

# New Zealand Police Workplace Survey 2013

## Summary of Findings Northland District



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April 2013

**Kenexa**<sup>®</sup>  
an IBM Company

## RESPONSE RATE

	Northland District 2013	Northland District 2012	NZ Police 2013 (Total Org)
Number of Responses	271	291	8863
Response Rate	71.9%	74.6%	74.8%

Note: For tables in this report where comparisons are made between the District's 2013 and 2012 scores, as well as between the District and NZ Police (Total Org), **green font** indicates that the District's score is statistically higher than the comparison point, while **red font** indicates the score is statistically lower. The scores in the tables, excluding the response rate, are **level of agreement** (percent favourable) scores (unless otherwise stated). See the glossary on the last page of this report for definitions of all terms used.

## OVERALL PERCEPTIONS OF THE NORTHLAND DISTRICT AS A PLACE TO WORK

Section	Northland District 2013	Northland District 2012	NZ Police 2013 (Total Org)
Performance Index (average of all questions in the survey)	54.2	60.9 (-6.7)	63.6 (-9.4)
1. Vision and Purpose + Communication and Cooperation	41.9	50.6 (-8.7)	54.9 (-13.0)
2. Quality and Excellence	39.0	NA	48.1 (-9.1)
3. My Supervisor	69.1	74.5 (-5.4)	76.6 (-7.5)
4. My Work Group	73.7	78.0 (-4.3)	79.9 (-6.2)
5. My Job	51.2	59.2 (-8.0)	62.4 (-11.2)
6. Respect & Integrity in the Workplace	65.1	71.1 (-6.0)	73.4 (-8.3)
7. Learning and Development	53.7	56.3 (-2.6)	58.9 (-5.2)
8. Performance and Feedback	67.4	68.7 (-1.3)	69.7 (-2.3)
9. Recognition	40.5	45.9 (-5.4)	48.1 (-7.6)
10. Final Thoughts (Engagement Index)	58.3	70.0 (-11.7)	71.1 (-12.8)
11. The Survey - Your Views (Change Index)	20.3	25.4 (-5.1)	28.9 (-8.6)

## SCORES ACROSS THE NORTHLAND DISTRICT

Section	Far North Area	Whangarei Area	Northland District DHQ	Northland District
Performance Index	47.5	53.7	76.5	53.2
1. Vision and Purpose + Communication and Cooperation	34.2	42.6	74.5	41.9
2. Quality and Excellence	31.3	40.1	66.7	39.0
3. My Supervisor	63.9	70.3	83.2	69.1
4. My Work Group	74.3	74.9	86.1	75.5
5. My Job	41.6	54.4	70.2	51.2
6. Respect & Integrity in the Workplace	68.0	61.3	85.6	65.1
7. Learning and Development	46.9	52.3	78.7	52.3
8. Performance and Feedback	68.5	64.7	86.8	67.4
9. Recognition	33.3	41.7	65.6	40.5
10. Final Thoughts	50.7	59.2	87.0	58.3
11. The Survey - Your Views	16.0	22.6	55.7	22.6

Note that for the table above, red scores indicate the lowest performing area within the District 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 THE NORTHLAND DISTRICT?

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

Northland District 2013	Northland District 2012	NZ Police 2013 (Total Org)
58.3	70.0 (-11.7)	71.1 (-12.8)

### Engagement Profile

Engagement Group	Northland District 2013	Northland District 2012	NZ Police 2013 (Total Org)
Engaged	15.9	20.7 (-4.8)	24.5 (-8.6)
Ambivalent	55.2	64.1 (-8.9)	59.9 (-4.7)
Disengaged	28.9	15.2 (+13.7)	15.6 (+13.3)
Engagement Ratio	0.6:1	1.4:1	1.6:1

Proportion of Employees (%)

### Engagement Across the District

Engagement Group	Far North Area	Whangarei Area	Northland District DHQ	Northland District
Engaged	10.1	16.6	38.9	15.9
Ambivalent	53.9	55.8	55.5	55.2
Disengaged	36.0	27.6	5.6	28.9
Engagement Index	50.7	59.2	87.0	58.3
Engagement Ratio	0.3:1	0.6:1	6.9:1	0.6:1

## PERFORMANCE ENABLEMENT WITHIN THE NORTHLAND DISTRICT?

**Performance Enablement Index** (average of all eight enablement questions)

Northland District 2013	NZ Police 2013 (Total Org)
46.9	54.3 (-7.4)

### Enablement Questions

Concept	Question	Northland District 2013	NZ Police 2013 (Total Org)
Quality emphasis	Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	45.6	52.9 (-7.3)
Involvement	NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	32.5	42.5 (-10.0)
	I am sufficiently involved in decisions that affect my work	42.1	52.5 (-10.4)
Resource access	I have the tools and resources I need to do my job	46.9	52.6 (-5.7)
	NZ Police's systems and processes enable me to do my job well	36.2	42.8 (-6.6)
Training	NZ Police provides adequate training for the work I do	46.5	49.7 (-3.2)
Collaboration	People I work with cooperate to get the job done	84.1	87.1 (-3.0)
Customer Service	NZ Police delivers on the promises it makes to its customers	41.7	54.2 (-12.5)

## WHAT DRIVES EMPLOYEE ENGAGEMENT WITHIN THE NORTHLAND DISTRICT?

	Key Driver Questions	Northland District 2013	Northland District 2012	NZ Police 2013 (Total Org)
	1.3: NZ Police is an enjoyable place to work	51.7	64.7 (-13.0)	66.8 (-15.1)
	1.6: I feel a sense of belonging to my District or my Service Centre	45.7	57.4 (-11.7)	57.9 (-12.2)
	5.3: My job gives me a sense of personal achievement	72.0	79.4 (-7.4)	79.7 (-7.7)
	9.4: I feel my contribution is valued in NZ Police	38.4	42.8 (-4.4)	48.0 (-9.6)
	1.2: I feel I am working for an effective organisation	42.4	55.5 (-13.1)	59.6 (-17.2)
	1.5: There is a sense of 'common purpose' in NZ Police	36.1	48.1 (-12.0)	53.5 (-17.4)
	1.10: NZ Police is interested in the views and opinions of its staff	21.9	29.0 (-7.1)	34.8 (-12.9)
	5.2: I know how my work contributes to the effectiveness of NZ Police	73.1	80.4 (-7.3)	81.7 (-8.6)
	1.8: Communication in my District or my Service Centre is open and honest	28.0	38.5 (-10.5)	43.2 (-15.2)
	9.2: We celebrate success in NZ Police	43.9	42.3 (+1.6)	50.8 (-6.9)

Note: The table above shows the results of a statistical analysis identifying those things assessed in the survey that are the most engaging to staff members within the District. These key drivers are rank ordered. 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 District 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	Far North Area	Whangarei Area	Northland District DHQ	Northland District
1.3: NZ Police is an enjoyable place to work	44.9	51.8	83.3	51.7
1.6: I feel a sense of belonging to my District or my Service Centre	36.0	47.5	77.8	45.7
5.3: My job gives me a sense of personal achievement	66.3	72.6	94.4	72.0
9.4: I feel my contribution is valued in NZ Police	29.2	40.2	66.7	38.4
1.2: I feel I am working for an effective organisation	38.2	40.9	77.8	42.4
1.5: There is a sense of 'common purpose' in NZ Police	30.7	35.0	72.2	36.1
1.10: NZ Police is interested in the views and opinions of its staff	13.5	22.7	58.8	21.9
5.2: I know how my work contributes to the effectiveness of NZ Police	66.3	76.2	77.8	73.1
1.8: Communication in my District or my Service Centre is open and honest	12.4	32.3	66.7	28.0
9.2: We celebrate success in NZ Police	37.1	44.5	72.2	43.9

## TAKING ACTION WITHIN THE NORTHLAND DISTRICT

Question	Northland District 2013	Northland District 2012	NZ Police 2013 (Total Org)
11.1: I believe actions will be taken based on the results of this survey	23.0	30.1 (-7.1)	34.9 (-11.9)
11.2: Changes in response to the 2012 Workplace Survey have had a positive impact on my work group	17.5	20.6 (-3.1)	22.9 (-5.4)
11.3: My supervisor has actively involved our work group in making changes as a result of the last survey	27.3	NA	34.0 (-6.7)

### Taking Action within the District

Area	Change Index	Northland District
Far North Area	16.0	22.6 (-6.6)
Whangarei Area	22.6	22.6 (0.0)
Northland District DHQ	55.7	22.6 (+33.1)

## BIGGEST DIFFERENCES WITHIN THE NORTHLAND DISTRICT SINCE 2012 - POSITIVE

Question	Northland District 2013	Northland District 2012	NZ Police 2013 (Total Org)
7.2: The work I do makes good use of my knowledge and skills	72.7	71.0 (+1.7)	75.3 (-2.6)
9.2: We celebrate success in NZ Police	43.9	42.3 (+1.6)	50.8 (-6.9)
1.11: Work groups in NZ Police work well together	36.7	35.1 (+1.6)	44.9 (-8.2)
4.2: I can rely on the support of others in my work group	84.1	83.2 (+0.9)	86.4 (-2.3)
7.4: I am encouraged to try new ways of doing things	49.4	48.6 (+0.8)	53.9 (-4.5)
8.1: NZ Police expects high standards of performance from its people	87.5	86.9 (+0.6)	87.3 (+0.2)

## BIGGEST DIFFERENCES WITHIN THE NORTHLAND DISTRICT SINCE 2012 - NEGATIVE

Question	Northland District 2013	Northland District 2012	NZ Police 2013 (Total Org)
10.2: Overall, I would recommend NZ Police as a great place to work	52.0	67.2 (-15.2)	65.5 (-13.5)
10.5: I feel a sense of commitment to NZ Police	65.4	80.2 (-14.8)	79.2 (-13.8)
5.10: I understand how my performance is measured	43.5	57.9 (-14.4)	58.5 (-15.0)
10.1: Overall, I'm satisfied with my job	60.0	73.2 (-13.2)	72.5 (-12.5)
1.2: I feel I am working for an effective organisation	42.4	55.5 (-13.1)	59.6 (-17.2)
1.3: NZ Police is an enjoyable place to work	51.7	64.7 (-13.0)	66.8 (-15.1)
7.3: I am encouraged to develop my knowledge, skills and abilities in NZ Police	46.1	58.3 (-12.2)	56.9 (-10.8)
1.5: There is a sense of 'common purpose' in NZ Police	36.1	48.1 (-12.0)	53.5 (-17.4)
1.7: I intend to continue working at NZ Police for at least the next 12 months	78.1	89.9 (-11.8)	83.1 (-5.0)
5.11: My performance is fairly assessed	38.9	50.7 (-11.8)	55.8 (-16.9)

#### **SMALLEST NEGATIVE DIFFERENCES TO NZ POLICE TOP 25%**

Question	Northland District 2013	NZ Police Top 25%
8.3: Poor performance is dealt with effectively in my work group	48.0	58.2 (-10.2)
3.5: I have confidence in my supervisor	71.1	81.3 (-10.2)
6.1: Staff in my workgroup respect employee diversity	75.9	86.1 (-10.2)
4.3: Roles and responsibilities are clearly defined in my work group	69.7	79.3 (-9.6)
7.2: The work I do makes good use of my knowledge and skills	72.7	82.0 (-9.3)
1.7: I intend to continue working at NZ Police for at least the next 12 months	78.1	86.4 (-8.3)
8.2: People are held accountable for their performance in my work group	66.8	75.0 (-8.2)
3.4: My supervisor treats staff with respect	78.1	84.5 (-6.4)
4.1: People I work with cooperate to get the job done	84.1	89.8 (-5.7)
4.6: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	84.5	88.9 (-4.4)
4.2: I can rely on the support of others in my work group	84.1	88.3 (-4.2)
8.1: NZ Police expects high standards of performance from its people	87.5	90.2 (-2.7)

#### **BIGGEST NEGATIVE DIFFERENCES TO NZ POLICE TOP 25%**

Question	Northland District 2013	NZ Police Top 25%
1.5: There is a sense of 'common purpose' in NZ Police	36.1	68.2 (-32.1)
1.2: I feel I am working for an effective organisation	42.4	74.1 (-31.7)
1.4: NZ Police cares about the well-being of its staff	25.5	55.8 (-30.3)
5.7: The level of work-related stress I experience in my job is acceptable	36.3	66.4 (-30.1)
1.9: I feel informed about NZ Police and its activities	39.5	68.7 (-29.2)
1.3: NZ Police is an enjoyable place to work	51.7	80.4 (-28.7)
1.8: Communication in my District or my Service Centre is open and honest	28.0	56.1 (-28.1)
10.2: Overall, I would recommend NZ Police as a great place to work	52.0	79.7 (-27.7)
1.10: NZ Police is interested in the views and opinions of its staff	21.9	49.4 (-27.5)
10.6: NZ Police inspires me to do the best I can in my job every day	45.9	73.3 (-27.4)

## RESPECT AND INTEGRITY WITHIN THE NORTHLAND DISTRICT

Question	Northland District 2013	Northland District 2012	NZ Police 2013 (Total Org)
6.1: Staff in my workgroup respect employee diversity	75.9	79.6 (-3.7)	82.9 (-7.0)
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	74.1	81.1 (-7.0)	81.4 (-7.3)
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	61.0	68.3 (-7.3)	70.2 (-9.2)
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)	58.4	65.2 (-6.8)	68.4 (-10.0)
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	56.1	61.2 (-5.1)	64.2 (-8.1)

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?

	Northland District 2013	Northland District 2012	NZ Police 2013 (Total Org)
Not Applicable	80.8	86.6 (-5.8)	84.0 (-3.2)
Yes	3.0	3.4 (-0.4)	3.9 (-0.9)
No	16.2	10.0 (+6.2)	12.1 (+4.1)

### Gender Differences Within the District

Question	Northland District - Female	Northland District - Male
6.1: Staff in my workgroup respect employee diversity	79.2	74.7
6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	69.4	75.8
6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	56.9	62.4
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)	52.8	60.4
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	50.0	58.4
Respect & Integrity in the Workplace (Overall Section Score)	61.7	66.3

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?

	Northland District - Female	Northland District - Male
Not Applicable	84.9	79.3
Yes	5.5	2.0
No	9.6	18.7

## SUMMARY AND KEY OBSERVATIONS –NORTHLAND DISTRICT

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

### Response Rate

There were 271 responses to the survey from the Northland District resulting in a response rate of 71.9%. This is a fair response rate and indicates that the data represented in this report is a good indication of employee attitude and opinion towards the Northland District.

### How Employees Perceive Northland District as a Place to Work

In terms of how staff perceive the Northland District as a place to work, the average score across all survey questions (the Performance Index) is 54.2, which is a significant decrease of 6.7 points from 2012. Looking at scores across the survey sections, Northland District has seen decreases across the board since last year, with seven of these being statistically significant (ranging from 5.1 to 11.7). The largest differences were in 'Final Thoughts' (-11.7) and 'Vision and Purpose + Communication and Cooperation' (-8.7).

Looking at the biggest differences in item level scores between 2013 and 2012, it is clear that there are a few specific questions that contributed to the large decline in the above section scores. A number of these questions come from the 'Final Thoughts' section showing a large negative shift in perceptions around recommending NZ Police as a great place to work (-15.2), feeling committed to NZ Police (-14.8) and job satisfaction (-13.2). There has also been a negative shift in the perception that people are working for an effective organisation (-13.1), NZ Police is an enjoyable workplace (-13.0) and feeling a sense of 'common purpose' (-12.0). Also of note, is the negative shift in intentions to stay at NZ Police for the next 12 months (-11.8). People within the Northland District seem to be feeling a disconnect with the organisation; they do not feel that they 'belong' and do not seem to feel a great amount of commitment to or get satisfaction from their work.

The Performance Index score is also significantly below the NZ Police average (-9.4) with sections scoring below the NZ Police average - all but one ('Performance and Feedback') significantly so. The largest differences are in the 'Vision and Purpose + Communication and Cooperation' (-13.0), 'My Job' (-11.2) and 'Final Thoughts' (-12.8) sections.

A new analysis conducted in 2013 is a comparison of the Northland District's results against a 'NZ Police Top 25%' benchmark (a 'best practice' group that demonstrates what good results look like within the NZ Police context). This analysis revealed that there are no positive differences in scores between the Northland District and NZ Police Top 25% benchmark. Many of the largest differences came from the 'Vision and Purpose + Communication and Cooperation' section again showing this section as one to focus on. In particular, four of these differences are key drivers of employee engagement – having a sense of 'common purpose', working for an effective and enjoyable organisation and feeling that NZ Police are interested in your views and opinions.

Scores across the Far North and Whangarei areas are fairly similar with the Far North Area scoring slightly lower across all but three survey sections. Not surprisingly, the Northland District DHQ has scores that are much higher than both the Far North and Whangarei. With many sections scoring below 50% agreement in the Far North Area, this is a priority area requiring action.

### Respect and Integrity within the Northland District

The Northland District has seen a decrease in scores across each of the Respect and Integrity questions since 2012 with four out of five of these being significant. The biggest drop in score was the confidence of raising concerns related to workplace harassment, bullying or discrimination without fear of reprisal (-7.3). Similarly, compared to the NZ Police average, all scores are significantly lower in the Northland District.

Northland District also saw an increase in the proportion of people indicating that they do not believe a form of harassment, discrimination or bullying they witnessed in the past 12 months had been dealt with effectively (+6.2). Of those who witnessed or experienced one of these negative behaviours, 84.4% do not believe they were dealt with appropriately compared to 74.6% in 2012. Overall, females tended to score less positively than males across the majority of the questions.



## **Employee Engagement within Northland District**

Northland District has seen a significant decrease (-11.7) in their Engagement Index (EI) since 2012, and has a lower EI in comparison to the NZ Police average (-12.8). This is also reflected in the increased proportion of people classified as 'disengaged' since 2012 (13.7%). The Northland District has an engagement ratio of 0.6:1 – for every disengaged person there is less than one engaged person – which is a whole person lower than the NZ Police average engagement ration (1.6:1).

The Northland District DHQ has a much lower proportion of disengaged people compared with the Far North and Whangarei areas and a much higher proportion of engaged staff.

Below we provide the results of an analysis that identifies what engages the Northland District'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 Northland District's 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. Ten key drivers have been identified and the Northland District is performing significantly below the NZ Police average on all of these. The key drivers come from three survey sections; 'Vision and Purpose + Communication and Cooperation' (six questions), 'My Job' (two questions) and 'Recognition' (two questions). There is a clear theme emerging from the key drivers around wanting to feel valued (through contributions and voice/opinions), connected (with clear communication and 'common purpose') and the ability to make a difference (feel a sense of accomplishment and knowing how their work contributes to NZ Police's effectiveness).

The decrease in scores as well as the biggest gaps between Northland District and the NZ Police average, suggest these needs are not being met.

The key drivers with the lowest overall scores suggest that there could be some communication issues within the Northland District as people do not perceive that NZ Police are interested in their views and opinions (21.9) or that communication is open and honest (28.0).

Again Northland District DHQ has higher scores compared to the other groups. The Far North Area scored the lowest, with some very low scores around communication (<15% agreement) indicating it is an area of priority to focus on.

## **Performance Enablement within the Northland District**

'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, Northland District scored significantly lower than the NZ Police average on six enablers. The largest differences, and areas where opportunity exists for improvement, is around delivering on customer promises (-12.5), encouraging ideas/suggestions (-10.0) and involvement in decision making (-10.4).

## **Taking Action within the Northland District**

Confidence in the survey process has declined in the Northland District, with only 23.0% of employees expecting any change to occur as a result of this survey. This may be a result of only 27.3% of employees reporting their supervisor actively involving their work group in making changes as a result of the 2012 survey. Across the regions, the scores for the 'Taking Action' questions mirror the previously mentioned pattern where Northland District DHQ has the highest scores and for the Far North Area which has the lowest.

## **Employee Comments**

Looking at comments made by staff we see that camaraderie and great colleagues are what people identified as the greatest thing about working at the Northland District. There were also a number of comments around making a difference, helping people and having variation and flexibility in their job.

There were a number of comments made about the bureaucracy and budget as things that needed to change to make the Northland District a great place to work. People also mentioned the accountability of middle level management, accountability of poor performance and sexism as issues that exist within the district.

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

## Summary

Overall, climate and engagement levels have decreased in the Northland District since last year's survey, placing the district significantly below the NZ Police average. It seems that people working at the Northland District do not feel connected to the district or NZ Police as a whole with a decreased feeling that NZ Police is an effective organisation and a decreased sense of "common purpose" and belonging. At the same time people are reporting a lower level of satisfaction, commitment and true willingness to recommend it as a great place to work.

The key drivers indicate that people need to feel more attached to the organisation through a sense of belonging and 'common purpose'. Another driver of engagement is knowing how you contribute to the organisation's effectiveness. Focusing on helping people gain a sense of personal achievement from their work and linking their work to how the organisation performs overall should create improvement in this area. Showing interest and caring for people within the Northland District also came up as a key driver. Ensuring that the district openly shows commitment and care for their employees as well as communicating this openly should see improvements in scores.

Lower scores for communication across the Northland District (specifically open and honest communication) also highlights this as a priority area going forward.

Overall Northland District scores seem to be brought down by the low scores within the Far North area. Finding out more about the specific issues within this area and addressing them accordingly is a priority.

It is important for the Northland District to follow up on the feedback from this survey - find out more from the employees themselves, take action on the items that they can and communicate their plans and actions for the next year to staff clearly to regain staff confidence that their views and opinions are listened to and can make a difference.

## 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. Districts that adopt a standard action planning approach, provide support to those involved, and review the quality of planning output are those far more likely to see greater improvement in their subsequent survey results.

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

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

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

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

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

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

