonging to my District/Service Centre 8.4: I feel my contribution is valued in NZ Police	4.3: My job gives me a sense of personal achievement	4.4: I have the tools and resources I need to do my job 4.8: I am able to maintain a balance between my personal and working life

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	Auckland City Pros	Bay Of Plenty Pros	Canterbury Dist Pros	Central Dist Pros	Counties/ Manukau Pros	Eastern Dist Pros	Northland Prosecutions	PNHQ - Pros	Southern Dist Pros	Tasman Dist Pros	Waikato Pros	Waitemata Pros	Wellington Dist Pros	National Prosecutions	Total Organisation
1.3: NZ Police is an enjoyable place to work	67.5	64.1	66.0	72.0	64.5	78.1	70.8	77.1	53.6	77.3	72.5	69.0	65.0	68.2	68.3
1.6: I feel a sense of belonging to my District/Service Centre	63.3	60.9	57.0	73.0	61.0	76.6	70.8	79.2	50.0	77.3	72.5	65.5	57.0	65.0	61.7
1.5: There is a sense of 'common purpose' in NZ Police	60.0	54.3	58.0	60.0	64.0	65.6	58.3	72.9	53.6	79.5	61.3	60.3	57.0	61.1	58.1
8.4: I feel my contribution is valued in NZ Police	53.3	51.1	49.0	53.0	57.6	60.9	62.5	79.2	41.1	60.4	55.0	56.0	53.0	55.3	54.5
4.3: My job gives me a sense of personal achievement	81.7	78.3	61.0	77.0	74.4	81.3	83.3	79.2	64.3	77.1	75.0	80.2	72.0	75.5	76.1
3.5: I feel part of an effective work group	75.0	75.0	59.0	84.4	76.7	70.3	79.2	77.1	64.3	89.6	71.3	76.7	72.0	74.4	74.3
3.6: The way work is allocated in my workgroup is fair	62.5	65.2	54.0	75.0	57.6	75.0	52.1	70.8	51.8	85.4	62.5	66.1	69.0	64.3	67.7
4.4: I have the tools and resources I need to do my job	70.0	62.0	59.0	66.0	55.8	65.6	64.6	72.9	62.5	68.8	61.3	76.7	61.0	64.4	53.5
4.8: I am able to maintain a balance between my personal and working life	75.0	73.9	66.0	77.0	69.2	82.8	68.2	66.7	57.1	75.0	73.7	71.6	68.0	71.3	67.0
4.2: I know how my work contributes to the effectiveness of NZ Police	82.5	82.6	74.0	79.0	78.5	85.9	85.4	85.4	75.0	87.5	76.3	81.0	74.0	79.8	75.6

Weighted Mean Score (%)

SUMMARY AND KEY OBSERVATIONS – NATIONAL PROSECUTIONS

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

Response Rate

There was an excellent response to the 2011 Workplace Survey from within National Prosecutions. Overall 84.1% of employees in National Prosecutions completed the survey this year. Such a response rate ensures the results presented in this report provide a highly accurate indication of employee opinion and attitude towards the Service Centre.

How Employees Perceive National Prosecutions as a Place to Work

In terms of how staff perceive National Prosecutions as a place to work, in general staff are scoring the Service Centre on a par with NZ Police overall. National Prosecutions' Performance Index' – the average score across all questions across all employees – is 64.1%, an increase of 0.9% from 2010.

On a section-by-section basis National Prosecutions rated 'My Job' a significant 4.5% higher than the National Police average, increasing by 1.0% from 2010 to 67.2%. National Prosecutions also scored significantly higher than the NZ Police average in 'The Survey, Your Views' section, at 48.7% - an increase of 5.1% from 2010. There were three sections that scored significantly lower than the NZ Police average : 'My Supervisor' scored 66.1%, 6.2% below NZ Police, Performance and Feedback rated 62.4%, 4.3% below NZ Police, and declining 2.7% since 2010. 'Respect & Integrity in the workplace' scored at 65.6%, 2.5% below the NZ Police average.

When examining the National Prosecution's 10 highest rated questions we note that four of the high scores came from the 'My Work Group' section, and three from 'My Job', with National Prosecutions scoring above NZ Police by 6.3% for 'The responsibilities of my job are clearly defined' and 4.2% above for 'I know how my work contributes to the effectiveness of NZ Police'. Working with and supporting the team comes through strongly in these results, and is supported by many of the free-text comments.

The 10 lowest rated questions for National Prosecutions contain three questions from the 'Vision and Purpose + Communication and Cooperation' section. 'Learning and Development' and 'Recognition' also feature four questions. While none of the lowest rated questions feature in the Key Driver Analysis, all three of these sections are strong themes in the Key Driver Analysis, which is discussed later in this report. Three of the lowest rated questions were rated significantly lower than the NZ Police total. 'Poor Performance is dealt with effectively in my work group' was 5.8% below the average at 50.7%, and has declined significantly from last year. 'I am satisfied with my learning & development opportunities in NZ Police' rated 4.1% below the NZ Police average at 53.8%, however has seen a significant increase from 2010 of 2.6%. 'There are career and personal development opportunities for me in NZ Police' rated 9.1% below the average, however has increased this year by 3.2%.

Both 'The Survey – Your Views' questions (about the perceived/predicted effectiveness of past and future action plans based on survey results) were in the lowest scoring questions, although are still rated higher than the NZ Police total.

It is worth exploring the section reports, both for engagement and for climate questions online, as there is wide variation between Prosecution sections. In general Tasman District and PNHQ tended to achieve higher scores than other areas. Both areas saw significant increases across all categories this year. Auckland City and Wellington didn't score highest in any section, but they had very good improvements since 2010 in most categories.

The areas that were lower scoring tended to vary by category; however, Southern Districts scored lowest in most categories. There may be different reasons for some areas scoring better than others on different questions and we would recommend delving deeper to understand specific issues in particular areas when action planning. Identifying good practice within your Service Centre, and sharing experiences can identify initiatives that work in your particular working culture.

Employee Engagement within National Prosecutions

Employee engagement levels within the Service Centre are on a par with NZ Police overall, with a slight improvement (up 2.4%) from 2010 to 69.7%. 19.9% of National Prosecutions employees are engaged at work (up 6.3% from 2010), and 16.1% are disengaged (a 2.8% improvement from 2010). The largest group of employees are what are considered 'ambivalent' towards the organisation itself. By targeting those workplace attributes that truly engage people (see key drivers below), there is considerable opportunity to move this ambivalent group to a much more engaged state.

There are wide variations in engagement between the areas within the Service Centre. These range from 0% engaged staff in Northland Prosecutions to 36.7% in Auckland City. The % of engaged staff in Auckland City increased by 22.4% from 2010. Ten of 13 districts have improved their engagement scores this year. Levels of disengaged staff range from 6.3% in Eastern District to 42.9% in Southern District. While the percentage of disengaged staff in Southern District has increased this year, there has also been an increase in engaged staff.

Respect and Integrity

Staff in National Prosecutions are less positive than the NZ Police average about their workgroup's respect for employee diversity, confidence in procedures for reporting harassment, discrimination, and bullying, and fear of reprisal for reporting issues. However, there has been some improvement since 2010 in most questions, and improvements in most districts. Scores vary significantly across the different districts, from the lowest scores in Southern District to highest scores in Tasman District. In Tasman District there were strong increases across all Respect and Integrity Questions, particularly respect for employee diversity up 19% to 91.7%, and the confidence to report inappropriate conduct without fear of reprisal increased 37.2% to 91.7%. These increases in Tasman correspond with strong increases in the scores for the 'My Supervisor' section. All free text comments in the Tasman District about what makes NZ Police a great place to work were about the people and camaraderie they have in their team.

Key Drivers of Employee Engagement – Leverage Points for Performance Improvement

Key drivers are the items identified via statistical analysis that impact employee engagement levels the most within National Prosecutions. Four of the 10 key drivers are related to 'My Job', with understanding and getting a sense of satisfaction from the work they are doing an important motivator for these people. Overall National Prosecutions rates these drivers well compared to NZ Police as a whole, with small improvements in scores from 2010, and the results across most districts are largely positive. Auckland City – with a strong increase in the number of engaged staff this year have also seen very strong increases in these questions. However, there are some notable differences. Southern District, for example, which has the highest number of disengaged staff, has some of the lowest scores in this section.

Also well represented in the key drivers is the 'Vision and Purpose + Communication and Cooperation' section, with 3 questions, indicating that having a sense of belonging and common purpose is important to staff in National Prosecutions.

While most of the key driver questions for National Prosecutions are rated on a par or higher than the NZ Police average, one question scored significantly lower than the average – 'The way work is allocated in my workgroup is fair' – however there was an improvement in the score from 2010.

We have also used the 'Anatomy of a Great Workplace' model to group key driver questions into similar themes. For National Prosecutions, the majority of the key drivers are aligned to the 'Community' pillar and the 'Performance Culture' pillar. The 'Performance Culture' pillar, is all about striving for excellence and providing opportunities to improve and excel individually and as a team, as well as managing poor performance promptly. 'Community' relates strongly to having a sense of belonging as discussed above, but also incorporates recognition and feeling valued and appreciated. The colour coding of the key driver questions in the Anatomy model demonstrates that National Prosecutions generally scores similarly to the NZ Police average on their key driver questions (Coloured orange), and significantly better than average on three of the questions (Coloured green).

Employee Comments

Reviewing the comments section for National Prosecutions, in the 'One thing which makes this a great place to work' section, there is a very strong sense of team, with mutual support and camaraderie while working toward a deeply held common goal.

Looking at 'One thing which needs to change to make NZ Police a great place to work', National Prosecutions comments held several themes. The most prominent being the perception of a disconnect

between employees and management – both at a local and a more senior level. This is in line with the national comments, also. Comment was also made on the perceived lack of fairness of promotion practices, which ties in with the lowest rated question 'People here are appointed to positions based on merit'. In common with other areas of police, there is a strong desire to focus on reducing bureaucracy for the frontline. A number of staff commented on management of poor performance, and also ensuring good performance is recognised appropriately.

Summary

National Prosecutions, as a whole, tends to be on par statistically with NZ Police levels for many areas of the survey, and have seen improvements across many of the survey questions since 2010.

The number of Engaged staff has increased, and the level of disengagement has improved since 2010. Engagement in National Prosecutions is strongly driven by 'community' - having a sense of belonging and common purpose, and the teams have a very strong sense of camaraderie. However outside the individual teams, there is still some scepticism with upper and middle management's effectiveness and connectedness with the 'coalface'. Also there are some concerns around the management of poor performers and how people are being recognised for good performance that are influencing the overall engagement levels.

One area worth noting in this survey is the good improvements in Respect and Integrity across many areas of National Prosecutions, with many districts (and National Prosecutions overall) rated significantly higher than NZ Police overall.

Importantly, the number of people who believe that the results of this survey will be used to improve the work environment for staff has improved significantly since last year and is higher than the NZ Police average (although still only half of employees in National Prosecutions believe this). Further work on making such efforts visible will help to build confidence in the leadership of NZ Police, and belief in their desire to change the culture. Identifying the areas that score highly in this area will help managers with more sceptical employees develop a programme of action planning that will be meaningful and engage employees.

Where to Next?

The key to driving any change or improvement effort is in following a suitable **action plan**. An action planning template is provided over the page and allows you to detail the key issues to be addressed (focus areas), along with specific actions to occur, expected benefits, accountabilities, timeframes and progress reporting. Service Centre's that adopt a standard action planning approach, provide support to those involved, and review the quality of planning output are those far more likely to see greater improvement in their subsequent survey results.

The following are some of the strategies we suggest need to be kept in mind when using survey results to drive change. Whilst there can never be one 'best' approach to the post-survey process that will suit all organisations, there are nevertheless a range of strategies that experience has shown leads to the greatest likelihood of performance improvement.

Focus on a limited number of key issues. Look for themes that emerge from your set of key drivers, paying particular attention to your 'red zone' key drivers. Try to distil these themes down to two or three major goals (80/20 principle).

Communication is vital. Do your best to keep everyone fully informed at all stages of the process, from results reporting to issue prioritisation to progress reports. Communicate survey results quickly (staff know you have them). Communicate senior management's initial response and the process to be followed. People want to know what is going to happen, how they will be involved. Have members of the management team present the results to their teams, while encouraging feedback and contribution. Consider using facilitators to assist in the process, and don't overlook the contribution supervisors may make (employees often prefer to receive organisational information directly from their supervisors rather than via emails or newsletters).

Act quickly. Make sure you act on your survey results within three months of survey results being reported. Survey momentum can be short lived and employees will quickly begin to question the relevancy of interventions that come too long after the survey has been completed. Look for the obvious "low-hanging fruit" or "easy fixes," and target them early on. Don't waste time on things you can't change – focus on things you CAN change. More complex issues can be addressed progressively during the year.

Measure your progress. Often desired improvement goals are not met because the survey is regarded as a one-off events, rather than an essential business process and KPI. Sustaining performance improvement requires not only the formulation of relevant and realistic action plans, but also regular monitoring of the impact of those initiatives. On-going measurement not only provides essential feedback on what's working and what's not, it also creates a 'virtuous cycle' where improvement becomes a reinforcing thing. Measurement is also a critical to ensure those responsible for change are held accountable. And there must be consequences – consequences for no change, and consequences for positive change.

Recognise and celebrate success. Often one of the most overlooked aspects of the survey process! And one of the most important. Obviously 'red zone' drivers need urgent attention, but don't overlook those 'green zone' drivers where your above-benchmark performance is something to celebrate (and maintain). One of the features of truly great workplaces is the emphasis they place on celebrating success. And success is all around you – celebrate, and see the difference it makes!

Reinforce the survey follow-up process. Once your post-survey initiatives start to happen, make sure you take every opportunity to communicate and update staff on progress regularly. Too often organisations introduce excellent initiatives post-survey, but forget to tell anyone! Consider a quarterly update, or a section in your staff newsletter where you recap on the goals that were set and provide updates on progress to-date. This, more than anything, will reinforce to staff the value of the survey – the organisation was interested in my views, they have listened, and now they're doing something about them.

TOTAL ORGANISATION RESULTS

RESPONSE RATE

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

OVERALL PERCEPTIONS OF THE NZ POLICE AS A PLACE TO WORK

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

Weighted Mean Score (%)

ENGAGEMENT PROFILE

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

Proportion of Employees (%)

Workplace Survey

Action Plan Template

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

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GLOSSARY

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

Employee Engagement: is a multi-dimensional concept that describes the extent to which employees mentally, emotionally and physically apply themselves at work. Engagement is measured by six questions in the survey and includes job satisfaction, organisational commitment, willingness to recommend the organisation as a great place to work, discretionary effort, taking an active interest in the organisation, and general effort.

Engagement Index: The average score across the six engagement questions, across all employees.

Engagement Profile: Employees are categorised as either engaged, ambivalent or disengaged according to their Engagement Index. Employees who score above 87.5% (weighted mean score) are classified as engaged given they respond very positively to most of the engagement questions. Employees above 50% but below 87.5% are classified as ambivalent given they respond with mostly 'neutral' or 'agree' questions (i.e., not *strong* responses to the engagement questions). Disengaged employees are those that score below 50%. These employees are not sufficiently motivated by the organisation to provide an agree to strongly agree response to any of the engagement questions.

Key Driver Analysis: is a statistical technique (multiple regression) that helps in the interpretation of survey data and enables an organisation to put together actionable responses to survey results. It is essentially a tool that allows us to identify what specific dimensions of organisational climate (assessed in a survey) have the greatest impact on engagement levels. By knowing this, managers can prioritise improvement opportunities and prepare a focused number of strategies that will maximise future employee engagement.

'Statistical Significance' versus 'Significance of the Result': A 'statistically significant' result indicates that there is a difference in scores between two groups of respondents. So if your District's weighted mean score was 72% on a particular question and the NZ Police average was 76%, then this is likely to be a large enough difference to reflect a true divergence in employee opinion across the two groups (not just 'random variation in scores'). One group sees things more positively than the other group, so much so that the difference would be identified as 'statistically significant' via statistical analysis. But it is important to recognise that statistical analysis is impacted by the size of the survey sample. Very large survey samples means there is sufficient 'statistical power' to detect even very small differences in scores. For example, if your survey sample had more than 800 respondents, then a difference of just 1% would be found to be 'statistically significant'. But clearly a difference of 1% is not particularly meaningful. In fact, it is probably too small to warrant any great change effort - regardless of whether it was identified as 'statistically significant'. As such, when viewing results online and thinking of 'what's important here', think of those things that represent *substantive* differences. That would likely be differences of around 3.5% or more for smaller groups (100 – 150 employees), and 2% or more for larger groups (above 450 employees).

The Questionnaire: The 2011 New Zealand Police Workplace Survey contained 67 statements designed to measure a workplace on a range of issues in the organisation. Respondents were asked to indicate how much they agreed or disagreed with each statement using a five point rating system. This rating system ranged from Strongly Disagree to Strongly Agree. Questions were separated into 11 sections according to statements that naturally cluster together and measure similar issues.

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