

New Zealand Police Workplace Survey 2012

Summary of Findings: Police Prosecutions

April 2012

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

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An Analysis of Employee Engagement – Police Prosecutions
April, 2012
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RESPONSE RATE

	Police Prosecutions 2012	Police Prosecutions 2011	NZ Police 2012 (Total Org)
Number of Responses	267	286	9393
Response Rate	80.2%	84.1%	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 POLICE PROSECUTIONS AS A PLACE TO WORK

Section	Police Prosecutions 2012	Police Prosecutions 2011	NZ Police 2012 (Total Org)
Performance Index (average of all questions in the survey)	68.4	64.1 (+4.3)	67.7 (+0.7)
1. Vision and Purpose + Communication and Cooperation	66.8	61.0 (+5.8)	63.9 (+2.9)
2. My Supervisor	72.1	66.1 (+6.0)	75.6 (-3.5)
3. My Work Group	76.0	73.4 (+2.6)	76.7 (-0.7)
4. My Job	71.0	67.2 (+3.8)	65.7 (+5.3)
5. Respect & Integrity in the Workplace	68.5	65.6 (+2.9)	71.2 (-2.7)
6. Learning and Development	61.8	58.6 (+3.2)	62.7 (-0.9)
7. Performance and Feedback	66.3	62.4 (+3.9)	69.4 (-3.1)
8. Recognition	59.9	54.1 (+5.8)	58.0 (+1.9)
9. Final Thoughts (Engagement)	72.7	69.7 (+3.0)	73.3 (-0.6)
10. The Survey - Your Views	53.4	48.7 (+4.7)	49.6 (+3.8)

HIGHEST RATED AREAS WITHIN POLICE PROSECUTIONS

Question	Police Prosecutions 2012	Police Prosecutions 2011	NZ Police 2012 (Total Org)
1.7: I intend to continue working at NZ Police for at least the next 12 months	83.3	83.1 (+0.2)	85.8 (-2.5)
4.2: I know how my work contributes to the effectiveness of NZ Police	82.0	79.8 (+2.2)	76.9 (+5.1)
4.1: The responsibilities of my job are clearly defined	80.1	77.3 (+2.8)	73.2 (+6.9)
3.2: I can rely on the support of others in my work group	79.3	76.6 (+2.7)	80.0 (-0.7)
3.5: I feel part of an effective work group	79.0	74.4 (+4.6)	76.7 (+2.3)
7.1: NZ Police expects high standards of performance from its people	78.2	75.1 (+3.1)	79.3 (-1.1)
4.3: My job gives me a sense of personal achievement	77.5	75.5 (+2.0)	78.0 (-0.5)
3.1: Staff in my work group work well together	77.2	75.1 (+2.1)	79.1 (-1.9)
9.5: I feel a sense of commitment to NZ Police	76.8	76.0 (+0.8)	78.1 (-1.3)
3.4: I have confidence in the ability of others in my work group	76.8	74.3 (+2.5)	77.5 (-0.7)

LOWEST RATED AREAS WITHIN POLICE PROSECUTIONS

Question	Police Prosecutions 2012	Police Prosecutions 2011	NZ Police 2012 (Total Org)
8.5: People here are appointed to positions based on merit	52.4	46.6 (+5.8)	48.2 (+4.2)
6.5: There are career and personal development opportunities for me in NZ Police	53.3	52.0 (+1.3)	62.2 (-8.9)
10.2: Changes in response to the 2011 Workplace Survey have had a positive impact on my workgroup	53.3	47.6 (+5.7)	47.8 (+5.5)
10.1: I believe actions will be taken based on the results of this survey	53.7	49.8 (+3.9)	51.5 (+2.2)
1.10: NZ Police is interested in the views and opinions of its staff	54.0	47.7 (+6.3)	51.3 (+2.7)
7.3: Poor performance is dealt with effectively in my work group	54.8	50.7 (+4.1)	60.4 (-5.6)
6.6: I am satisfied with my learning and development opportunities in NZ Police	56.1	53.8 (+2.3)	59.1 (-3.0)
1.11: Work groups in NZ Police work well together	58.5	52.2 (+6.3)	56.0 (+2.5)
6.4: I am encouraged to try new ways of doing things	60.3	56.6 (+3.7)	61.9 (-1.6)
8.3: NZ Police has appropriate ways of recognising outstanding achievement	60.4	53.3 (+7.1)	58.8 (+1.6)

BIGGEST DIFFERENCES WITHIN POLICE PROSECUTIONS SINCE 2011 - POSITIVE

Question	Police Prosecutions 2012	Police Prosecutions 2011	NZ Police 2012 (Total Org)
1.1: NZ Police has a clear vision of where it's going and how it's going to get there	71.1	59.4 (+11.7)	67.8 (+3.3)
1.2: I feel I am working for an effective organisation	70.3	61.0 (+9.3)	65.6 (+4.7)
2.7: I get regular feedback on my performance from my supervisor (formal/informal)	67.8	59.0 (+8.8)	68.7 (-0.9)
8.3: NZ Police has appropriate ways of recognising outstanding achievement	60.4	53.3 (+7.1)	58.8 (+1.6)
1.9: I feel informed about NZ Police and its activities	67.5	60.8 (+6.7)	62.8 (+4.7)
4.4: I have the tools and resources I need to do my job	71.1	64.4 (+6.7)	59.0 (+12.1)
2.2: My supervisor encourages, and is willing to act on suggestions and ideas from my work group	70.0	63.4 (+6.6)	74.7 (-4.7)
2.4: My supervisor treats staff with respect	75.2	68.8 (+6.4)	80.0 (-4.8)
1.11: Work groups in NZ Police work well together	58.5	52.2 (+6.3)	56.0 (+2.5)
1.10: NZ Police is interested in the views and opinions of its staff	54.0	47.7 (+6.3)	51.3 (+2.7)

NOTE: all questions showed an improvement in score since the 2011 survey

SCORES ACROSS POLICE PROSECUTIONS

Section	Central Prosecutions	Northern Prosecutions	Other Prosecutions	Southern Prosecutions	Police Prosecutions
Performance Index	69.3	68.7	63.8	66.9	68.4
1. Vision and Purpose + Communication and Cooperation	66.9	67.4	61.2	67.3	66.8
2. My Supervisor	73.8	71.5	73.5	68.9	72.1
3. My Work Group	79.0	76.9	64.0	70.5	76.0
4. My Job	71.9	71.9	66.9	67.9	71.0
5. Respect & Integrity in the Workplace	70.7	66.0	61.5	70.9	68.5
6. Learning and Development	62.0	61.5	60.1	62.8	61.8
7. Performance and Feedback	66.4	68.2	58.3	63.8	66.3
8. Recognition	59.1	60.8	58.2	60.1	59.9
9. Final Thoughts	72.6	73.7	68.5	71.7	72.7
10. The Survey - Your Views	55.5	54.2	50.0	47.7	53.4

Weighted Mean Scores (%)

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

RESPECT AND INTEGRITY WITHIN POLICE PROSECUTIONS

Question	Police Prosecutions	NZ Police (Total Org)
5.1: Staff in my workgroup respect employee diversity	78.0	81.0 (-3.0)
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	76.7	80.9 (-4.2)
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	65.8	69.4 (-3.6)
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)	64.4	67.1 (-2.7)
5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	59.8	63.5 (-3.7)

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?

	Police Prosecutions	NZ Police (Total Org)
Not Applicable	82.4	83.4 (-1.0)
Yes	5.6	4.6 (+1.0)

No	12.0	12.0 (0.0)
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HOW ENGAGED ARE STAFF WITHIN POLICE PROSECUTIONS?

Engagement Index (average of all six engagement questions)

Police Prosecutions 2012	Police Prosecutions 2011	NZ Police (Total Org)
72.7	69.7 (+3.0)	73.3 (-0.6)

Weighted Mean Score (%)

Engagement Profile

Engagement Group	Police Prosecutions 2012	Police Prosecutions 2011	NZ Police (Total Org)
Engaged	24.8	19.9 (+4.9)	27.8 (-3.0)
Ambivalent	65.4	64.0 (+1.4)	59.7 (+5.7)
Disengaged	9.8	16.1 (-6.3)	12.5 (-2.7)

Proportion of Employees (%)

WHAT DRIVES EMPLOYEE ENGAGEMENT WITHIN POLICE PROSECUTIONS?

	Rank from 2011	Key Driver Questions	Police Prosecutions 2012	Police Prosecutions 2011	NZ Police (Total Org)
	1	1.3: NZ Police is an enjoyable place to work	71.7	68.2 (+3.5)	71.1 (+0.6)
	NA	1.8: Communication in my District or my Service Centre is open and honest	62.4	57.6 (+4.8)	57.4 (+5.0)
	5	4.3: My job gives me a sense of personal achievement	77.5	75.5 (+2.0)	78.0 (-0.5)
	NA	6.2: The work I do makes good use of my knowledge and skills	74.4	71.7 (+2.7)	71.0 (+3.4)
	2	1.6: I feel a sense of belonging to my District or my Service Centre	69.0	65.0 (+4.0)	65.5 (+3.5)
	NA	1.9: I feel informed about NZ Police and its activities	67.5	60.8 (+6.7)	62.8 (+4.7)
	NA	6.5: There are career and personal development opportunities for me in NZ Police	53.3	52.0 (+1.3)	62.2 (-8.9)
	NA	6.4: I am encouraged to try new ways of doing things	60.3	56.6 (+3.7)	61.9 (-1.6)
	NA	4.11: My performance is fairly assessed	67.6	63.5 (+4.1)	63.6 (+4.0)
	NA	5.1: Staff in my workgroup respect employee diversity	74.9	71.7 (+3.2)	76.2 (-1.3)

Weighted Mean Score (%)

Note: The table above shows the results of a statistical analysis identifying those things assessed in the survey that are the most engaging to staff members within 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
Organisation level	1.8: Communication in my District or my Service Centre is open and honest	1.3: NZ Police is an enjoyable place to work	6.5: There are career and personal development opportunities for me in NZ Police	
Team level		5.1: Staff in my workgroup respect employee diversity	6.4: I am encouraged to try new ways of doing things	
Individual level	1.9: I feel informed about NZ Police and its activities	1.6: I feel a sense of belonging to my District or my Service Centre	4.3: My job gives me a sense of personal achievement 6.2: The work I do makes good use of my knowledge and skills	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 Prosecutions	Northern Prosecutions	Other Prosecutions	Southern Prosecutions	Police Prosecutions	Total Organisation
1.3: NZ Police is an enjoyable place to work	73.6	72.0	64.3	68.6	71.7	71.1
1.8: Communication in my District or my Service Centre is open and honest	64.7	62.6	50.0	59.9	62.4	57.4
4.3: My job gives me a sense of personal achievement	79.7	78.7	71.4	71.6	77.5	78.0
6.2: The work I do makes good use of my knowledge and skills	74.1	76.0	75.0	71.6	74.4	71.0
1.6: I feel a sense of belonging to my District or my Service Centre	70.6	68.3	64.3	68.2	69.0	65.5
1.9: I feel informed about NZ Police and its activities	67.5	65.8	67.9	71.6	67.5	62.8
6.5: There are career and personal development opportunities for me in NZ Police	55.2	51.3	46.4	55.4	53.3	62.2
6.4: I am encouraged to try new ways of doing things	59.7	58.3	67.9	64.2	60.3	61.9
4.11: My performance is fairly assessed	67.3	69.6	69.6	63.1	67.6	63.6
5.1: Staff in my workgroup respect employee diversity	76.2	76.5	64.3	71.4	74.9	76.2

Weighted Mean Score (%)

SUMMARY AND KEY OBSERVATIONS – POLICE PROSECUTIONS

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

Response Rate

There was a good response to the 2012 staff survey from within Police Prosecutions. Of 333 employees asked to participate, 267 responded, representing a response rate of 80.2%. This response rate (slightly below the 2011 response rate of 84.1%) ensures the results presented in this report provide an accurate indication of employee attitude and opinion towards Police Prosecutions.

How Employees Perceive Police Prosecutions as a Place to Work

In terms of how staff perceive Police Prosecutions as a place to work, the average score across all survey questions (the Performance Index) is 68.4%, an increase of 4.3% from 2011; a statistically significant improvement. This score is slightly above the NZ Police overall Performance Index, which in comparison increased by 3.5% in the same period. When looking at the results across the different sections of the survey, positive comparisons dominate – section scores increased by between 2.6% and 6.0%, with eight out of ten section score improvements being statistically significant.

The highest rated questions in the survey for Police Prosecutions are almost exactly the same as in 2011 – people intend to continue working with NZ Police and feel a sense of commitment to the organisation, they know how their work contributes to the effectiveness of NZ Police, jobs are well-defined and work group members can be relied on to provide support. Notably, one of Police Prosecutions' key drivers of engagement is also one of the highest rated questions in the survey: 'My job gives me a sense of personal achievement.'

The lowest rated questions for Police Prosecutions are also very similar to last year, and relate to NZ Police appointing people to positions based on merit, the availability of career/personal development opportunities, addressing issues of poor performance, and perceptions of teams working well together. Still on the lowest rated questions list this year are questions related to post-survey action – whether people feel that last year's survey made a difference, and whether this year's feedback will be acted on. Scores for these questions (along with many others) have increased significantly from 2011, so perhaps more could be done throughout the year to communicate how actions are linked to survey feedback to reinforce the virtuous circle of feedback and workplace improvement.

All of the ten lowest rated questions recorded score improvements in 2012, most of those improvements being statistically significant. Two of the lowest rated questions in the survey are also key drivers of engagement, indicating that great scope exists for improvement in these two important areas – 'There are career and personal development opportunities for me in NZ Police' and 'I am encouraged to try new ways of doing things.'

A total of 44 questions have had a statistically significant increase in score for Police Prosecutions in the past year, without a single score decrease – an excellent achievement. Across the biggest increases, the highlights include much stronger scores regarding the clarity of NZ Police's vision, perceptions that NZ Police is an effective organisation, regularity of performance feedback from supervisors, recognising outstanding achievement, and having required tools and resources. Overall, feedback appears to reinforce efforts made by supervisors and the success of high-level communications.

Results across the regions within Police Prosecutions vary somewhat, with the small 'Other Prosecutions' group often having the lowest scores, and the other three regions sharing similar scores. Generally Central Prosecutions has the highest scores for the survey sections. The details can be reviewed on page 3.

NZ Police include six questions in the survey regarding Respect and Integrity in the Workplace. In general Police Prosecutions results are below NZ Police averages (similar to last year), and score close to the NZ Police average when it came to feeling that inappropriate behaviour over the past 12 months had been dealt with effectively. These perceptions are reinforced by low scores and comments made about addressing poor performance.

Employee Comments

The themes coming through the comments made in the survey to the question 'what makes NZ Police a great place to work?' are very similar to last year. Respondents speak of the people that they work with and a sense of camaraderie that exists in work groups. People enjoy the variety/diversity in their work, the sense of achievement inherent in a job well done, the higher order goals of the NZ Police and making a difference in the community.

Regarding what needs changing to make NZ Police a great place to work, comments were varied and no one strong theme emerged. Minor themes included frustration regarding promotion practices (reflecting low scores on this topic in the quantitative data), addressing poor performance/performers, more training and development opportunities, staffing levels, and a desire for more public support of frontline staff from management, particularly when the media gets involved.

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

Employee Engagement within Police Prosecutions

Employee engagement levels within Police Prosecutions have significantly improved from 2011 results. The proportion of 'engaged' staff in the District has increased 4.9%, but is still 3.0% below the NZ Police average. The proportion of 'disengaged' staff in Police Prosecutions has decreased significantly from 2011 from 16.1% to 9.8%, and this is now below the NZ Police average. This is a very good result across a single year.

Below we provide the results of an analysis that identifies what engages the Police Prosecutions employees the most – information which serves as a means for increasing current engagement levels.

Key Drivers of Employee Engagement – Leverage Points for Performance Improvement

Key driver analysis was performed on Police Prosecutions' results, and this process has highlighted which questions in the survey actually have the strongest relationship with employee engagement scores. If you are able to improve your results on these key questions, they are the most influential to drive improvement in engagement levels. There have been many changes to the list of key drivers for Police Prosecutions, and only three questions are consistent with 2011's list. Given the across-the-board improvements made in Police Prosecutions' results this year, many of those being statistically significant, it is not unexpected that the list of key drivers of engagement has changed to this extent. As a number of issues from last year have been addressed, new issues have risen in comparative importance and the makeup of the list has changed.

Despite the changes to the list overall, the number one key driver of engagement has remained consistent for Police Prosecutions from 2011-2012: it is still extremely important for staff to feel that NZ Police is an enjoyable place to work. Notably, the score for this question increased by 3.5% between 2011 and 2012, up to 71.7%. Closely related to this question is 'I feel a sense of belonging to my District or my Service Centre,' which increased in score by 4.0% to 69.0%. Some good improvements have been made relating to people enjoying the relationships they have in their workplace, and the key driver analysis suggests that focus should remain on this.

The quality of communication has become a more important issue for Police Prosecutions. Whether communications are perceived as being open and honest is extremely important to Police Prosecutions staff, as is the extent to which they feel informed about the activities occurring within NZ Police. Although questions on both of these issues have improved in score from 2011 and currently score well above the NZ Police average, Police Prosecutions staff would continue to benefit from ongoing efforts with regards to providing and encouraging quality communications.

The third theme coming through Police Prosecutions' key drivers relates to peoples' current and future jobs. Results show that staff get a good sense of personal achievement in their roles, and this is extremely important to their day-to-day engagement levels. People also appreciate their work making good use of their existing knowledge and skills. They like being encouraged to try new ways of doing things, and although gains have been made in this area, it is still a relatively low scoring question. At a higher level, it is important for Police Prosecutions staff to feel that their career and personal development needs are being met, and this is an area that the results indicate would benefit from consideration – this is the second-lowest rating question in the survey.

Summary

Overall the results for Police Prosecutions have significantly improved from 2011, with a total of 44 questions increasing significantly. Police Prosecutions' results are now on par with the NZ Police average. The data indicates that the average staff member feels that NZ Police is more effective, has a clearer vision, and that supervisors are more focused on their people management responsibilities than a year ago. The ratio of engaged to disengaged staff has shifted strongly in a positive direction, from just above 1:1 in 2011 to almost 2.5:1 in 2012.

In terms of recommended focus areas, three themes emerged from the key drivers and other analyses. The first is that there are some top-ranked key drivers related to the importance of building a workplace that people find enjoyable and can feel that they 'belong' to. References to 'camaraderie' in the open ended comments and high scores for 'My Work Group' support this theme as being important. The second theme to come through the key driver analysis is around the importance of open and honest communication. Some of the comments made in the survey link improved communication to the biggest improving question in the survey, that relating to the improved clarity of NZ Police's vision over the past year. The third theme to come out of the analyses relates to the importance and meaningful nature of the daily work that Police Prosecutions staff do, and importantly where that may lead them in terms of career and personal development. Ongoing consideration of these themes over the next year will give Police Prosecutions the best chance to repeat the improvements recorded this year.

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.