

New Zealand Police Workplace Survey 2013

Summary of Findings Police Prosecutions



April 2013

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RESPONSE RATE

	Police Prosecutions 2013	Police Prosecutions 2012	NZ Police 2013 (Total Org)
Number of Responses	275	267	8863
Response Rate	80.9%	80.2%	74.8%

Note: For tables in this report where comparisons are made between the Service Centre's 2013 and 2012 scores, as well as between the Service Centre and NZ Police (Total Org), **green font** indicates that the Service Centre'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.

OVERALL PERCEPTIONS OF POLICE PROSECUTIONS AS A PLACE TO WORK

Section	Police Prosecutions 2013	Police Prosecutions 2012	NZ Police 2013 (Total Org)
Performance Index (average of all questions in the survey)	61.8	67.3 (-5.5)	63.6 (-1.8)
1. Vision and Purpose + Communication and Cooperation	51.2	64.5 (-13.3)	54.9 (-3.7)
2. Quality and Excellence	44.0	NA	48.1 (-4.1)
3. My Supervisor	72.1	72.8 (-0.7)	76.6 (-4.5)
4. My Work Group	77.8	78.5 (-0.7)	79.9 (-2.1)
5. My Job	69.4	72.9 (-3.5)	62.4 (+7.0)
6. Respect & Integrity in the Workplace	67.6	68.9 (-1.3)	73.4 (-5.8)
7. Learning and Development	60.8	61.6 (-0.8)	58.9 (+1.9)
8. Performance and Feedback	61.6	63.0 (-1.4)	69.7 (-8.1)
9. Recognition	43.2	52.0 (-8.8)	48.1 (-4.9)
10. Final Thoughts (Engagement Index)	66.8	73.8 (-7.0)	71.1 (-4.3)
11. The Survey - Your Views (Change Index)	28.2	40.8 (-12.6)	28.9 (-0.7)

SCORES ACROSS POLICE PROSECUTIONS

Section	Auckland City Pros	Bay of Plenty Pros	Canterbury Dist Pros	Central Dist Pros	Counties/Manukau Pros	Eastern Dist Pros	Northland Prosecutions	Police Pros
Performance Index	65.0	61.8	59.2	52.0	62.5	67.7	50.1	60.1
1. Vision and Purpose + Communication and Cooperation	57.1	48.5	62.7	40.7	53.8	61.7	31.5	51.2
2. Quality and Excellence	50.0	35.3	43.5	28.9	52.3	57.1	33.8	44.0
3. My Supervisor	69.9	75.6	68.0	66.7	65.4	83.3	53.6	72.1
4. My Work Group	89.1	91.2	73.9	87.7	81.9	69.0	72.6	79.3
5. My Job	73.0	72.5	64.7	63.6	70.9	82.3	71.6	69.4
6. Respect & Integrity in the Workplace	80.1	77.4	69.4	60.0	69.1	64.2	56.9	67.6
7. Learning and Development	56.9	53.9	52.9	44.7	55.1	59.5	54.4	54.1
8. Performance and Feedback	64.3	66.7	57.0	61.4	69.6	54.8	62.5	61.6
9. Recognition	39.3	40.0	40.0	22.1	47.2	53.4	33.0	43.2
10. Final Thoughts	77.0	68.6	67.4	54.4	71.8	83.3	49.0	66.8
11. The Survey - Your Views	38.1	28.7	13.6	18.0	36.5	45.2	6.5	31.0

Section	Other Prosecutions	Southern Dist Pros	Tasman Dist Pros	Waikato Pros	Waitemata Pros	Wellington Dist Pros	Police Pros
Performance Index	67.2	47.6	75.4	52.5	63.4	57.7	60.1
1. Vision and Purpose + Communication and Cooperation	64.2	44.8	78.0	33.5	52.6	44.0	51.2
2. Quality and Excellence	60.0	44.8	66.7	25.0	49.1	33.0	44.0
3. My Supervisor	87.8	38.1	76.4	74.3	85.7	86.7	72.1
4. My Work Group	65.6	54.8	93.1	75.7	83.3	78.7	79.3
5. My Job	73.9	55.8	76.5	65.9	70.5	64.6	69.4
6. Respect & Integrity in the Workplace	60.0	54.3	76.7	71.7	65.0	63.2	67.6
7. Learning and Development	62.9	52.4	63.6	41.7	57.1	54.0	54.1
8. Performance and Feedback	55.6	47.6	85.1	45.8	72.6	53.3	61.6
9. Recognition	65.3	41.4	73.2	38.3	39.6	46.4	43.2
10. Final Thoughts	74.4	46.4	77.0	54.9	73.2	63.3	66.8
11. The Survey - Your Views	46.7	28.6	47.2	36.1	32.1	26.7	31.0

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 POLICE PROSECUTIONS?

Engagement Index (average of all six engagement questions)

Police Prosecutions 2013	Police Prosecutions 2012	NZ Police 2013 (Total Org)
66.8	73.8 (-7.0)	71.1 (-4.3)

Engagement Profile

Engagement Group	Police Prosecutions 2013	Police Prosecutions 2012	NZ Police 2013 (Total Org)
Engaged	16.8	24.8 (-8.0)	24.5 (-7.7)
Ambivalent	66.4	65.4 (+1.0)	59.9 (+6.5)
Disengaged	16.8	9.8 (+7.0)	15.6 (+1.2)
Engagement Ratio	1:1	2.5:1	1.6:1

Proportion of Employees (%)

Engagement Across the Service Centre

Engagement Group	Auckland City Pros	Bay of Plenty Pros	Canterbury Dist Pros	Central Dist Pros	Counties/Manukau Pros	Eastern Dist Pros	Northland Pros	Police Pros
Engaged	31.0	17.6	8.7	5.3	10.5	14.3	0.0	16.8
Ambivalent	62.1	70.6	87.0	63.1	76.3	71.4	68.7	66.4
Disengaged	6.9	11.8	4.3	31.6	13.2	14.3	31.3	16.8
Engagement Index	77.0	68.6	67.4	54.4	71.8	83.3	49.0	66.8
Engagement Ratio	4.5:1	1.5:1	2:1	0.2:1	0.8:1	1:1	-	1:1

Engagement Group	Other Pros	Southern Dist Pros	Tasman Dist Pros	Waikato Pros	Waitemata Pros	Wellington Dist Pros	Police Pros
Engaged	26.7	21.4	18.2	16.7	25.0	20.0	16.8
Ambivalent	60.0	35.7	81.8	58.3	64.3	56.0	66.4
Disengaged	13.3	42.9	0.0	25.0	10.7	24.0	16.8
Engagement Index	74.4	46.4	77.0	54.9	73.2	63.3	66.8
Engagement Ratio	2:1	0.5:1	-	0.7:1	2.3:1	0.8:1	1:1

PERFORMANCE ENABLEMENT WITHIN POLICE PROSECUTIONS?

Performance Enablement Index (average of all eight enablement questions)

Police Prosecutions 2013	NZ Police 2013 (Total Org)
55.3	54.3 (+1.0)

Enablement Questions

Concept	Question	Police Prosecutions 2013	NZ Police 2013 (Total Org)
Quality emphasis	Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	42.5	52.9 (-10.4)
Involvement	NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	39.3	42.5 (-3.2)
	I am sufficiently involved in decisions that affect my work	52.2	52.5 (-0.3)
Resource access	I have the tools and resources I need to do my job	69.0	52.6 (+16.4)
	NZ Police's systems and processes enable me to do my job well	47.3	42.8 (+4.5)
Training	NZ Police provides adequate training for the work I do	58.8	49.7 (+9.1)
Collaboration	People I work with cooperate to get the job done	86.5	87.1 (-0.6)
Customer Service	NZ Police delivers on the promises it makes to its customers	47.1	54.2 (-7.1)

WHAT DRIVES EMPLOYEE ENGAGEMENT WITHIN POLICE PROSECUTIONS?

	Key Driver Questions	Police Prosecutions 2013	Police Prosecutions 2012	NZ Police 2013 (Total Org)
	1.3: NZ Police is an enjoyable place to work	63.5	75.1 (-11.6)	66.8 (-3.3)
	9.4: I feel my contribution is valued in NZ Police	43.0	52.4 (-9.4)	48.0 (-5.0)
	1.5: There is a sense of 'common purpose' in NZ Police	55.1	66.4 (-11.3)	53.5 (+1.6)
	5.3: My job gives me a sense of personal achievement	78.8	79.8 (-1.0)	79.7 (-0.9)
	1.6: I feel a sense of belonging to my District or my Service Centre	59.6	71.1 (-11.5)	57.9 (+1.7)
	2.4: NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	39.3	NA	42.5 (-3.2)
	1.2: I feel I am working for an effective organisation	56.6	73.0 (-16.4)	59.6 (-3.0)
	9.2: We celebrate success in NZ Police	42.7	53.2 (-10.5)	50.8 (-8.1)
	1.10: NZ Police is interested in the views and opinions of its staff	25.5	40.2 (-14.7)	34.8 (-9.3)
	4.4: I feel part of an effective work group	80.7	85.0 (-4.3)	78.3 (+2.4)

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.

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 Pros	Police Pros
1.3: NZ Police is an enjoyable place to work	75.9	70.6	78.3	42.1	66.7	78.6	31.3	63.5
9.4: I feel my contribution is valued in NZ Police	35.7	41.2	43.5	26.3	47.4	35.7	43.8	43.0
1.5: There is a sense of 'common purpose' in NZ Police	69.0	56.3	59.1	31.6	69.2	57.1	25.0	55.1
5.3: My job gives me a sense of personal achievement	89.7	88.2	77.3	68.4	82.1	78.6	81.3	78.8
1.6: I feel a sense of belonging to my District or my Service Centre	62.1	56.3	65.2	68.4	56.4	71.4	31.3	59.6
2.4: NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	48.3	17.6	39.1	26.3	51.3	42.9	31.3	39.3
1.2: I feel I am working for an effective organisation	62.1	70.6	60.9	31.6	64.1	64.3	25.0	56.6
9.2: We celebrate success in NZ Police	41.4	35.3	47.8	15.8	43.6	64.3	40.0	42.7
1.10: NZ Police is interested in the views and opinions of its staff	34.5	17.6	26.1	21.1	28.2	28.6	6.3	25.5
4.4: I feel part of an effective work group	93.1	94.1	73.9	89.5	84.6	78.6	66.7	80.7

Question	Other Pros	Southern Dist Pros	Tasman Dist Pros	Waikato Pros	Waitemata Pros	Wellington Dist Pros	Police Pros
1.3: NZ Police is an enjoyable place to work	60.0	30.8	100.0	50.0	75.0	56.0	63.5
9.4: I feel my contribution is valued in NZ Police	60.0	42.9	54.5	37.5	42.9	52.0	43.0
1.5: There is a sense of 'common purpose' in NZ Police	80.0	46.2	83.3	37.5	57.1	40.0	55.1
5.3: My job gives me a sense of personal achievement	80.0	57.1	75.0	75.0	82.1	76.0	78.8
1.6: I feel a sense of belonging to my District or my Service Centre	73.3	38.5	83.3	39.1	71.4	60.0	59.6
2.4: NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	60.0	42.9	58.3	20.8	39.3	32.0	39.3
1.2: I feel I am working for an effective organisation	73.3	61.5	83.3	37.5	71.4	36.0	56.6
9.2: We celebrate success in NZ Police	80.0	42.9	75.0	33.3	28.6	40.0	42.7
1.10: NZ Police is interested in the views and opinions of its staff	26.7	38.5	75.0	4.2	28.6	16.0	25.5
4.4: I feel part of an effective work group	66.7	57.1	83.3	70.8	92.9	76.0	80.7

TAKING ACTION WITHIN POLICE PROSECUTIONS?

Question	Police Prosecutions 2013	Police Prosecutions 2012	NZ Police 2013 (Total Org)
11.1: I believe actions will be taken based on the results of this survey	34.3	42.3 (-8.0)	34.9 (-0.6)
11.2: Changes in response to the 2012 Workplace Survey have had a positive impact on my work group	22.1	39.3 (-17.2)	22.9 (-0.8)
11.3: My supervisor has actively involved our work group in making changes as a result of the last survey	36.6	NA	34.0 (+2.6)

Taking Action within the Service Centre

Area	Change Index	Police Prosecutions
Auckland City Pros	38.1	31.0 (+7.1)
Bay of Plenty Pros	28.7	31.0 (-2.3)
Canterbury Dist Pros	13.6	31.0 (-17.4)
Central Dist Pros	18.0	31.0 (-13.0)
Counties/Manukau Pros	36.5	31.0 (+5.5)
Eastern Dist Pros	45.2	31.0 (+14.2)
Northland Prosecutions	6.5	31.0 (-24.5)
Other Prosecutions	46.7	31.0 (+15.7)
Southern Dist Pros	28.6	31.0 (-2.4)
Tasman Dist Pros	47.2	31.0 (+16.2)
Waikato Pros	36.1	31.0 (+5.1)
Waitemata Pros	32.1	31.0 (+1.1)
Wellington Dist Pros	26.7	31.0 (-4.3)

BIGGEST DIFFERENCES WITHIN POLICE PROSECUTIONS SINCE 2012 - POSITIVE

Question	Police Prosecutions 2013	Police Prosecutions 2012	NZ Police 2013 (Total Org)
4.3: Roles and responsibilities are clearly defined in my work group	81.5	77.2 (+4.3)	76.2 (+5.3)
5.6: I am satisfied with my physical work environment	70.2	67.0 (+3.2)	63.5 (+6.7)
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	66.8	65.8 (+1.0)	70.2 (-3.4)
7.2: The work I do makes good use of my knowledge and skills	82.2	81.3 (+0.9)	75.3 (+6.9)
7.1: NZ Police provides adequate training for the work I do	58.8	58.3 (+0.5)	49.7 (+9.1)
3.4: My supervisor treats staff with respect	79.3	78.9 (+0.4)	82.5 (-3.2)
4.6: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	80.7	80.5 (+0.2)	86.8 (-6.1)
4.2: I can rely on the support of others in my work group	84.0	83.9 (+0.1)	86.4 (-2.4)

BIGGEST DIFFERENCES WITHIN POLICE PROSECUTIONS SINCE 2012 - NEGATIVE

Question	Police Prosecutions 2013	Police Prosecutions 2012	NZ Police 2013 (Total Org)
1.4: NZ Police cares about the well-being of its staff	31.1	54.7 (-23.6)	40.1 (-9.0)
11.2: Changes in response to the 2012 Workplace Survey have had a positive impact on my work group	22.1	39.3 (-17.2)	22.9 (-0.8)
1.9: I feel informed about NZ Police and its activities	50.4	66.8 (-16.4)	54.2 (-3.8)
1.2: I feel I am working for an effective organisation	56.6	73.0 (-16.4)	59.6 (-3.0)
1.8: Communication in my District or my Service Centre is open and honest	41.2	57.0 (-15.8)	43.2 (-2.0)
1.10: NZ Police is interested in the views and opinions of its staff	25.5	40.2 (-14.7)	34.8 (-9.3)
1.1: NZ Police has a clear vision of where it's going and how it's going to get there	59.1	72.5 (-13.4)	65.8 (-6.7)
1.3: NZ Police is an enjoyable place to work	63.5	75.1 (-11.6)	66.8 (-3.3)
1.6: I feel a sense of belonging to my District or my Service Centre	59.6	71.1 (-11.5)	57.9 (+1.7)
1.5: There is a sense of 'common purpose' in NZ Police	55.1	66.4 (-11.3)	53.5 (+1.6)

BIGGEST POSITIVE DIFFERENCES TO NZ POLICE TOP 25%

Question	Police Prosecutions 2013	NZ Police Top 25%
5.10: I understand how my performance is measured	70.9	65.3 (+5.6)
5.4: I have the tools and resources I need to do my job	69.0	63.4 (+5.6)
5.1: The responsibilities of my job are clearly defined	85.0	79.6 (+5.4)
5.9: The pay and benefits I receive are fair for the work I do	56.9	52.7 (+4.2)
5.11: My performance is fairly assessed	66.4	63.6 (+2.8)
4.3: Roles and responsibilities are clearly defined in my work group	81.5	79.3 (+2.2)
5.2: I know how my work contributes to the effectiveness of NZ Police	89.8	88.5 (+1.3)
7.2: The work I do makes good use of my knowledge and skills	82.2	82.0 (+0.2)

BIGGEST NEGATIVE DIFFERENCES TO NZ POLICE TOP 25%

Question	Police Prosecutions 2013	NZ Police Top 25%
1.4: NZ Police cares about the well-being of its staff	31.1	55.8 (-24.7)
1.10: NZ Police is interested in the views and opinions of its staff	25.5	49.4 (-23.9)
2.2: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	42.5	65.4 (-22.9)
7.5: There are career development opportunities for me in NZ Police	36.4	58.4 (-22.0)
10.6: NZ Police inspires me to do the best I can in my job every day	52.0	73.3 (-21.3)
9.2: We celebrate success in NZ Police	42.7	63.6 (-20.9)
10.2: Overall, I would recommend NZ Police as a great place to work	59.5	79.7 (-20.2)
9.4: I feel my contribution is valued in NZ Police	43.0	62.4 (-19.4)
7.6: There are learning and development opportunities for me in NZ Police	45.1	64.5 (-19.4)
1.9: I feel informed about NZ Police and its activities	50.4	68.7 (-18.3)

RESPECT AND INTEGRITY WITHIN POLICE PROSECUTIONS

Question	Police Prosecution 2013	Police Prosecutions 2012	NZ Police 2013 (Total Org)
6.1: Staff in my workgroup respect employee diversity	76.0	78.0 (-2.0)	82.9 (-6.9)
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	76.1	76.7 (-0.6)	81.4 (-5.3)
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	66.8	65.8 (+1.0)	70.2 (-3.4)
6.4: 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)	62.1	64.4 (-2.3)	68.4 (-6.3)
6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	56.8	59.8 (-3.0)	64.2 (-7.4)

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 Prosecution 2013	Police Prosecutions 2012	NZ Police 2013 (Total Org)
Not Applicable	87.3	82.4 (+4.9)	84.0 (+3.3)
Yes	1.5	5.6 (-4.1)	3.9 (-2.4)
No	11.3	12.0 (-0.7)	12.1 (-0.8)

Gender Differences Within the Service Centre

Question	Police Prosecution - Female	Police Prosecution - Male
6.1: Staff in my workgroup respect employee diversity	67.6	81.3
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	76.4	75.9
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	61.7	70.1
6.4: 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)	53.8	67.5
6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	51.4	60.2
Respect & Integrity in the Workplace (Overall Section Score)	62.2	71.0

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?

	Police Prosecution Female	Police Prosecution Male
Not Applicable	86.0	88.1
Yes	0.9	1.8
No	13.1	10.1

SUMMARY AND KEY OBSERVATIONS – POLICE PROSECUTIONS SERVICE CENTRE

The following summary provides insight into how employees perceive the Police Prosecutions Service Centre as a place to work and how it fares to the rest of NZ Police. Engagement levels within the Service Centre are examined, along with the results of a statistical analysis looking for the key drivers of engagement. A cursory examination of employee comments is also provided. The section concludes with an overall summary that highlights the key issues within the Police Prosecutions Service Centre 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 rate to the 2013 staff survey from the Police Prosecutions Service Centre. Of 340 employees asked to participate, 275 responded, representing a response rate of 80.9%. This is almost exactly the same response rate as in 2012, and ensures the results presented in this report provide an accurate indication of employee attitude and opinion towards the Service Centre.

How Employees Perceive the Police Prosecutions Service Centre as a Place to Work

The 2012 Summary of Findings report described a greatly improved Police Prosecutions Service Centre, but the 2013 results indicate a reversal across the board. The 'Performance Index' is a score that takes into account all responses to all questions in the survey, and thus can provide an overall picture of how Police Prosecutions results look. In 2013, Police Prosecutions' Performance Index has slipped by 5.5 points compared to 2012 results, which is a large decrease. Police Prosecutions' results are now slightly below the NZ Police Overall results on average, whereas the difference was a positive one in 2012. When looking at the results across the different sections of the survey, the biggest movements have been decreases in the 'Vision & Purpose + Communication & Cooperation' section, with scores also decreasing markedly in sections measuring Recognition and Engagement. The increases seen in 2012 indicating an improvement in faith in the survey process have also now disappeared. Compared to the NZ Police Overall results, the topics of Performance & Feedback and Respect & Integrity in the Workplace continue to be weak points.

Digging further, we can examine scores for individual questions within these survey sections to determine what specific issues are influencing the overall decrease in results. As noted above, the biggest decreases for 2013 are for questions from the 'Vision & Purpose + Communication & Cooperation' section – indeed, nine out of the ten biggest decreasing scores come from this section. Overall staff feel much less favourably about the relationship they have with NZ Police and their connection to the 'big picture' – less clarity of vision, poorer communication, less sense of 'common purpose', a less enjoyable workplace, and most notably much less of a feeling that NZ Police cares about staff well-being. Five of Police Prosecutions' key drivers of employee engagement come from this same group of questions, so it follows that engagement levels within the Service Centre are much lower than in 2012.

Results across the areas within Police Prosecutions vary widely, with Tasman District often having the highest scores, and lowest scores often recorded by Southern District. There are some low scores for some sections of the survey that would be worth further investigation – Vision & Purpose + Communication & Cooperation in Northland (31.5%), Quality & Excellence in Waikato (25.0%), My Supervisor in Southern District (38.1%), and Recognition in Central District (22.1%). Some districts also had extremely low scores for the questions measuring faith in the survey process, most notably Northland (6.5%), Canterbury (13.6%) and Central District (18.0%).

Respect and Integrity within the Police Prosecutions Service Centre

The Respect & Integrity section of the survey for 2013 scored similarly to 2012, with minor decreases recorded. Almost all Respect & Integrity questions now score significantly below the NZ Police average, and staff confidence in the processes to address any issue of this type is of concern.

87.3% of Police Prosecutions staff have indicated in 2013 that they hadn't witnessed or experienced any harassment, bullying or discrimination in the past 12 months, which is an improvement on 2012 results. In total 12.7% of the Service Centre's respondents indicated that they had witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months, and almost 90% of those people felt that the issue had not been dealt with effectively.

When we look at Respect & Integrity responses by gender, there are some marked differences as to how males and females feel about this topic. While over three-quarters of both males and females know how to report respect and integrity issues, females feel much less confident that they could raise any issues they might have, and if they raised any concerns these would be addressed appropriately and without reprisal. Overall, in their perception of the effective handling of actual reported instances related to respect and integrity, males and females are similar.

Employee Engagement within Police Prosecutions Service Centre

Employee engagement levels within Police Prosecutions have declined significantly from 2012 levels, down 7 points. Whereas the Service Centre's 2012 engagement levels were on par with the NZ Police average, in 2013 the levels are below the NZ Police average by 4.3 points. The shift in engagement has come from both a decrease in the proportion of engaged staff (-8) and also an increase in the proportion of disengaged staff (+7). This means that the ratio of engaged:disengaged staff has changed substantially, from 2.5:1 in 2012 to just 1:1 in 2013 – there are now as many disengaged staff as engaged staff. This is the same ratio as in 2011.

Engagement Index scores vary widely across the districts, from high scores of 70%+ in Eastern District, Auckland City, Tasman District, 'Other', Waitemata and Counties/Manukau, to low scores below 55% in Southern District, Northland, Central District and Waikato.

Below we provide the results of an analysis that identifies what engages the Service Centre's 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. They are the most influential to drive improvement in engagement levels.

The first thing that is apparent about Police Prosecutions' list of ten key drivers is that the vast majority have decreased in score since 2012, with seven of them decreasing by more than 9 points. As noted previously, the 'Vision & Purpose + Communication & Cooperation' section contributes half of the key drivers this year. Staff seem concerned about the relationship they have with NZ Police and their connection to the 'big picture' – it is very important to them that they enjoy coming to work, that they feel like they 'belong', and that people work together to achieve a common purpose.

The second theme emerging from the Police Prosecutions key drivers is the importance of the Service Centre being highly functional and achievement-oriented. Staff need to feel a sense of achievement in their role (which they generally do), they need to feel that they are part of an effective work group (which they generally do), and they also want to feel part of an effective organisation (which there is far less agreement on). Further investigation into why staff do not feel that their individual and work group-level successes are translating into organisational effectiveness would be worthwhile.

The third theme in Police Prosecutions key drivers is related to the importance of valuing staff contributions. Three questions on this topic drive employee engagement, and Police Prosecutions scores at least 9% below the NZ Police average on all three. Staff want to feel that their contribution is valued, they want the District to be better at celebrating successes, and only a quarter of staff feel that NZ Police is interested in their views and opinions.

Across the districts the scores on the key driver questions are sometimes poles apart – as noted previously, it would be well worth further investigation and discussion into what is contributing to these variations, and also how best practice can be replicated elsewhere.

Performance Enablement within the Police Prosecutions Service Centre

'Performance enablement' is about ensuring that staff have the basic resources, training and support they need to do their jobs. Additionally, it considers an emphasis on delivering a quality, customer-focused service to support a high performing workplace. A workforce that is both highly enabled (can do the job) and engaged (want to do the job) will outperform those that lack enablement or engagement.

Based on responses to the enablement questions, opportunity to further enable Police Prosecutions staff may exist by renewing the focus on customer service delivery – making quality decisions to support delivery of the customer promise.

Taking Action within the Police Prosecutions Service Centre

In line with the general direction of the survey results from 2012 to 2013, a low proportion of just 22.1% of Police Prosecutions staff felt that the 2012 survey had a positive impact on their workplace (down 17.2 points on 2012's score). This is on par with the NZ Police average, but that is also a low score. Just 36.6% of staff agreed that their supervisor had involved them in making changes last year, and 34.3% of staff feel positive that the 2013 survey will inspire change. Tasman District, Eastern District and 'Other' are most positive about the impact the survey is having, but Northland, Canterbury District and Central District report little faith (or involvement) in the survey process.

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 a sense of camaraderie that exists in work groups and teamwork. People also enjoy the variety in their work, job security, 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 a desire for improved communication with more honesty, demonstrating more care for staff well-being, concerns about the impact that budget constraints and cost cutting were having, resourcing and resources, addressing poor attitudes and performance, appointment processes and feeling valued.

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

Summary

The 2013 survey results for Police Prosecutions reverse the improvements in engagement made in 2012. While results have declined across the board, it is notable that the questions that have decreased the most have been the key drivers of engagement, demonstrating the strong relationship that exists between a small number of critical issues and people's inspiration to 'go the extra mile' for NZ Police. While the desire to contribute to their communities is as strong as ever, Police Prosecution staff are feeling that there is less 'common purpose' in the way things are getting done currently, and the workplace environment is less enjoyable and 'caring' than it was a year ago. People are still individually aligned to the 'big picture' of Safer Communities Together, but they feel that current working conditions are not as supportive of achieving this vision as they used to be. A particular issue for Police Prosecutions (when compared to NZ Police overall) is the need to encourage, value and celebrate the contributions of all staff, as this is a topic where great scope for improvement exists. A feeling of disengagement has increased greatly in the past year.

Critical to regaining the engagement of Police Prosecutions staff in 2013 will be every supervisor and work group recognising their role in building a great workplace. On average 36.6% of people reported that their supervisor has involved their work group in making changes based on the last survey (although some districts reported much lower figures), and just 22.1% of people felt that any changes made since the 2012 survey had had a positive impact. These results echo the changes in the engagement metrics across the past year. If work groups across Police Prosecutions are able to work together in an intentional way to build a more supportive and enjoyable workplace, a more engaging workplace (and a more effective District) should result. This indeed was the experience for this Service Centre across 2011/12.

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 2013	NZ Police 2012
Number of Responses	8863	9393
Response Rate	74.8%	77.1%

OVERALL PERCEPTIONS OF THE NZ POLICE AS A PLACE TO WORK

Section	NZ Police 2013	NZ Police 2012
Performance Index	63.6	64.7 (-1.1)
1. Vision and Purpose + Communication and Cooperation	54.9	58.2 (-3.3)
2. Quality and Excellence	48.1	NA
3. My Supervisor	76.6	76.4 (+0.2)
4. My Work Group	79.9	79.2 (+0.7)
5. My Job	62.4	63.3 (-0.9)
6. Respect & Integrity in the Workplace	73.4	72.4 (+1.0)
7. Learning and Development	58.9	59.6 (-0.7)
8. Performance and Feedback	69.7	68.9 (+0.8)
9. Recognition	48.1	48.3 (-0.2)
10. Final Thoughts (Engagement Index)	71.1	74.4 (-3.3)
11. The Survey - Your Views (Change Index)	28.9	31.9 (-3.0)

ENGAGEMENT PROFILE

Engagement Group	NZ Police 2013	NZ Police 2012
Engaged	24.5	27.8 (-3.3)
Ambivalent	59.9	59.7 (+0.2)
Disengaged	15.6	12.5 (+3.1)
Engagement Ratio	1.6:1	2.2:1

Proportion of Employees (%)

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.

Engagement Ratio: the proportion of engaged to disengaged employees

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

Performance enablement is the organisation's ability to harness engagement by creating an environment in which staff are enabled to do their job to the best of their ability. Enabled employees are well equipped to do their job, are adequately trained, work cooperatively with others to get the job done, and have appropriate channels to voice themselves. Quality of service is prioritised these staff, and as a result, they can be expected to display greater customer focus.

Performance enablement index: the average score across the below eight enablement questions

- Day to day decisions demonstrate that quality of services is a top priority for NZ Police
- NZ Police encourages ideas and suggestions from employees on how to improve the way things are done
- I am sufficiently involved in decisions that affect my work
- I have the tools and resources I need to do my job
- NZ Police's systems and processes enable me to do my job well
- NZ Police provides adequate training for the work I do
- People I work with cooperate to get the job done
- NZ Police delivers on the promises it makes to its customers

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 2013 New Zealand Police Workplace Survey contained 66 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.

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.

