

NZ Police Workplace Survey 2012: Report of Findings



27 April 2012

KeneXa® | JRA

TABLE OF CONTENTS

1. INTRODUCTION	3
1.1 SURVEY OBJECTIVES	3
1.2 QUESTIONS THIS REPORT IS DESIGNED TO ANSWER.....	3
1.3 ADDITIONAL REPORTING.....	4
1.4 UNDERSTANDING THIS REPORT	4
2. EXECUTIVE SUMMARY	5
2.1 RESPONSE RATE.....	5
2.2 ACCURACY OF MEASUREMENT.....	5
2.3 NZ POLICE AS A PLACE TO WORK – KEY STRENGTHS:	5
2.4 NZ POLICE AS A PLACE TO WORK – OPPORTUNITIES FOR IMPROVEMENT:	6
2.5 EMPLOYEE ENGAGEMENT WITHIN NZ POLICE	7
2.6 KEY DRIVERS OF EMPLOYEE ENGAGEMENT WITHIN NZ POLICE.....	7
2.7 OPEN-ENDED COMMENTS FROM EMPLOYEES	8
2.8 POST-SURVEY ACTION AND CHANGE.....	9
2.9 SUMMARY.....	9
3. DETAILED RESULTS.....	11
3.1 SAMPLE	11
3.2 MARGIN OF ERROR	11
3.3 HIGHEST RATED QUESTIONS.....	11
3.4 LOWEST RATED QUESTIONS	12
3.5 QUESTION LEVEL RESULTS – BENCHMARK	13
3.6 QUESTION LEVEL RESULTS – TREND.....	16
3.7 DEMOGRAPHIC COMPARISONS.....	20
3.8 ENGAGEMENT LEVELS WITHIN NZ POLICE	24
3.9 ENGAGEMENT LEVELS ACROSS DIFFERENT PARTS OF THE ORGANISATION	27
3.10 THE KEY DRIVERS OF ENGAGEMENT WITHIN NZ POLICE	34
APPENDIX 1: PROFILE OF RESPONDENTS	55
APPENDIX 2: QUESTIONNAIRE	59
APPENDIX 3: KENEXA JRA STATE SECTOR BENCHMARK	61
GLOSSARY	62

1. Introduction

The NZ Police Workplace Survey 2012 is the third annual survey designed to provide an insight into the health of the organisation via the perceptions and opinions of its constabulary and non-constabulary staff. All NZ Police employees were invited to provide their feedback on a host of key organisation and workplace attributes such as its vision, leadership, communication, teamwork, the job itself, as well as respect and integrity within the organisation. In addition, the survey also provided NZ Police with the opportunity to gauge prevailing levels of employee engagement within the organisation.

The results of this comprehensive feedback exercise provides NZ Police with a valuable opportunity to determine the types of actions needed to further engage their people and improve organisational functioning more generally.

1.1 Survey Objectives

The 2012 Workplace Survey forms part of a systematic process of change and improvement in individual and organisational performance of NZ Police. Any organisation that wants to improve its performance, to succeed and grow, must continually monitor its current performance and respond to feedback. The workplace survey is a simple and very effective means whereby staff feedback can be captured, analysed, and then used as the basis for continuous improvement projects designed to realise NZ Police's vision of *'Building a Better Workplace Together'*.

The following report places emphasis on understanding and improving employee engagement within the organisation. 'Employee engagement' refers to the level of connectedness an employee feels towards his or her organisation and the willingness to maximise his or her performance and discretionary effort as a result of that connectedness.

Engaged employees are vital to an organisation's success. Employers need employees who will go beyond just 'doing the job' – rather they need people who seek to solve problems, take the initiative, and help colleagues and customers when and where needed. Indeed, a considerable amount of research shows that engaged employees have a strong impact on important organisational outcomes like stakeholder and citizen satisfaction. Not surprisingly, engaging employees in the workplace has become a strategic priority for a great number of organisations.

1.2 Questions This Report is Designed to Answer

The following report provides insight into how employees perceive and feel about working for NZ Police generally, but also focuses on answering a small yet critical set of questions surrounding employee engagement:

1. How do employees perceive NZ Police as a place to work?

You can quickly get a broad feel for the favourability of employee perceptions by examining survey section scores, highest and lowest rated areas, and a more detailed insight into how people feel about the organisation by looking at responses to each and every question in the survey. You can also see which groups of employees within NZ Police perceive the organisation more (or less) favourably than other groups.

2. How engaged are your employees?

Examine your Engagement Index and Engagement Profile. The **Engagement Index** quantifies your organisation's engagement 'score', and is a useful index to benchmark and track over time. Your **Engagement Profile** displays the proportion of staff who can be classified as either 'engaged', 'ambivalent', or 'disengaged'. Again, this profile can be benchmarked and measured over time. The greatest source of potential improvement to engagement levels comes from shifting 'ambivalent' employees to the 'engaged' category.

3. What engages people the most within your organisation?

Examine the results of the **Key Driver Analysis** as reported on page 34. These are the Key Drivers of engagement unique to NZ Police and are powerful predictors of engagement. They are therefore of great importance when considering priorities for improvement initiatives. As a rule you should focus your attention first on the '**high importance-low performance**' drivers (shaded red) – these key drivers have a significant impact on engagement but their performance scores are poor relative to the Kenexa|JRA 2012 State Sector Benchmark (see Appendix 3 for a list of the organisations included in this benchmark). Typically the list of key drivers produced by Kenexa|JRA's analysis will contain key themes which offer the greatest leverage for performance improvement.

4. Are there areas in the organisation I should focus more attention on?

When considering your intervention priorities it can be useful to examine your key driver performance score across particular demographic groups. This analysis may reveal significant variation between work areas or particular functional groups, or by ethnicity for example. Demographic groups with particularly low key driver scores may prompt urgent attention, while highest scoring groups can provide 'best practice' models for your organisation's poorer performing groups.

1.3 Additional Reporting

In addition to this summary report each District and Service Centre will also receive its own shorter Report of Findings. Senior staff and various project members will also have the opportunity to supplement both the NZ Police Workplace Survey 2012 Report of Findings and their District reports with additional on-line reporting of results available via Kenexa|JRA's online survey reporting tool.

1.4 Understanding This Report

Key terms are defined in the Glossary on the very last page of this report. A comprehensive Survey Methodologies document provides a complete description of scope and methodologies employed in the 2012 NZ Police Workplace Survey.

2. Executive Summary

2.1 Response Rate

- i. A total of 9,393 employees participated in the 2012 Survey resulting in a 77.1% response rate.

2.2 Accuracy of Measurement

- i. With a response rate of almost 80% in an organisation the size of NZ Police, reported scores are very accurate estimates of employee attitude and opinion within the organisation. The margin of error for scores at the total organisation level is approximately +/-0.5%.

2.3 NZ Police as a Place to Work – Key Strengths:

- i. Before examining employee engagement within NZ Police, we first examine employee perceptions of NZ Police as a place to work. This provides insights into the quality of workplace (and people) management. To gauge the 'quality' of workplace management within the organisation, we compare the organisation's survey scores against the 2012 New Zealand State Sector benchmark, which contains data from 29 organisations (detailed in Appendix 3). 46 out of 63 questions in the survey could be compared to State Sector norms. For survey items without norms, comparisons against the scores of similarly worded items in the benchmark are made instead.
- ii. Of the 46 items that can be compared to State Sector survey norms in New Zealand, 24 were considered meaningfully higher (more than 2.5 weighted mean points above respective survey norms), 17 were the same as the norm, and 5 were below. This indicates that overall NZ Police is faring better than the typical state sector organisation.

Specific strengths include:

Strong intention to stay with the organisation. 87% of NZ Police employees indicate they intend to remain with the organisation for at least the next 12 months. This is the highest scoring item in the 2012 survey and is significantly higher than the State Sector norm (where 70% of employees indicate an intention to stay with their organisation). The score is also higher than that observed in the annual Best Workplaces survey (where 79% of employees have indicated that they intend to remain with their employer for at least the next 12 months). Whilst part of this high retention score is likely due to the fact there is only one police force in New Zealand in which a policing career can be pursued, it nonetheless serves the organisation well in terms of workforce planning.

Dealing with poor performance. Managing poor performance is typically one of the lowest rated items in an employee survey, for both public and private sector organisations. Within NZ Police, just over half of all respondents (52%) believe poor performance is managed well, which is significantly higher than both the State Sector norm (30% level of agreement score) and Best Workplaces norm (48% level of agreement score).

The nature of the work performed within NZ Police. Both the quantitative survey results and employee comments point to the fact that employees derive a great sense of fulfilment from the type of work they perform. Two of the organisation's most favourable scores (when compared to benchmark norms) include 'my job gives me a personal sense of achievement' and 'the work I do makes good use of my knowledge and skills'. Similarly, when asked to state the one thing that makes NZ Police a great place to work, the second and third most mentioned themes revolve around pride in helping deliver safer communities and job variety.

Supervisors behaving in alignment with NZ Police's values. 82% of respondents agreed with the statement 'My supervisor behaves in a way that is consistent with the values of NZ Police', which compares favourably with the State Sector norm of 79% (level of agreement score). This also provides a significant foundation for building a strong values-based culture across the organisation, given that supervisors are the essential conduit between desired culture and consequent frontline behaviour.

Recognition for doing good work. Statistical analyses of the 2010 NZ Police survey data revealed one of the key engagement drivers was having a sense that one's contribution to the organisation was valued. In 2010 that area scored significantly below the benchmark and was recommended as a priority area for improvement. A contributing factor to the sense of feeling valued is receiving recognition for doing good work. Whilst below benchmark norm in 2010, NZ Police now scores above State Sector norms on 'recognition for doing good work' – and this should feed into improvements on 'feeling that contributions are valued' scores in future surveys.

- iii. For survey items that are unique to NZ Police and therefore do not have benchmark norms, we look at the scores and make a judgement around 'goodness' or otherwise of the results, based on knowledge of how similar items have scored in other surveys. These include:

Post-survey change. Just 26% of respondents felt that positive change had occurred in their workplace following the 2011 survey, though this is a significant increase from the last survey and the pulse survey results prior to that. More detail is provided on post-survey action and change below.

Values-aligned behaviour within the workgroup. One survey item, 'People in my workgroup conduct themselves in accordance with the values expected by NZ Police', was found to score 80% (weighted mean). This is an item located within the 'NZ Police as a Safe Place to Work' section of the survey, and a separate report is devoted to further understanding this aspect of working within NZ Police.

2.4 NZ Police as a Place to Work – Opportunities for Improvement:

- i. Of the 46 items that could be compared to the 2012 State Sector benchmark, 5 were found to be performing significantly below benchmark. These were:

Perception that NZ Police cares about the well-being of its staff. Less than half of all respondents (47%) feel that NZ Police cares about the well-being of staff, which is well below the State Sector norm of 62%. This level of agreement score has improved significantly from the 2010 survey (35%), but there is clearly still significant scope to improve. This report highlights some of the areas that are related to a sense that one's wellbeing is suitably protected, such as tools and resource adequacy, physical working environment, and so on.

Tools and resource adequacy. Just over half of all respondents felt they had the tools and resources needed to do their work (52%). This is up from 42% in 2010 and 44% in 2011 – but significantly below the State Sector norm of 66%. Resource adequacy is also the second most frequently mentioned theme, in response to the question 'what is the one thing more than anything else that needs to change in order to make NZ Police a great place to work'.

NZ Police's interest in the views and opinions of its staff. Just 37% of employees feel the organisation is interested in their views and opinions, which is significantly below the State Sector norm of 69%. This is likely to be related to the last area of opportunity below (job involvement).

Satisfaction with physical working environment. 61% of respondents agreed to the item 'I am satisfied with my physical working environment', which is significantly below the State Sector norm of 72%. Of course, the differences in working locations of

frontline staff within NZ Police and the typical State Sector employee are likely to be quite stark, but nonetheless it is well known that the physical work environment can have a significant impact on employee engagement and morale more generally.

Job involvement. This refers to the question 'I am sufficiently involved in decisions that affect the way I do my job', to which 54% of respondents agreed. This is a key engagement driver within NZ Police (as identified via statistical analysis) and is one of the key leverage points for further engaging employees within the organisation, given NZ Police currently scores significantly below the State Sector norm of 63%. The idea of increasing job involvement in a traditional command-and-control organisation may appear on first glance an all-too-difficult undertaking. Indeed, the paradox of the decision making latitude afforded to front line police officers suggests a need to further explore what respondents are thinking about when answering the question about 'job-related decision making'. Either way, there is considerable international research published and case study materials around job-related decision making within police forces, and this is likely to be an invaluable source of guidance on how job involvement can be increased within NZ Police.

2.5 Employee Engagement within NZ Police

- i. Employee engagement reflects the level of connectedness and enthusiasm an employee feels towards their organisation and its purpose, and the resultant willingness to expend effort to help the organisation achieve its goals.
- ii. The 2012 Survey assessed employee engagement using the following six questions:
 1. Overall, I'm satisfied with my job
 2. Overall, I would recommend NZ Police as a great place to work
 3. I take an active interest in what happens in NZ Police
 4. I feel inspired to go the extra mile to help NZ Police succeed
 5. I feel a sense of commitment to NZ Police
 6. NZ Police inspires me to do the best I can in my job every day
- iii. 28% of respondents generally provided positive ('agree' and 'strongly agree') responses to the six engagement questions, compared to 21% in the 2011 survey. These are the organisation's highly engaged employees, the proportion of which has increased significantly since 2011.
- iv. At the other end of the spectrum, 13% of respondents can be considered disengaged from the organisation. These are the people who tend not to have responded positively to any of the six engagement questions. Similar to the improvement in engagement levels seen since the 2011 survey, there has also been a *decrease* in the proportion of disengaged staff within the organisation, dropping from 16% to 13% (2011 to 2012).
- v. The proportion of employees classified as ambivalent (in the sense of having mixed feelings about working for NZ Police) has also decreased since the 2011 survey – moving from 63% of all respondents in 2011 to 60% in 2012.
- vi. Overall, there is a significant and positive shift in engagement levels within the organisation, which continues the improvement trend seen between the 2010 and 2011 surveys. This positive shift now places the engagement levels of NZ Police above the State Sector norm for employee engagement in 2012. The continued improvement in employee engagement levels also places NZ Police in a similar position to New Zealand organisations entering the country's most recognised employer of choice survey (the Best Workplaces Survey). This should be seen as an excellent outcome for the organisation given its size (compared to the average size of a 'Best Workplaces' participating organisation) and stereotyped view of a police organisation as a traditional 'command and control' organisation.

2.6 Key Drivers of Employee Engagement within NZ Police

- i. Whilst employee engagement levels within NZ Police are above the State Sector norm and similar to that of the Best Workplaces survey norm, there is still plenty of scope for the organisation to further engage its staff.
- ii. Key drivers of engagement within NZ Police are derived from statistical analysis of the organisation's survey data. Key drivers represent the things measured in the survey that influence engagement levels the most. As such, they represent significant leverage points for raising employee engagement within the organisation, particularly if attention is paid to the low-scoring key engagement drivers.
- iii. At the level of the total organisation, several engagement drivers whose performance is statistically different to the State Sector norm were identified. Those that represent potential priority areas are not only important to engagement levels, but at the same time are relatively low-scoring within the organisation (hence representing potentially key leverage points in future engagement strategies). There were five such **'high importance-low performance'** drivers: employees' sense that they are working for an effective organisation; their sense of belonging to their District or Service Centre, acceptability of work-related stress levels, job-related decision making, and adequacy of job-related training.

2.7 Open-Ended Comments from Employees

- i. The 2012 Survey included two questions that asked respondents to describe the one thing that makes NZ Police a great place to work, and the one thing that needs to change in order to make NZ Police a great place to work. Content analysis of these comments revealed a number of key themes – themes which provide both additional context to some of the quantitative findings, but also highlight other issues that were not picked up by the rating scale questions.
- ii. In terms employee responses to the question "what is the one thing, more than anything else, that makes NZ Police a great place to work", the three key themes (more than 10% of respondents mentioned these) were:
 - o Co-workers and camaraderie (66% of comments)
 - o Pride in helping deliver safer communities (20% of comments)
 - o Job variety (11% of comments)

These themes and frequency of comments from respondents remain relatively unchanged from the 2011 survey. Further, all three themes are linked to employee engagement levels. That is, more engaged staff are more likely to respond with the comments above.

- iii. In terms of employee responses to the question "what is the one thing, more than anything else, that needs to change in order to make NZ Police a great place to work", the five key themes were:
 - o Leaders and managers (25% of comments, down from 29% in 2011)
 - o Resourcing – Tools and Equipment (14% of comments, down from 16% in 2011)
 - o Staffing levels (13% of comments)
 - o Admin work versus front line work (11% of comments)
 - o Communication (10%)

The frequency with which most of these themes were mentioned remains relatively unchanged since the 2011 survey, except for the theme related to Leaders and managers, which has decreased from 29% to 25%. This is a good result for the organisation – in 2011 1 in almost 3 employees made comments related to leaders and managers, whilst in 2012 that has reduced to 1 in 4 employees.

Two of the themes mentioned above were related to employee engagement. That is, less engaged staff were more likely to write about leaders and managers, and reward

and recognition needing to change in order to make NZ Police a great place to work. As such, these represent useful leverage points for further engaging staff within the organisation.

2.8 Post-Survey Action and Change

- i. A survey is only as effective as the action and change that follows. Most organisations struggle with effectively implementing post-survey actions across the organisation. NZ Police is no different. That said, it should be recognised that the organisation *has* seen tremendous improvement in employee perceptions of post-survey action and change, and this has had a clear and positive impact on both employee opinions and attitudes related to working at NZ Police.
- ii. Two questions were included in the 2012 survey as an evaluative exercise regarding the perceived credibility of the survey, along with the impact of post-survey actions in the workplace. 26% of respondents reported that “changes in response to the 2011 Workplace Survey have had a positive impact on my workgroup”. Whilst low compared to global survey norms (we typically see agreement levels of around 50% to this type of question), NZ Police has seen a tremendous improvement from 2010 when just 10% of respondents felt they had seen positive post-survey change in their workplace.
- iii. In terms of survey credibility, 38% of respondents felt that actions would be taken based on the results of the survey. Again, this score is below NZ and global norms (51% and 53%, respectively), but has significantly improved since the 2010 survey (by 21%, level of agreement score). Therefore, NZ Police is clearly making strides in terms of embedding the survey and follow-up processes in the organisation. With the same level of concerted effort, we expect to see the organisation reach benchmark norms around post-survey action and credibility within two years, and to benefit enormously as a result (i.e. impact on quality of workplace management and consequent engagement levels).

2.9 Summary

- i. There can be no question that NZ Police represents an organisation successfully utilising survey results to drive significant improvements in workplace management, and is enjoying increased employee engagement levels as a consequence. From a position of being below State Sector norms in 2010 to now being ahead of the sector across most of the 46 normed items in the survey, there is a clear indication that the use of the survey is both deliberate and widespread across NZ Police. Indeed, engagement levels within NZ Police are now almost the same as those seen in New Zealand’s major employer of choice survey (the Best Workplaces Survey). This is an enviable achievement for an organisation that was once performing significantly below the State Sector benchmark.
- ii. As with any survey exercise, the organisation has been shown to have some distinct strengths and opportunities for improvement. There is very high camaraderie within the organisation, and its people derive a very high sense of pride and satisfaction with the varied and beneficial type of work they do – delivering safer communities to New Zealand. Also, NZ Police are doing some key workplace management activities very well – from managing poor performance through to recognising good job performance.
- iii. There are also some clear areas in which improvement is warranted. Leaders and managers receive more comments than what is normally expected for responses to the question ‘what needs to change in order to make NZ Police a great place to work’. Also, NZ Police needs to do more to show its people that their well-being is being looked after. This will likely include resource adequacy as a key component. Lastly, there are significant opportunities to improve engagement within the organisation by focussing on low-scoring key drivers. These include highlighting instances of organisational effectiveness, providing greater opportunity for employees to be involved in decisions that affect the way they do their jobs, and continuing to support employees in their career and development aspirations, including job-relevant training.

- iv. We conclude by emphasising the need to communicate widely the great successes NZ Police has experienced since the 2010 employee survey. The organisation has clearly worked hard on using its survey results to make improvements within the organisation, and this has had a beneficial impact on many workplace management areas, as well as on employee engagement as a consequence. That said, we note that the organisation still has plenty of scope in further cementing the survey as an accepted and widely used business tool. Whilst up from 10% in 2010, we still see only 26% of employees reporting that changes in response to the survey have had a positive impact on their workgroup. Analyses of the organisation's survey data shows a clear link between post-survey action and consequent improvements in employee engagement – indicating that NZ Police can obtain even greater improvements in survey scores if it embeds the survey process more widely.

3. Detailed Results

3.1 Sample

All of NZ Police's approximately 12,186 employees were invited to participate in the survey. A total of 9,393 responses were obtained resulting in a response rate of 77.1%. This is considered an excellent response rate for an organisation of this size, though it is slightly lower than the response rate obtained in 2011 (79.2%).

3.2 Margin of Error

Based on a population size of 12,186 and the response rate attained, the maximum predicted margin of error for the results at the 95% confidence level is approximately +/- 0.5%, indicating a very high degree of precision in measurement at the total organisation level. Note that the actual margin of error for an individual estimate depends on the value of the estimate itself, its associated sample size, the size of the target population, as well as on the chosen level of statistical confidence. The smaller the population size, for example, the greater the sample size needs to be to maintain a low margin of error.

3.3 Highest Rated Questions

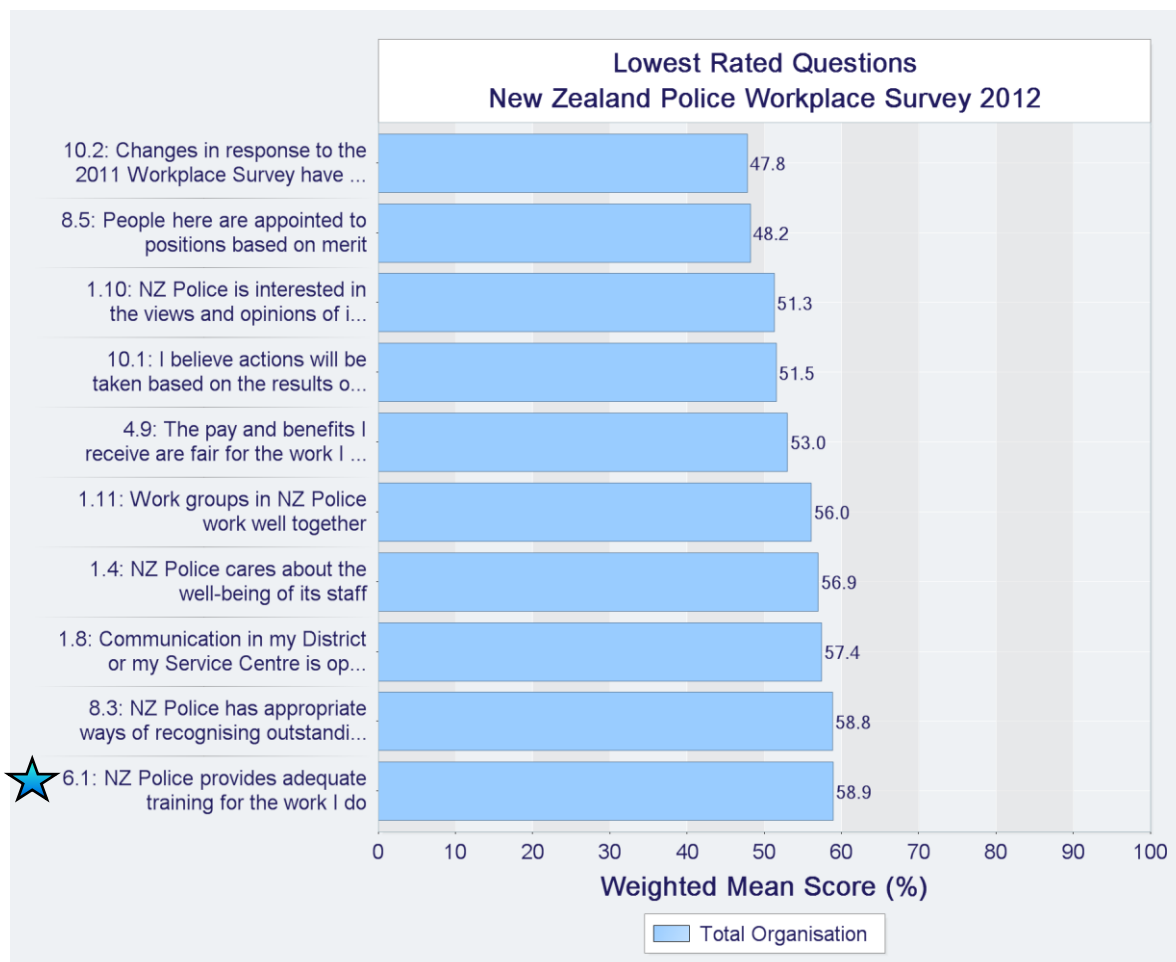


Six out of ten of the highest rated questions relate to the people that staff have a close working relationship with: their workgroup and supervisor. Questions about staff commitment to NZ Police, both in terms of continued tenure and the feeling of commitment, have also been rated highly. It is positive to see that the key driver question (ranked second in the key driver table) related to staff

having a sense of personal achievement from their job is among the highest rated questions in the survey.

★ = a key driver of employee engagement within NZ Police

3.4 Lowest Rated Questions



★ = a key driver of employee engagement within NZ Police

While the two questions about taking action based on survey results are still among the lowest rated in the survey, it is worth noting that the scores for both of these questions have increased by at least 6.7% since 2011. Other items that received lower scores come from a range of sections and relate to communication, merit-based promotions, pay and benefits, cooperation, staff care and recognition.

Notably, the key driver question about the adequacy of training is among the lowest rated in the survey, suggesting this area requires greater attention going forward.

3.5 Question Level Results – Benchmark

Employee responses to the NZ Police Workplace Survey 2012 were benchmarked against the Kenexa|JRA 2012 State Sector Benchmark. The benchmark database consists of 29 state sector organisations that conducted a workplace survey in the past 2 years (detailed in Appendix 3). A total of 46 questions in the survey were able to be benchmarked. Of these, 28 questions scored significantly higher than the benchmark, 12 scored significantly lower than the benchmark and the remainder were not significantly different.

Differences in performance scores between New Zealand Police and the Kenexa|JRA 2012 State Sector Benchmark are presented in the following tables. The questions shown in **green font** are where the scores are higher than the benchmark (reaching statistical significance); those in **red font** are lower than the benchmark norm (reaching statistical significance); and those in **black font** are not significantly different from the benchmark norm.

Note that a statistical analysis is performed (a t-test) to identify whether any given item scores significantly above or below benchmark scores. As mentioned earlier, the reader is reminded that the 'statistical significance' of differences is influenced by sample size and with more than 9,000 respondents, even small changes can be identified as 'significant'. Therefore, it is important to consider both the size and statistical significance, when looking at the differences below.

3.5.1 Biggest Positive Differences – Benchmark Comparison

The table below shows the questions with the biggest positive differences between scores for NZ Police and the Kenexa|JRA 2012 State Sector Benchmark. As indicated by the green font colour, all of questions shown below scored significantly above the benchmark.

Question	Performance Score (Weighted Mean)		
	NZ Police 2012	2012 State Sector Benchmark	Difference
1.7: I intend to continue working at NZ Police for at least the next 12 months	85.8%	75.5%	+10.3%
7.3: Poor performance is dealt with effectively in my work group	60.4%	50.7%	+9.7%
6.2: The work I do makes good use of my knowledge and skills*	71.0%	63.1%	+7.9%
4.3: My job gives me a sense of personal achievement*	78.0%	70.7%	+7.3%
9.6: NZ Police inspires me to do the best I can in my job every day	67.4%	61.3%	+6.1%

Note: An asterisk indicates that the item has been identified through statistical analysis as a **key driver of employee engagement**.

3.5.2 Biggest Negative Differences– Benchmark Comparison

The table below shows the five questions with the biggest negative differences between scores for NZ Police and the Kenexa|JRA 2012 State Sector Benchmark. As indicated by the red font colour, all the questions shown below scored significantly below the benchmark.

Question	Performance Score (Weighted Mean)		
	NZ Police 2012	2012 State Sector Benchmark	Difference
1.4: NZ Police cares about the well-being of its staff	56.9%	64.7%	-7.8%
4.4: I have the tools and resources I need to do my job	59.0%	65.2%	-6.2%
1.10: NZ Police is interested in the views and opinions of its staff	51.3%	56.9%	-5.6%
4.6: I am satisfied with my physical work environment	63.6%	68.1%	-4.5%
4.5: I am sufficiently involved in decisions that affect the way I do my job*	60.3%	62.9%	-2.6%

Note: An asterisk indicates that the item has been identified through statistical analysis as a **key driver of employee engagement**.

3.5.3 Benchmark Differences - All Questions

The table below shows the results for all questions from the NZ Police Workplace Survey 2012 where there was an equivalent in the Kenexa|JRA 2012 State Sector Benchmark. A total of 46 questions in the survey were able to be benchmarked. Of these, 12 questions significantly below the benchmark, 28 scored significantly above the benchmark and the remainder were not significantly different to the benchmark.

Section	Question	Performance Score (Weighted Mean)		
		NZ Police 2012	2012 State Sector Benchmark	Difference
Vision and Purpose + Communication and Cooperation	1.1: NZ Police has a clear vision of where it's going and how it's going to get there	67.8%	66.0%	+1.8%
	1.4: NZ Police cares about the well-being of its staff	56.9%	64.7%	-7.8%
	1.5: There is a sense of 'common purpose' in NZ Police	62.8%	62.6%	+0.2%
	1.6: I feel a sense of belonging to my District or my Service Centre	65.5%	66.4%	-0.9%
	1.7: I intend to continue working at NZ Police for at least the next 12 months	85.8%	75.5%	+10.3%
	1.8: Communication in my District or my Service Centre is open and honest	57.4%	54.3%	+3.1%
	1.9: I feel informed about NZ Police and its activities	62.8%	62.4%	+0.4%
	1.10: NZ Police is interested in the views and opinions of its staff	51.3%	56.9%	-5.6%
	1.11: Work groups in NZ Police work well together	56.0%	57.2%	-1.2%
My Supervisor	2.2: My supervisor encourages, and is willing to act on suggestions and ideas from my work group	74.7%	71.7%	+3.0%
	2.3: My supervisor behaves in a way that is consistent with the values of NZ Police	79.2%	74.3%	+4.9%
	2.4: My supervisor treats staff with respect	80.0%	76.5%	+3.5%
	2.5: My supervisor supports and encourages me in my job	77.6%	74.3%	+3.3%
	2.7: I get regular feedback on my performance from my supervisor (formal/informal)	68.7%	64.7%	+4.0%
My Work Group	3.1: Staff in my work group work well together	79.1%	76.9%	+2.2%
	3.2: I can rely on the support of others in my work group	80.0%	76.1%	+3.9%
	3.3: Roles and responsibilities are clearly defined in my work group	73.5%	69.9%	+3.6%
	3.4: I have confidence in the ability of others in my work group	77.5%	75.8%	+1.7%
	3.5: I feel part of an effective work group	76.7%	73.9%	+2.8%

Section	Question	Performance Score (Weighted Mean)		
		NZ Police 2012	2012 State Sector Benchmark	Difference
My Job	4.1: The responsibilities of my job are clearly defined	73.2%	72.3%	+0.9%
	4.2: I know how my work contributes to the effectiveness of NZ Police	76.9%	77.1%	-0.2%
	4.3: My job gives me a sense of personal achievement	78.0%	70.7%	+7.3%
	4.4: I have the tools and resources I need to do my job	59.0%	65.2%	-6.2%
	4.5: I am sufficiently involved in decisions that affect the way I do my job	60.3%	62.9%	-2.6%
	4.6: I am satisfied with my physical work environment	63.6%	68.1%	-4.5%
	4.7: The level of work-related stress I experience in my job is acceptable	61.6%	62.6%	-1.0%
	4.8: I am able to maintain a balance between my personal and working life	69.3%	71.4%	-2.1%
	4.9: The pay and benefits I receive are fair for the work I do	53.0%	54.1%	-1.1%
	4.10: I understand how my performance is measured	63.9%	64.9%	-1.0%
	4.11: My performance is fairly assessed	63.6%	63.0%	+0.6%
Learning and Development	6.2: The work I do makes good use of my knowledge and skills	71.0%	63.1%	+7.9%
	6.3: I am encouraged to develop my knowledge, skills and abilities in NZ Police	63.1%	64.2%	-1.1%
	6.4: I am encouraged to try new ways of doing things	61.9%	62.1%	-0.2%
	6.5: There are career and personal development opportunities for me in NZ Police	62.2%	56.7%	+5.5%
	6.6: I am satisfied with my learning and development opportunities in NZ Police	59.1%	56.2%	+2.9%
Performance and Feedback	7.1: NZ Police expects high standards of performance from its people	79.3%	76.0%	+3.3%
	7.3: Poor performance is dealt with effectively in my work group	60.4%	50.7%	+9.7%
Recognition	8.1: I get recognition when I do a good job	64.2%	59.7%	+4.5%
	8.2: We celebrate success in NZ Police	59.7%	56.5%	+3.2%
	8.4: I feel my contribution is valued in NZ Police	59.0%	59.3%	-0.3%
Final Thoughts	9.1: Overall, I'm satisfied with my job	72.9%	67.8%	+5.1%
	9.2: Overall, I would recommend NZ Police as a great place to work	71.4%	65.7%	+5.7%
	9.3: I take an active interest in what happens in NZ Police	76.7%	73.0%	+3.7%
	9.4: I feel inspired to go the extra mile to help NZ Police succeed	73.1%	70.1%	+3.0%
	9.5: I feel a sense of commitment to NZ Police	78.1%	72.1%	+6.0%
	9.6: NZ Police inspires me to do the best I can in my job every day	67.4%	61.3%	+6.1%

3.6 Question Level Results – Trend

Employee responses to the NZ Police Workplace Survey 2012 were compared to those of the last survey, conducted in 2011. All 63 questions could be trended against the 2011 survey. Of these, 62 questions showed a significant improvement in score and the remaining question was not significantly different. This suggests that the organisational climate within NZ Police has generally improved since 2011 – something that is definitely worth celebrating.

Differences in performance scores between the 2012 and 2011 NZ Police Workplace Surveys are presented in the following tables. The questions shown in **green font** are where the scores are significantly higher than the 2011 equivalent, while those in **black font** are those where there is no significant difference.

Note that a statistical analysis is performed (a t-test) to identify whether any given item scores significantly above or below trend scores. As mentioned previously, the reader is reminded that the 'statistical significance' of differences is influenced by sample size and with more than 9,000 respondents, even small changes can be identified as 'significant'. Therefore, it is important to consider whether the difference is also *substantive*.

3.6.1 Biggest Positive Differences – Trend Comparison

The table below shows the questions with the biggest positive differences between scores for the 2012 and 2011 surveys. As indicated by the green font colour, the scores of all these questions have shown statistically significant improvement. It is particularly encouraging to see that there have been significant improvements in employee perceptions about NZ Police's interest in employee opinions and the actions taken based on survey results.

Question	Performance Score (Weighted Mean)		
	NZ Police 2012	NZ Police 2011	Difference
1.1: NZ Police has a clear vision of where it's going and how it's going to get there	67.8%	60.0%	+7.8%
10.2: Changes in response to the 2011 Workplace Survey have had a positive impact on my workgroup	47.8%	40.8%	+7.0%
10.1: I believe actions will be taken based on the results of this survey	51.5%	44.8%	+6.7%
1.10: NZ Police is interested in the views and opinions of its staff	51.3%	45.3%	+6.0%
1.2: I feel I am working for an effective organisation*	65.6%	59.7%	+5.9%

Note: An asterisk indicates that the item has been identified through statistical analysis as a **key driver of employee engagement**.

3.6.2 Smallest Positive Differences– Trend Comparison

Since the scores for all questions have improved since 2011, the table below shows the questions with the smallest positive differences between scores for the 2012 and 2011 surveys. As indicated by the font colour, all but one of these questions have shown a statistically significant increase in score.

Question	Performance Score (Weighted Mean)		
	NZ Police 2012	NZ Police 2011	Difference
1.7: I intend to continue working at NZ Police for at least the next 12 months	85.8%	85.3%	+0.5%
6.5: There are career and personal development opportunities for me in NZ Police*	62.2%	61.1%	+1.1%
6.6: I am satisfied with my learning and development opportunities in NZ Police	59.1%	57.9%	+1.2%
4.2: I know how my work contributes to the effectiveness of NZ Police	76.9%	75.6%	+1.3%
3.7: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	80.0%	78.6%	+1.4%

Note: An asterisk indicates that the item has been identified through statistical analysis as a **key driver of employee engagement**.

3.6.3 Trend Comparisons - All Questions

The table below shows the results for all questions from the 2012 NZ Police Workplace Survey. All 63 questions in the survey were able to be trended. Of these, 62 questions had significantly higher scores in 2012, while the score of the remaining question has not significantly changed.

Section	Question	Performance Score (Weighted Mean)		
		NZ Police 2012	NZ Police 2011	Difference
Vision and Purpose + Communication and Cooperation	1.1: NZ Police has a clear vision of where it's going and how it's going to get there	67.8%	60.0%	+7.8%
	1.2: I feel I am working for an effective organisation	65.6%	59.7%	+5.9%
	1.3: NZ Police is an enjoyable place to work	71.1%	68.3%	+2.8%
	1.4: NZ Police cares about the well-being of its staff	56.9%	51.9%	+5.0%
	1.5: There is a sense of 'common purpose' in NZ Police	62.8%	58.1%	+4.7%
	1.6: I feel a sense of belonging to my District or my Service Centre	65.5%	61.7%	+3.8%
	1.7: I intend to continue working at NZ Police for at least the next 12 months	85.8%	85.3%	+0.5%
	1.8: Communication in my District or my Service Centre is open and honest	57.4%	52.0%	+5.4%
	1.9: I feel informed about NZ Police and its activities	62.8%	57.1%	+5.7%
	1.10: NZ Police is interested in the views and opinions of its staff	51.3%	45.3%	+6.0%
	1.11: Work groups in NZ Police work well together	56.0%	51.9%	+4.1%
My Supervisor	2.1: My supervisor communicates the goals and objectives of our work group effectively	72.4%	68.5%	+3.9%
	2.2: My supervisor encourages, and is willing to act on suggestions and ideas from my work group	74.7%	70.7%	+4.0%
	2.3: My supervisor behaves in a way that is consistent with the values of NZ Police	79.2%	76.3%	+2.9%
	2.4: My supervisor treats staff with respect	80.0%	77.1%	+2.9%
	2.5: My supervisor supports and encourages me in my job	77.6%	74.7%	+2.9%
	2.6: I have confidence in my supervisor	77.1%	74.5%	+2.6%
	2.7: I get regular feedback on my performance from my supervisor (formal/informal)	68.7%	64.2%	+4.5%
My Work Group	3.1: Staff in my work group work well together	79.1%	77.5%	+1.6%
	3.2: I can rely on the support of others in my work group	80.0%	78.3%	+1.7%
	3.3: Roles and responsibilities are clearly defined in my work group	73.5%	71.0%	+2.5%
	3.4: I have confidence in the ability of others in my work group	77.5%	75.5%	+2.0%
	3.5: I feel part of an effective work group	76.7%	74.3%	+2.4%
	3.6: The way work is allocated in my workgroup is fair	70.4%	67.7%	+2.7%
	3.7: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	80.0%	78.6%	+1.4%

Section	Question	Performance Score (Weighted Mean)		
		NZ Police 2012	NZ Police 2011	Difference
My Job	4.1: The responsibilities of my job are clearly defined	73.2%	71.0%	+2.2%
	4.2: I know how my work contributes to the effectiveness of NZ Police	76.9%	75.6%	+1.3%
	4.3: My job gives me a sense of personal achievement	78.0%	76.1%	+1.9%
	4.4: I have the tools and resources I need to do my job	59.0%	53.5%	+5.5%
	4.5: I am sufficiently involved in decisions that affect the way I do my job	60.3%	56.8%	+3.5%
	4.6: I am satisfied with my physical work environment	63.6%	59.7%	+3.9%
	4.7: The level of work-related stress I experience in my job is acceptable	61.6%	58.3%	+3.3%
	4.8: I am able to maintain a balance between my personal and working life	69.3%	67.0%	+2.3%
	4.9: The pay and benefits I receive are fair for the work I do	53.0%	50.8%	+2.2%
	4.10: I understand how my performance is measured	63.9%	60.8%	+3.1%
	4.11: My performance is fairly assessed	63.6%	60.3%	+3.3%
Respect & Integrity in the Workplace	5.1: Staff in my workgroup respect employee diversity	76.2%	73.3%	+2.9%
	5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	75.8%	73.4%	+2.4%
	5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	69.3%	65.9%	+3.4%
	5.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	68.2%	64.8%	+3.4%
	5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	66.5%	63.0%	+3.5%

Section	Question	Performance Score (Weighted Mean)		
		NZ Police 2012	NZ Police 2011	Difference
Learning and Development	6.1: NZ Police provides adequate training for the work I do	58.9%	54.8%	+4.1%
	6.2: The work I do makes good use of my knowledge and skills	71.0%	68.9%	+2.1%
	6.3: I am encouraged to develop my knowledge, skills and abilities in NZ Police	63.1%	60.2%	+2.9%
	6.4: I am encouraged to try new ways of doing things	61.9%	57.8%	+4.1%
	6.5: There are career and personal development opportunities for me in NZ Police	62.2%	61.1%	+1.1%
	6.6: I am satisfied with my learning and development opportunities in NZ Police	59.1%	57.9%	+1.2%
Performance and Feedback	7.1: NZ Police expects high standards of performance from its people	79.3%	77.0%	+2.3%
	7.2: People are held accountable for their performance in my work group	68.4%	66.4%	+2.0%
	7.3: Poor performance is dealt with effectively in my work group	60.4%	56.5%	+3.9%
Recognition	8.1: I get recognition when I do a good job	64.2%	60.1%	+4.1%
	8.2: We celebrate success in NZ Police	59.7%	54.1%	+5.6%
	8.3: NZ Police has appropriate ways of recognising outstanding achievement	58.8%	52.9%	+5.9%
	8.4: I feel my contribution is valued in NZ Police	59.0%	54.5%	+4.5%
	8.5: People here are appointed to positions based on merit	48.2%	43.7%	+4.5%
Final Thoughts	9.1: Overall, I'm satisfied with my job	72.9%	70.1%	+2.8%
	9.2: Overall, I would recommend NZ Police as a great place to work	71.4%	68.1%	+3.3%
	9.3: I take an active interest in what happens in NZ Police	76.7%	74.8%	+1.9%
	9.4: I feel inspired to go the extra mile to help NZ Police succeed	73.1%	70.3%	+2.8%
	9.5: I feel a sense of commitment to NZ Police	78.1%	76.2%	+1.9%
	9.6: NZ Police inspires me to do the best I can in my job every day	67.4%	63.4%	+4.0%
The Survey - Your Views	10.1: I believe actions will be taken based on the results of this survey	51.5%	44.8%	+6.7%
	10.2: Changes in response to the 2011 Workplace Survey have had a positive impact on my workgroup	47.8%	40.8%	+7.0%

3.7 Demographic Comparisons

To identify what differences exist amongst respondents according to their demographic profile (e.g., District, Tenure, Ethnicity), a series of ANOVAs (analysis of variance) were conducted. This statistical technique is used to test whether there are patterns of differences in the way in which particular groups of respondents answer the survey. The value of the analysis lies in being able to isolate particular demographic groups that are providing lower ratings (statistically significant in magnitude), for the purpose of making improvements.

Please note that a difference in means is statistically **significant** if it is 95% certain that the result would not have occurred by chance ($p < .05$). In other words, this statistical technique compares the range of responses for one group against another, and signifies when a valid difference exists and that the difference identified is real (if we did the survey again repeatedly, with other samples, the outcome would be the same). If the difference is not statistically significant, then it can be concluded that despite the small variation in scores, they are comparable across groups.

The analysis of employee differences in performance scores relating to the various demographic groups revealed the following insights (see table below and on following pages).

	Survey sections where significant differences between groups are found	GROUP/S WITH HIGHER SECTION SCORES	GROUP/S WITH LOWER SECTION SCORES
District	Statistically significant differences across all survey sections	<ul style="list-style-type: none"> Canterbury District (all sections except Recognition, Final Thoughts, The Survey – Your Views) Tasman District (Recognition, The Survey – Your Views) Bay of Plenty District (Final Thoughts) 	<ul style="list-style-type: none"> Waitemata District (My Job, Learning and Development, Recognition) Eastern District (Vision and Purpose + Communication and Cooperation, Final Thoughts) Northland District (My Supervisor, My Work Group) Southern District (Respect & Integrity in the Workplace, The Survey – Your Views) Waikato District (Performance and Feedback)
Service Centres	Statistically significant differences across all survey sections	<ul style="list-style-type: none"> International Services (Vision and Purpose + Communication and Cooperation, My Job, Respect & Integrity in the Workplace, Learning and Development, The Survey – Your Views) Executive and Support (My Work Group, Performance and Feedback, Recognition, Final Thoughts) Prevention (My Supervisor) 	<ul style="list-style-type: none"> ICT Service Centre (all sections except My Work Group, Performance and Feedback) Financial Crime & Assets Recovery (My Work Group, Performance and Feedback)

Function	Statistically significant differences across all survey sections	<ul style="list-style-type: none"> District Management (all survey sections except My Supervisor and My Job) Investigations (My Supervisor) Overseas (My Job) 	<ul style="list-style-type: none"> ICT (all survey sections except Respect & Integrity in the Workplace) Legal (Respect & Integrity in the Workplace)
Rank/Level	Statistically significant differences across all survey sections except Vision and Purpose + Communication and Cooperation	<ul style="list-style-type: none"> Constabulary (My Supervisor, My Work Group, Respect & Integrity in the Workplace, Learning and Development) Authorised Officer (Performance and Feedback, Recognition, Final Thoughts) Employee (The Survey – Your Views, My Job) 	<ul style="list-style-type: none"> Constabulary (My Job, Recognition, Final Thoughts, The Survey – Your Views) Employee (My Supervisor, My Work Group, Learning and Development, Performance and Feedback) Authorised Officer (Respect & Integrity in the Workplace)
Constabulary	Statistically significant differences across all survey sections	<ul style="list-style-type: none"> Commissioned Officers (all survey sections) 	<ul style="list-style-type: none"> Constable (all survey sections except My Supervisor) Sergeant (My Supervisor)
Employee	Statistically significant differences across all survey sections	<ul style="list-style-type: none"> Band 1 & above (all survey sections) 	<ul style="list-style-type: none"> Band G – J (all survey sections)
Gender	Statistically significant differences across all survey sections except Vision and Purpose + Communication and Cooperation	<ul style="list-style-type: none"> Male (My Supervisor, My Work Group, Respect & Integrity in the Workplace, Learning and Development, Performance and Feedback) Female (My Job, Recognition, Final Thoughts, The Survey – Your Views) 	<ul style="list-style-type: none"> Female (My Supervisor, My Work Group, Respect & Integrity in the Workplace, Learning and Development, Performance and Feedback) Male (My Job, Recognition, Final Thoughts, The Survey – Your Views)
Span of Control	Statistically significant differences across all survey sections	<ul style="list-style-type: none"> Over 50 reports (all survey sections) 	<ul style="list-style-type: none"> No reports (all survey sections except My Supervisor) Under 10 reports (My Supervisor)
Tenure	Statistically significant differences across all survey sections	<ul style="list-style-type: none"> Under 2 (all survey sections except My Job, Respect & Integrity in the Workplace, The Survey – Your Views) 30-35 (Respect & Integrity in the Workplace, The Survey – Your Views) Over 35 (My Job) 	<ul style="list-style-type: none"> 10-15 (Vision and Purpose + Communication and Cooperation, Recognition, Final Thoughts, The Survey – Your Views) 2-5 (My Job, Learning and Development, Performance and Feedback) 5-10 (My Work Group, Respect & Integrity in the Workplace) 20-25 (My Supervisor)

Time in Band	Statistically significant differences across all survey sections	<ul style="list-style-type: none"> Under 1 year (all survey sections) 	<ul style="list-style-type: none"> 5-10 years (Vision and Purpose + Communication and Cooperation, Respect & Integrity in the Workplace, Recognition, Final Thoughts, The Survey – Your Views) 3-5 years (My Work Group, My Job, Learning and Development, Performance and Feedback) Over 10 years (My Supervisor)
Time in District	Statistically significant differences across all survey sections	<ul style="list-style-type: none"> Under 2 (all survey sections) 	<ul style="list-style-type: none"> 5-10 (all survey sections except My Supervisor) Over 10 (My Supervisor)
Age	Statistically significant differences across all survey sections	<ul style="list-style-type: none"> Over 65 (My Job, Learning and Development, Performance and Feedback, Recognition, Final Thoughts) Under 25 (Vision and Purpose + Communication and Cooperation, Respect & Integrity in the Workplace) 25-30 (My Supervisor, My Work Group) 55-60 (The Survey – Your Views) 	<ul style="list-style-type: none"> 35-40 (Vision and Purpose + Communication and Cooperation, My Job, Learning and Development, Performance and Feedback, Final Thoughts) 30-35 (Recognition, The Survey – Your Views) 40-45 (Respect & Integrity in the Workplace) 60-65 (My Work Group) Over 65 (My Supervisor)
Work Hours	Statistically significant differences across all survey sections except My Job, Recognition, Final Thoughts and The Survey – Your Views	<ul style="list-style-type: none"> Full Time (all significant survey sections) 	<ul style="list-style-type: none"> Part Time (all significant survey sections)
Same Manager Last 12 Months	Statistically significant differences across all survey sections except Recognition	<ul style="list-style-type: none"> No (all survey sections with significant differences except My Job) Yes (My Job) 	<ul style="list-style-type: none"> Yes (all survey sections with significant differences except My Job) No (My Job)
Ethnicity - Pakeha	Statistically significant differences across all survey sections except Vision and Purpose + Communication and Cooperation, Performance and Feedback, Recognition, Final Thoughts	<ul style="list-style-type: none"> Pakeha (My Supervisor, My Work Group, Respect & Integrity in the Workplace, Learning and Development) Non-Pakeha (My Job, The Survey - Your Views) 	<ul style="list-style-type: none"> Pakeha (My Job, The Survey - Your Views) Non-Pakeha (My Supervisor, My Work Group, Respect & Integrity in the Workplace, Learning and Development)

Ethnicity - Maori	Statistically significant differences across all survey sections except Vision and Purpose + Communication and Cooperation Respect & Integrity in the Workplace, Recognition, Final Thoughts, The Survey – Your Views	<ul style="list-style-type: none"> • Maori (all significant survey sections) 	<ul style="list-style-type: none"> • Non-Maori (all significant survey sections)
Ethnicity - Europeans	Statistically significant differences across: <ul style="list-style-type: none"> • Learning and Development • Final Thoughts 	<ul style="list-style-type: none"> • Non-Europeans (Learning and Development, Final Thoughts) 	<ul style="list-style-type: none"> • Europeans (Learning and Development, Final Thoughts)
Ethnicity – Pacific Peoples	Statistically significant differences across all survey sections except My Supervisor	<ul style="list-style-type: none"> • Pacific Peoples (all significant survey sections) 	<ul style="list-style-type: none"> • Non Pacific Peoples (all significant survey sections)
Ethnicity – Asian Peoples	Statistically significant differences across: <ul style="list-style-type: none"> • Vision and Purpose + Communication and Cooperation • Performance and Feedback • Final Thoughts • The Survey – Your Views 	<ul style="list-style-type: none"> • Asian Peoples (all significant survey sections) 	<ul style="list-style-type: none"> • Non Asian Peoples (all significant survey sections)
Ethnicity – Other Ethnic Groups	No significant differences		

3.8 Engagement Levels within NZ Police

Employee engagement refers to the level of connectedness an employee feels towards his or her organisation and the willingness to maximise his or her performance and discretionary effort as a result of that connectedness. Engagement levels were measured in the NZ Police Survey using Kenexa|JRA's six-item measure:

1. Overall, I'm satisfied with my job
2. Overall, I would recommend NZ Police as a great place to work
3. I take an active interest in what happens in NZ Police
4. I feel inspired to go the extra mile to help NZ Police succeed
5. I feel a sense of commitment to NZ Police
6. NZ Police inspires me to do the best I can in my job every day

Kenexa|JRA has two methods of presenting employee engagement levels following a survey – the **Engagement Index** and the **Engagement Profile**.

3.8.1 Employee Engagement Index

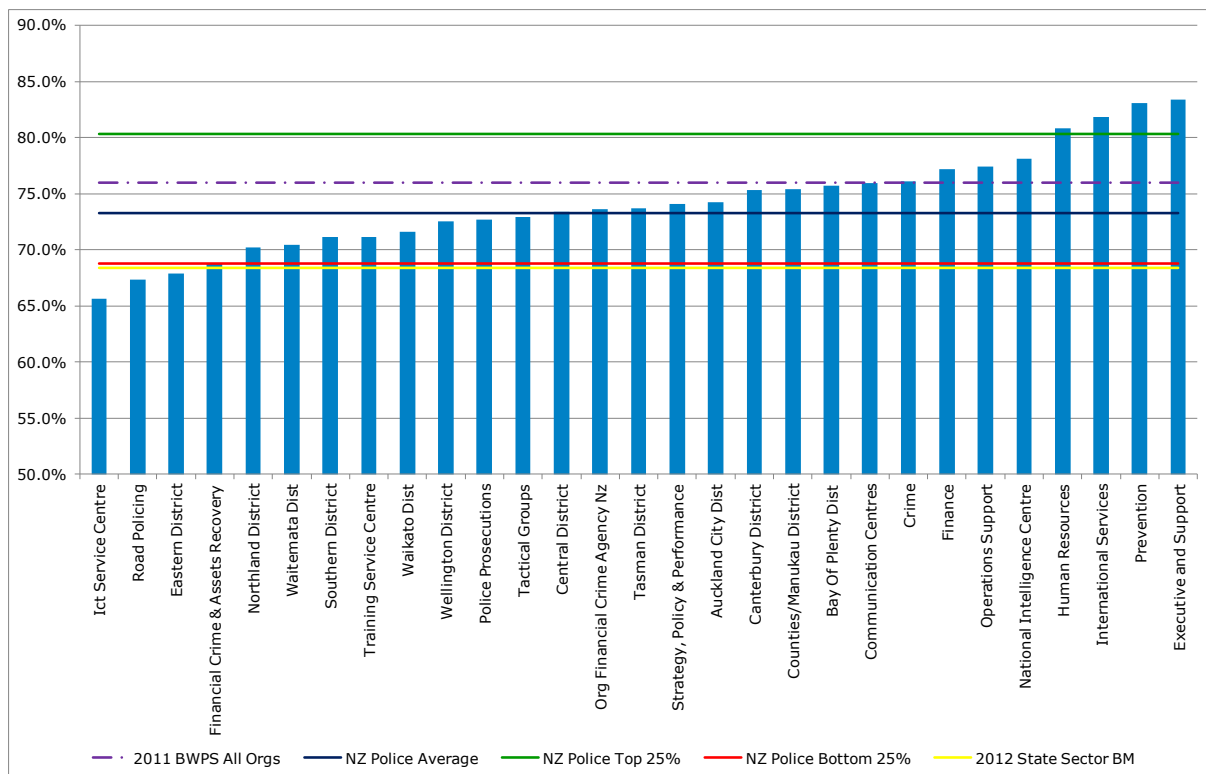
The Engagement Index is the average score of the six survey questions used to assess engagement.

- NZ Police has an Employee Engagement index of 73.3%
- The Engagement Index has shown statistically significant improvement since 2011 (+2.8%)
- Compared to the 2012 Kenexa|JRA State Sector benchmark (68.4%), the NZ Police Engagement Index is significantly higher (+4.9%)

How Is NZ Police Faring in Terms of the Engagement Index?

The graph below is designed to illustrate how NZ Police is faring in terms of engagement levels across different Districts and Service Centres. Detailed comparisons are made for a range of demographic variables commencing on page 40 onwards. The below graph presents the Engagement Indices for each of the Districts and Service Centres.

- As mentioned above, the *average* Engagement Index for NZ Police (73.3%) is significantly above the Kenexa|JRA 2012 State Sector Benchmark (68.4%)
- However, NZ Police's average Engagement Index is significantly below that of the Best Workplaces All Organisations 2011 norm (-2.7%, average of all organisations who participated in the 2011 Best Workplaces Competition)
- The average Engagement Index for the top 25% Districts and Service Centres (80.3%) is above that of the 2012 JRA State Sector Benchmark average (68.4%), as well as the Best Workplaces All Organisations 2011 Benchmark average (76.0%).
- The Engagement Indices for eight Service Centres (e.g. Crime, Finance and Operations Support) are on par with or above that of the 2011 Best Workplaces All Organisations Benchmark. In particular, the Engagement Indices of Executive and Support, Prevention, International Services and Human Resources are at a level that would be expected of the top 25% of organisations that take part in Kenexa|JRA's annual Best Workplaces Survey
- The bottom quartile Districts/Service Centres in terms of Engagement Index score should be considered as focus areas going forward, particularly the ones with Engagement Indices that are below or close to the State Sector Benchmark average. These include ICT Service Centre, Road Policing, Eastern District and Financial Crime & Assets Recovery. These are also the Districts/Service Centres that tend to have the lowest proportions of engaged staff within NZ Police.

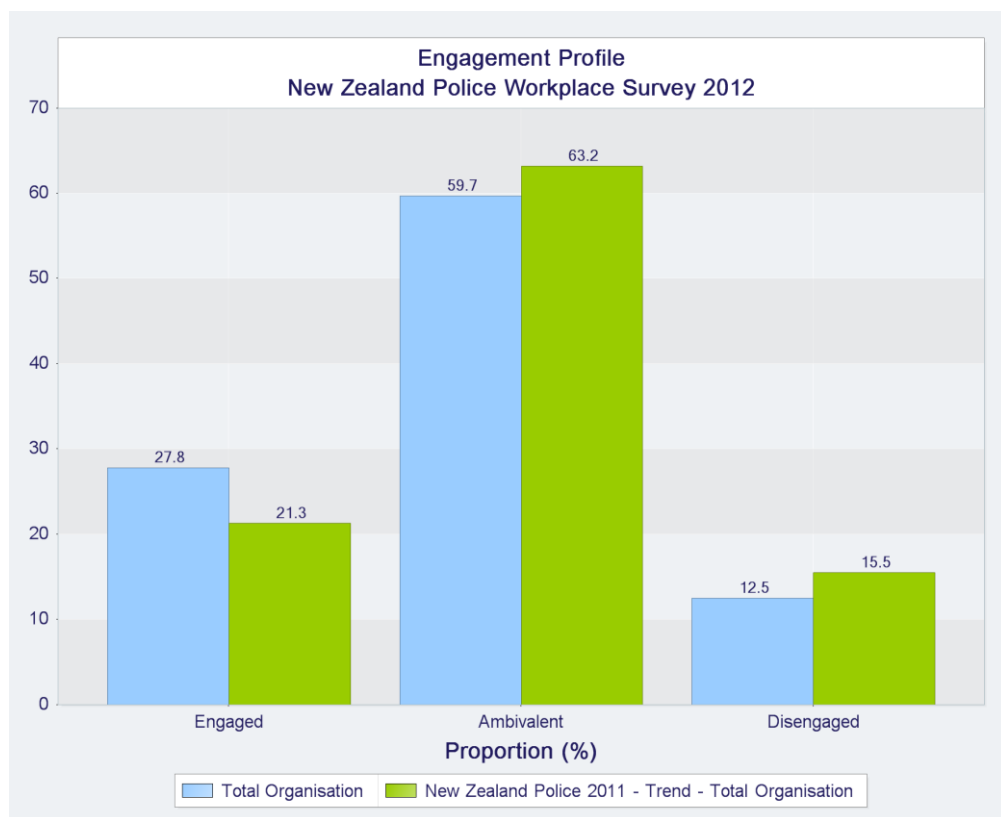
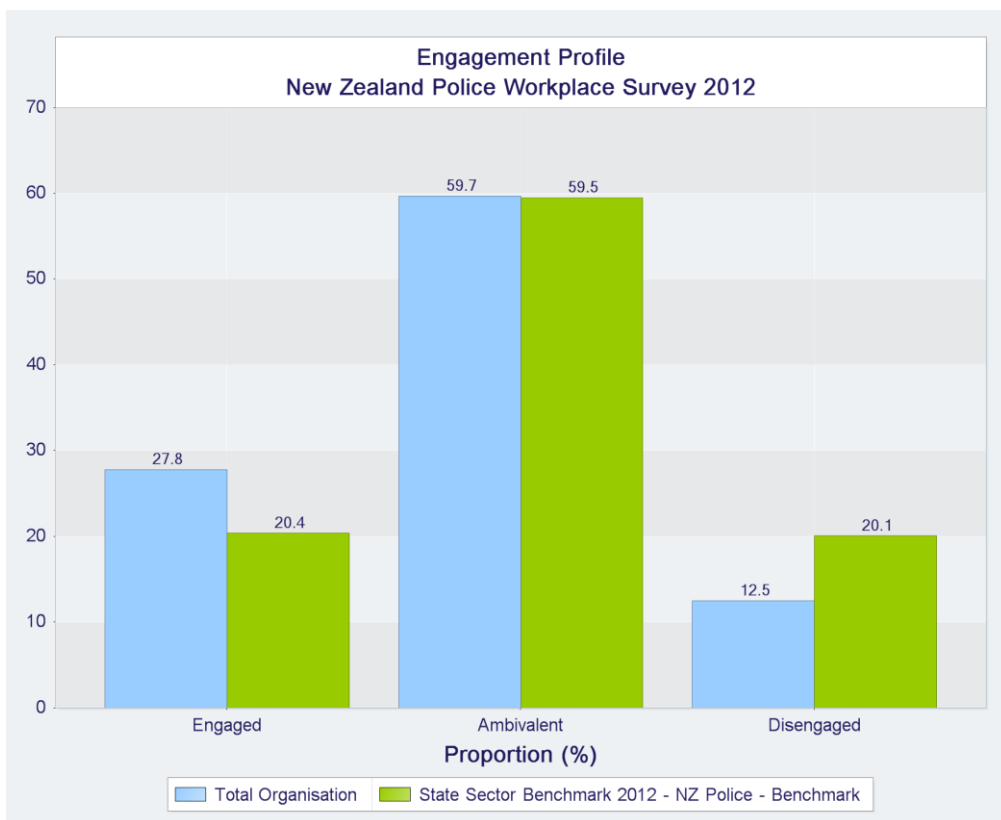


Note: The x-axis contains all Districts/Service Centres. The y-axis is the Engagement Index, expressed as a weighted mean score.

3.9.1 Employee Engagement Profile

Employees can be classified as being either engaged, ambivalent or disengaged according to their Engagement Index. The higher their engagement score, the more likely they are to surpass the threshold (or 'hurdle score') needed to be classified as engaged. The resulting classifications of 'engaged', 'ambivalent' and 'disengaged' are presented in the engagement profile graphs (on the following page), and can be compared to external benchmark norms or tracked year on year.

- There have been positive changes in the engagement profile, relative to both the external (Kenexa|JRA State Sector Benchmark) and internal benchmarks (2011 results)
- **Engaged Category:** Within NZ Police, 1 in 4 staff (27.8%) can be described as engaged in the workplace. The proportion of engaged staff within NZ Police is significantly higher than that of the Kenexa|JRA State Sector Benchmark (20.4%). Further, relative to 2011, there has been a significant increase in the proportion of engaged staff (+6.5%).
- **Disengaged Category:** It is encouraging to see that the proportion of disengaged staff is now significantly lower than the Kenexa|JRA State Sector Benchmark norm (-7.6%) and has also decreased significantly since 2011 (-3.0%).
- **Ambivalent Category:** Although approximately 60% of NZ Police staff are sitting in the ambivalent category, the significant drop in the proportion of 'ambivalent' staff since 2011 is positive (-3.5%). Compared to the Kenexa|JRA State Sector Benchmark, NZ Police has a similar proportion of 'ambivalent' employees. It is worth noting that this is the group that represents the greatest source of potential performance improvement. The aim should thus be to move as many of these employees as possible from 'Ambivalent' to 'Engaged' category, by directing efforts toward aspects of the workplace that are engaging to staff but are comparatively low-scoring (i.e., relative to benchmark norms).



3.9 Engagement Levels Across Different Parts of the Organisation

The tables below present the engagement profiles (proportion of engaged, ambivalent and disengaged staff) and engagement indices (average score across the six engagement questions) across the various demographic markers assessed in the NZ Police Workplace Survey 2012. The demographic markers are District, Service Centres, Function, Rank/Level, Employee, Constabulary, Gender, Span of Control, Tenure, Time in Band, Time in District, Previous Management and Ethnicity.

Read **down** the rows to see which demographics exhibit the highest and lowest proportions of engaged, ambivalent and disengaged employees. **Red font** highlights the demographic(s) with the lowest engagement index. **Green font** highlights the demographic(s) with the highest engagement index.

3.9.1 Engagement Profiles by District

When looking at the employee engagement profiles by District, Bay of Plenty, Counties/Manukau and Canterbury are the most engaged, with the highest engagement indices and largest proportions of engaged staff.

Compared to 2011, it is encouraging to see that the engagement indices of all Districts have increased. In particular, the engagement indices of Bay of Plenty (+5.1%), Central (+5.0%) and Tasman Districts (+5.3%) have all increased by at least 5%. Further, the Tasman District has made notable improvements since 2010, with its engagement index increasing from 63.3% in 2010, to 68.4% in 2011 and 73.7% in 2012. A similar pattern was also seen for the Canterbury District, where the engagement index has increased from 63.6% in 2010, to 70.9% in 2011 and 75.3% in 2012.

As in 2011, the Eastern District remains the least engaged, with the lowest engagement index and the highest proportion of disengaged staff. However, it is worth highlighting that there has been a fairly big increase in the proportion of engaged staff (+7.8%) in the Eastern District. The Districts with the next lowest engagement indices are Northland and Waitemata, both of which also have comparatively high proportions of disengaged staff.

District	Engaged	Ambivalent	Disengaged	Engagement Index
Auckland City Dist	29.9%	57.0%	13.1%	74.2%
Bay Of Plenty Dist	31.8%	59.6%	8.6%	75.7%
Canterbury District	30.2%	59.7%	10.1%	75.3%
Central District	27.5%	60.3%	12.2%	73.4%
Counties/Manukau District	31.8%	57.4%	10.8%	75.4%
Eastern District	20.2%	60.2%	19.6%	67.9%
Northland District	20.7%	64.1%	15.2%	70.2%
Southern District	21.2%	67.3%	11.5%	71.1%
Tasman District	26.5%	63.2%	10.3%	73.7%
Waikato Dist	24.5%	61.8%	13.7%	71.6%
Waitemata Dist	23.6%	59.4%	17.0%	70.4%
Wellington District	25.3%	61.9%	12.8%	72.5%
Total Organisation	27.8%	59.7%	12.5%	73.3%

3.9.2 Engagement Profiles by Service Centres

When examining the engagement profiles by Service Centres, Executive and Support and Prevention are the most engaged, with the highest engagement indices, the largest proportions of engaged staff and the smallest proportions of disengaged staff.

The least engaged is the ICT Service Centre, which has the lowest engagement index of 65.6% and the smallest proportion of engaged staff. Though Road Policing does not have the lowest engagement index, it has the highest proportion of disengaged staff, with close to a quarter of staff being categorised in the 'Disengaged' group.

Since restructure has changed the composition of some Service Centres, it is not possible to compare the 2012 and 2011 results of all Service Centres. Among those for whom trending is possible, the National Intelligence Centre stands out as the Service Centre that has made the biggest improvement in its engagement index since 2011 (+3.9%), while the International Services group has had the largest decrease (-4.1%).

Service Centres	Engaged	Ambivalent	Disengaged	Engagement Index
Communication Centres	36.3%	53.5%	10.2%	75.9%
Crime	28.8%	62.6%	8.6%	76.1%
Executive and Support	48.4%	48.4%	3.2%	83.4%
Finance	35.3%	55.9%	8.8%	77.2%
Financial Crime & Assets Recovery	15.2%	67.4%	17.4%	68.8%
Human Resources	46.2%	47.1%	6.7%	80.8%
ICT Service Centre	14.3%	62.8%	22.9%	65.6%
International Services	45.1%	52.9%	2.0%	81.8%
National Intelligence Centre	35.7%	57.2%	7.1%	78.1%
Operations Support	43.9%	43.9%	12.2%	77.4%
Org Financial Crime Agency Nz	31.0%	56.4%	12.6%	73.6%
Police Prosecutions	24.8%	65.4%	9.8%	72.7%
Prevention	50.0%	50.0%	0.0%	83.1%
Road Policing	22.8%	53.1%	24.1%	67.3%
Strategy, Policy & Performance	33.9%	50.0%	16.1%	74.1%
Tactical Groups	26.9%	61.2%	11.9%	72.9%
Training Service Centre	23.7%	61.8%	14.5%	71.1%
Total Organisation	27.8%	59.7%	12.5%	73.3%

3.9.3 Engagement Profile Comparisons by Function

Across the different functional areas, District Management is the most engaged, with the highest Engagement Index and more than half of the group being classified as 'engaged'. ICT is the least engaged, with the lowest Engagement Index, and close to a quarter of staff classified as 'disengaged'.

It is also worth noting that:

- As in 2011, Overseas has no disengaged staff, something worth celebrating
- Community Policing has had the greatest increase in its Engagement Index since 2011 (+6.0%)
- Although Legal remains one of the groups that has a lower Engagement Index, they have halved the proportion of disengaged staff (from 33.3% to 16.7%) and doubled the proportion of engaged staff (from 16.7% to 33.3%) since 2011
- A similar pattern was seen for Liaison, where the proportion of engaged staff has almost doubled (from 16.7% to 31.8%) and the proportion of disengaged staff has decreased by 12.2% (from 19.0% to 6.8%)

Function	Engaged	Ambivalent	Disengaged	Engagement Index
Airport	13.2%	65.7%	21.1%	69.1%
Communications	36.6%	53.1%	10.3%	75.8%
Community Policing	27.9%	60.3%	11.8%	73.6%
Corporate Support	35.9%	52.9%	11.2%	76.8%
District Management	56.0%	38.3%	5.7%	84.2%
Finance	27.3%	65.1%	7.6%	74.4%
Frontline support	25.9%	59.0%	15.1%	71.7%
General Duties	27.6%	61.0%	11.4%	73.5%
HR/ Training	29.2%	59.8%	11.0%	74.2%
ICT	15.2%	63.7%	21.1%	66.3%
Intelligence	29.5%	57.3%	13.2%	74.1%
Investigations	24.1%	62.4%	13.5%	72.1%
Legal	33.3%	50.0%	16.7%	70.6%
Liaison	31.8%	61.4%	6.8%	76.0%
Overseas	41.0%	59.0%	0.0%	80.6%
Policy	37.9%	43.2%	18.9%	74.2%
Prosecutions	24.0%	64.9%	11.1%	71.8%
Road Policing	22.9%	59.3%	17.8%	69.7%
Specialist teams	24.5%	64.9%	10.6%	72.8%
Vetting	25.0%	60.7%	14.3%	68.9%
Watchhouse	27.8%	60.1%	12.1%	73.4%
Youth	20.1%	69.7%	10.2%	71.9%
Other	33.3%	58.4%	8.3%	77.2%
Total Organisation	27.8%	59.7%	12.5%	73.3%

3.9.4 Engagement Profile Comparisons by Rank/Level

An examination of employee engagement profiles by Rank/Level reveals that the Authorised Officers are the most engaged, with the highest Engagement Index. Interestingly, they have the highest proportion of both engaged *and* disengaged staff.

Comparisons within the Employee and Constabulary groups reveal patterns that are similar to those found in the 2010 and 2011 results.

Within the Employee group, 'Band 1 & above' are the most engaged, while 'Band G-J' are the least engaged.

For the Constabulary group, it is worth noting that apart from the Constables, all groups have fairly low proportions of disengaged staff. While the engagement level of Constables has improved since 2011 (3.0% increase in the Engagement Index and 6.6% increase in the proportion of engaged staff), their results are still quite far below the others within the Constabulary group. Notably, the engagement levels of the Sergeants have improved yet again, with their Engagement Index increasing by 4.3% and the proportion of engaged staff increasing by 8.4%. The Commissioned Officers are the most engaged, with close to two thirds engaged and the lowest proportion of disengaged staff (3.3%).

Rank/Level	Engaged	Ambivalent	Disengaged	Engagement Index
Constabulary	26.7%	60.8%	12.5%	72.9%
Employee	30.1%	57.4%	12.5%	74.0%
Authorised Officer	42.5%	38.7%	18.8%	75.5%
Total Organisation	27.8%	59.7%	12.5%	73.3%

3.9.4.1 Engagement Profiles by Employee

Employee	Engaged	Ambivalent	Disengaged	Engagement Index
Band 1 & above	46.7%	46.7%	6.6%	80.3%
Band A - F	30.2%	57.0%	12.8%	74.0%
Band G - J	27.1%	59.9%	13.0%	72.8%
Employee	30.1%	57.4%	12.5%	74.0%
Total Organisation	27.8%	59.7%	12.5%	73.3%

3.9.4.2 Engagement Profiles by Constabulary

Constabulary	Engaged	Ambivalent	Disengaged	Engagement Index
Senior Sergeant	43.1%	52.4%	4.5%	80.9%
Sergeant	29.1%	62.6%	8.3%	75.4%
Commissioned Officers	64.8%	31.9%	3.3%	86.5%
Constable	22.8%	62.6%	14.6%	71.0%
Constabulary	26.7%	60.8%	12.5%	72.9%
Total Organisation	27.8%	59.7%	12.5%	73.3%

*Please note: There were insufficient response to display the responses for 'Recruit'.

3.9.5 Engagement Profiles by Gender

As shown in the table below, while females have a higher Engagement Index, both genders have similar engagement profiles. It is worth noting that since 2011, the Engagement Indices of both females and males have increased, by 2.0% and 3.2% respectively.

Gender	Engaged	Ambivalent	Disengaged	Engagement Index
Female	28.7%	59.5%	11.8%	73.9%
Male	27.4%	59.7%	12.9%	73.0%
Total Organisation	27.8%	59.7%	12.5%	73.3%

3.9.6 Engagement Profiles by Span of Control

As in 2010 and 2011, looking at the engagement profiles by Span of Control shows that those with no reports are the least engaged while those with more than 50 reports are the most engaged. The engagement levels appear to increase along with the number of reports a person has, which is a common trend within other organisations as well.

Relative to 2011, while all groups now have higher Engagement Indices, those with between 10 and 50 reports have had the greatest increase (+4.1%).

Span of Control	Engaged	Ambivalent	Disengaged	Engagement Index
No Reports	25.2%	61.0%	13.8%	72.0%
Under 10 reports	32.3%	58.6%	9.1%	76.1%
Between 10 and 50 reports	43.5%	52.2%	4.3%	80.7%
Over 50 reports	71.6%	25.4%	3.0%	88.6%
Total Organisation	27.8%	59.7%	12.5%	73.3%

3.9.7 Engagement Profiles by Tenure

Across the tenure groups, staff who have been with NZ Police for less than 2 years are the most engaged, with the highest Engagement Index and smallest proportion of disengaged staff. As in 2011 and in other organisations, the engagement-tenure relationship tends to follow a U shape pattern with high engagement levels observed at either end of the tenure categories (under 2 years, and over 30 years) and lower engagement levels for the middle tenure groups. Despite the increases in the Engagement Indices of the '5-10' and '10-15' groups since 2011 (2.7% and 1.7% respectively), they remain the focus areas going forward.

Tenure	Engaged	Ambivalent	Disengaged	Engagement Index
Under 2	42.8%	51.6%	5.6%	80.6%
2 - 5	25.7%	60.8%	13.5%	72.5%
5 - 10	22.6%	62.7%	14.7%	70.9%
10 - 15	22.8%	61.9%	15.3%	70.5%
15 - 20	27.1%	61.2%	11.7%	73.3%
20 - 25	29.8%	58.7%	11.5%	74.3%
25 - 30	32.1%	58.7%	9.2%	75.7%
30 - 35	39.8%	51.1%	9.1%	77.3%
Over 35	38.7%	51.3%	10.0%	77.5%
Total Organisation	27.8%	59.7%	12.5%	73.3%

3.9.8 Engagement Profiles by Time in Band

Similar to 2011, examining the engagement profiles by Time in Band shows that engagement levels are lower for staff that have spent a greater length of time in their current band. Unlike 2011 however, there is a reduction in the gap between the Engagement Indices of the '3-5 years', '5-10 years' and 'Over 10 years' groups. This is partly owed to the fact that the Engagement Index of those with more than 10 years time in band has increased the most since 2011 (4.0%, relative to the increases of 2.8% and 2.3% for the '5-10 years' and '3-5 years' groups respectively).

Time in Band	Engaged	Ambivalent	Disengaged	Engagement Index
Under 1 year	37.9%	55.5%	6.6%	78.5%
1-3 years	30.6%	59.7%	9.7%	75.6%
3-5 years	26.3%	60.9%	12.8%	72.6%
5-10 years	25.4%	59.9%	14.7%	71.6%
Over 10 years	25.7%	60.0%	14.3%	71.9%
Total Organisation	27.8%	59.7%	12.5%	73.3%

3.9.9 Engagement Profiles by Time in District

When looking at the engagement profiles by Time in District, those who have been in the District for less than two years are the most engaged, with the highest Engagement Index and largest proportion of engaged staff. The Engagement Indices and engagement profiles of the other groups are fairly similar, though the '5-10' group has the lowest Engagement Index.

Time in District	Engaged	Ambivalent	Disengaged	Engagement Index
Under 2	36.5%	56.8%	6.7%	78.1%
2 - 5	26.2%	60.2%	13.6%	72.6%
5 - 10	23.8%	61.5%	14.7%	71.1%
Over 10	27.8%	59.2%	13.0%	73.0%
Total Organisation	27.8%	59.7%	12.5%	73.3%

3.9.10 Engagement Profiles by Previous Management

Although the Engagement Indices of both groups are fairly close, staff who have changed managers in the last 12 months are more engaged than those who have not: the same pattern observed in 2011.

Same Manager Last 12 Months	Engaged	Ambivalent	Disengaged	Engagement Index
Yes	26.4%	60.0%	13.6%	72.3%
No	29.0%	59.4%	11.6%	74.1%
Total Organisation	27.8%	59.7%	12.5%	73.3%

3.9.11 Engagement Profiles by Ethnicity – Overall Comparison

Examining the engagement profile by ethnicity reveals that as in 2011, the Europeans are among the least engaged. However, 'Other Ethnic Groups' is the only group whose Engagement Index has decreased since 2011, and it has dropped from being one of the most engaged groups to being one of the least engaged. Pacific Peoples remain the most engaged, with the highest Engagement Index. This position is shared with the Asian Peoples, who have the same Engagement Index and a similar engagement profile. Please note that the ethnicity categories are not mutually exclusive – for instance, someone who identified themselves as 'Pakeha' may have also identified themselves as 'Maori'.

Ethnicity	Engaged	Ambivalent	Disengaged	Engagement Index
Pakeha	27.1%	61.3%	11.6%	73.3%
Maori	29.5%	58.8%	11.7%	74.1%
Europeans	26.6%	58.6%	14.8%	72.0%
Pacific Peoples	34.3%	54.7%	11.0%	76.1%
Asian Peoples	35.1%	54.4%	10.5%	76.1%
Other Ethnic Groups	30.2%	53.5%	16.3%	71.9%
Total Organisation	27.8%	59.7%	12.5%	73.3%

3.10 The Key Drivers of Engagement Within NZ Police

While all of the questions included in the survey are important in understanding how employees view their organisation, some are more important than others in terms of their impact on engagement. Those that have the most impact on engagement we call the **Key Drivers** of engagement. Because all organisations differ in regard to their culture, climate, and the people they need and attract, not surprisingly the key drivers of engagement will vary from organisation to organisation.

Key drivers are powerful predictors of engagement which, read in conjunction with your other online reports and analyses, are of great importance when considering priorities for improvement initiatives.

The results of the key driver analysis are presented in Table below. Key drivers are ranked in descending order of importance, and are colour coded in terms of their scores relative to the 2012 Kenexa|JRA State Sector Benchmark. Specifically;

RED DRIVERS: These are **High Importance-Low Performance drivers** and are considered *priority areas for improvement*, and offer the greatest leverage for performance improvement.

ORANGE DRIVERS: **High Importance-Medium Performance drivers.** These have a strong impact on employee engagement, but your organisation's score on these drivers are statistically equivalent to 2012 State Sector Benchmark. There are likely performance improvements to be had from attending to these drivers, although priority should be placed on the 'red zone' drivers.

GREEN DRIVERS: **High Importance-High Performance drivers.** Performance relative to the benchmark is strong, with these drivers providing the organisation with potential competitive advantage. Current efforts and initiatives in these areas should be maintained.

BLACK DRIVERS: **High Importance-Indeterminate Performance drivers.** These are drivers where no benchmark data is available, but are still significant drivers of employee engagement.

Table 3.10.1 Key Drivers of Employee Engagement: NZ Police (Total Organisation)

Key Driver Questions	New Zealand Police 2012	New Zealand Police 2011	State Sector Benchmark 2012
1.3: NZ Police is an enjoyable place to work**	71.1	68.3 (+2.8)	NA
4.3: My job gives me a sense of personal achievement**	78.0	76.1 (+1.9)	70.7 (+7.3)
1.6: I feel a sense of belonging to my District or my Service Centre**	65.5	61.7 (+3.8)	66.4 (-0.9)
1.2: I feel I am working for an effective organisation**	65.6	59.7 (+5.9)	NA
6.2: The work I do makes good use of my knowledge and skills**	71.0	68.9 (+2.1)	63.1 (+7.9)
6.4: I am encouraged to try new ways of doing things**	61.9	57.8 (+4.1)	62.1 (-0.2)
4.7: The level of work-related stress I experience in my job is acceptable**	61.6	58.3 (+3.3)	62.6 (-1.0)
6.5: There are career and personal development opportunities for me in NZ Police**	62.2	61.1 (+1.1)	56.7 (+5.5)
4.5: I am sufficiently involved in decisions that affect the way I do my job	60.3	56.8 (+3.5)	62.9 (-2.6)
6.1: NZ Police provides adequate training for the work I do**	58.9	54.8 (+4.1)	NA

Weighted Mean Score (%)

Note: The questions with **next to them were also key drivers of employee engagement within NZ Police in 2011.

The high level of similarity between the 2011 and 2012 key driver results, both in terms of the items and ranking of the items, indicates that the areas identified through last year's analysis remain important to the organisation.

The one new key driver question for 2012 relates to the amount of input that staff have into decisions that are relevant to their jobs and is one of the three key drivers that is scoring significantly below the benchmark.

Although there are three key drivers in the table above that have no benchmark data available (and are hence shown in black text), the Kenexa|JRA State Sector Benchmark does include similar questions that help gauge the relative performance levels of these key drivers.

- When compared against the benchmark, the key driver question **'This organisation is an enjoyable place to work'** is most similar to the benchmark question 'This organisation is a fun place to work'. Though the terms 'enjoyable' and 'fun' are not exact synonyms, NZ Police's score of 71.1% is much higher than the benchmark question score of 60.9%. Thus, we might expect that the key driver will be a **'green'** driver (high importance-high performance).
- The Kenexa|JRA State Sector Benchmark also includes an item similar to **'I feel I am working for an effective organisation'**: 'I feel I am working for a successful organisation'. As before, the equivalence of the terms 'effective' and 'successful' is debatable, but the score for the benchmark question (70.9%) is much higher than that of the NZ Police question (65.6%). As such, we might expect this to be a **'red'** key driver (high importance-low performance) if there was an identical benchmark question.
- The key driver question **'NZ Police provides adequate training for the work I do'** is most closely aligned with the benchmark question 'This organisation ensures that I am adequately trained for the work I do'. The benchmark question has a much higher score (64.3%) than the NZ Police question (58.9%), which suggests that this is likely to be a **'red'** driver (high importance-low performance).

Given the likelihood that contextual features are likely to impact employee engagement across different Districts (e.g., size, location, etc), a separate key driver analysis has been provided to each of the Districts and Service Centres.

3.10.1 Conclusions from Key Driver Analysis

The key drivers of engagement that NZ Police is performing **most** well on can be considered **strengths** that need maintaining. These are the key drivers with the greatest impact upon employee engagement *and* which NZ Police is performing above the benchmark on. Further, for one of the key driver questions that is unique to NZ Police, comparisons against a similarly worded question in the benchmark suggests that it is also likely to be a high-performance driver if there had been an identical question in the benchmark. Effectively, NZ Police has four **high importance-high performance drivers**, three of which relate to development opportunities.

- My job gives me a sense of personal achievement
- The work I do makes good use of my knowledge and skills
- There are career and personal development opportunities for me in NZ Police
- This organisation is an enjoyable place to work

It is likely that NZ Police would benefit from improving the key driver in which the organisation is scoring at an average level. The key driver 'I am encouraged to try new ways of doing things' may be considered a **high importance-medium performance** driver.

- I am encouraged to try new ways of doing things

Compared to the Kenexa|JRA State Sector Benchmark, NZ Police scored significantly below the benchmark norm on three of the ten identified key drivers of employee engagement. The organisation also scored low on the two key drivers that do not have exactly identical external benchmark norms. However, based on the comparable wording of the NZ Police and benchmark questions, as well as the magnitude of the differences in scores, it is expected that NZ Police has in effect five **high importance-low performance drivers**. These items serve as very useful focus areas, as they have a strong link to engagement levels within NZ Police *and* they currently score below what might be expected.

- I feel a sense of belonging to my District or my Service Centre
- The level of work-related stress I experience in my job is acceptable
- I am sufficiently involved in decisions that affect the way I do my job
- I feel I am working for an effective organisation
- NZ Police provides adequate training for the work I do

Although all five key driver questions shown above are considered low-performing relative to the benchmark, it is worth noting that there have been significant and meaningful improvements of at least 3.3% on all five questions since 2011. Given that four of these questions were also identified as key drivers in 2011, it demonstrates that these aspects of the workplace are consistently important for the NZ Police staff. Therefore, it is important to maintain and build on the good work done in these areas going forward.

3.10.2 Key Driver Demographic Comparisons

The key drivers of engagement derived from our analysis reflect key drivers across the whole of NZ Police. To identify priority areas, however, it can be useful to see how key drivers score across different employee groups. In this section we provide an example of such an analysis to see whether some employee groups provide examples of performance 'excellence' as well as other groups which may require more focused attention in key impact areas.

The tables on the following pages present the key driver scores across the demographic variables of: District, Service Centres, Function, Rank/Level, Constabulary, Employee, Gender, Span of Control, Tenure, Time in Band, Time in District, Previous Management and Ethnicity.

Note that a smaller 'Report of Findings' is provided to each of the Districts which contains a District level Key Driver Analysis. Typically the strongest key drivers (such as those identified in this report) are common across the Districts. There may well also be key drivers that are unique to a particular District that warrant District level attention.

3.10.2.1 Key Drivers by District

The table below shows how each of the Districts within NZ Police have fared on the total organisation key driver questions and the results mirror the patterns seen when comparing Engagement Indices and profiles across Districts. Both the Canterbury and Counties/Manukau Districts have achieved the highest scores on most of the key driver questions, while the Eastern (particularly "sense of belonging", where this question is scoring substantially below the other Districts), Northland and Waitemata Districts typically have the lowest scores across the key driver questions.

Read **across** the rows to see which demographic scores the highest and lowest on each key driver. **Red font** highlights the lowest score/s for a particular survey question. **Green font** highlights the highest score/s for a particular survey question.

Key Driver Questions	Auckland City Dist	Bay Of Plenty Dist	Canterbury District	Central District	Counties/Manukau District	Eastern District	Northland District	Southern District	Tasman District	Waikato Dist	Waitemata Dist	Wellington District	Total Org
1.3: NZ Police is an enjoyable place to work	72.1%	74.5%	73.8%	71.6%	74.0%	63.6%	67.1%	69.7%	69.8%	70.9%	69.4%	69.9%	71.1%
4.3: My job gives me a sense of personal achievement	77.8%	79.4%	80.6%	80.7%	78.4%	75.6%	75.4%	75.5%	79.1%	77.9%	75.6%	77.8%	78.0%
1.6: I feel a sense of belonging to my District or my Service Centre	65.1%	69.0%	69.7%	63.1%	70.6%	55.7%	62.9%	63.0%	67.9%	64.1%	63.8%	63.5%	65.5%
1.2: I feel I am working for an effective organisation	64.9%	67.4%	66.1%	65.2%	68.4%	58.6%	61.4%	62.6%	66.9%	61.9%	64.0%	63.5%	65.6%
6.2: The work I do makes good use of my knowledge and skills	72.1%	70.8%	74.0%	73.2%	70.2%	69.5%	69.2%	67.7%	73.8%	71.0%	67.0%	70.8%	71.0%
6.4: I am encouraged to try new ways of doing things	61.1%	63.5%	65.6%	63.5%	64.1%	60.2%	59.3%	60.7%	64.0%	60.4%	58.3%	61.3%	61.9%
4.7: The level of work-related stress I experience in my job is acceptable	63.6%	61.6%	65.2%	61.6%	64.4%	56.7%	55.9%	59.1%	58.4%	59.1%	58.5%	60.0%	61.6%
6.5: There are career and personal development opportunities for me in NZ Police	63.7%	64.8%	68.6%	62.9%	68.6%	61.5%	61.5%	58.5%	61.9%	63.0%	59.1%	67.2%	62.2%
4.5: I am sufficiently involved in decisions that affect the way I do my job	61.0%	62.4%	63.5%	61.7%	61.6%	55.3%	55.8%	57.5%	62.7%	58.5%	57.4%	58.1%	60.3%
6.1: NZ Police provides adequate training for the work I do	60.7%	59.5%	60.7%	56.3%	60.7%	53.8%	57.9%	55.8%	58.6%	56.3%	55.5%	58.6%	58.9%

3.10.2.2 Key Drivers by Service Centres

The tables presented over the next two pages shows the scores for the total organisation key drivers, across the Service Centres. The International Services group stands out with the highest scores on the majority of the key driver questions. However it is worth noting that on the questions that relate to the adequacy of training and development opportunities, International Services staff have provided much lower ratings relative to the scores for the other key driver questions. They still rank among the highest when comparing these question scores against the other Service Centres. As might be expected based on comparisons of the Engagement Index scores, the ICT Service Centre has the lowest scores on nine out of ten of the key driver questions. While there will always be a lowest scoring group in any comparison exercise, it is concerning that the ICT Service Centre's scores on seven key driver questions are scoring around 50% (i.e. 'Neutral') or below. This suggests that urgent attention is required post-survey to identify ways in which this Service Centre can improve. It is worth noting other Service Centres have low scores that have not been highlighted in red, which should be examined as well (e.g. Financial Crime & Assets Recovery's score of 50.6% on question 6.5).

Read **across** the rows to see which demographic scores the highest and lowest on each key driver. **Red font** highlights the lowest score/s for a particular survey question. **Green font** highlights the highest score/s for a particular survey question.

Key Driver Questions	Executive and Support	Crime	Financial Crime & Assets Recovery	International Services	Org Financial Crime Agency Nz	Prevention	National Intelligence Centre	Communication Centres	Total Org
1.3: NZ Police is an enjoyable place to work	78.6%	74.4%	72.3%	82.4%	72.7%	75.0%	74.1%	69.7%	71.1%
4.3: My job gives me a sense of personal achievement	82.3%	80.1%	70.7%	87.7%	77.6%	83.9%	77.2%	81.4%	78.0%
1.6: I feel a sense of belonging to my District or my Service Centre	76.2%	65.5%	58.9%	76.5%	64.5%	76.9%	69.2%	67.6%	65.5%
1.2: I feel I am working for an effective organisation	80.6%	72.2%	66.3%	80.5%	66.4%	75.0%	74.6%	70.3%	65.6%
6.2: The work I do makes good use of my knowledge and skills	78.2%	73.0%	63.0%	81.9%	71.8%	78.6%	70.5%	73.5%	71.0%
6.4: I am encouraged to try new ways of doing things	74.2%	66.8%	59.2%	72.5%	64.4%	76.8%	69.2%	57.9%	61.9%
4.7: The level of work-related stress I experience in my job is acceptable	73.4%	68.2%	62.0%	79.4%	69.0%	69.6%	66.8%	58.4%	61.6%
6.5: There are career and personal development opportunities for me in NZ Police	60.1%	58.1%	50.6%	66.2%	65.2%	51.8%	69.2%	58.3%	62.2%
4.5: I am sufficiently involved in decisions that affect the way I do my job	77.0%	68.1%	59.4%	82.4%	61.5%	71.4%	62.1%	51.7%	60.3%
6.1: NZ Police provides adequate training for the work I do	69.4%	65.3%	47.8%	68.1%	66.1%	64.3%	62.9%	65.9%	58.9%

3.10.2.2 Key Drivers by Service Centres

Key Driver Questions	Operations Support	Police Prosecutions	Road Policing	Tactical Groups	Finance	Human Resources	ICT Service Centre	Strategy, Policy & Performance	Training Service Centre	Total Org
1.3: NZ Police is an enjoyable place to work	77.4%	71.7%	63.8%	72.0%	69.9%	75.7%	61.9%	71.0%	68.0%	71.1%
4.3: My job gives me a sense of personal achievement	78.7%	77.5%	70.3%	85.4%	72.8%	81.7%	69.4%	79.0%	74.6%	78.0%
1.6: I feel a sense of belonging to my District or my Service Centre	72.6%	69.0%	60.1%	57.1%	71.3%	70.9%	55.8%	67.0%	57.8%	65.5%
1.2: I feel I am working for an effective organisation	77.4%	70.3%	63.2%	60.8%	66.2%	77.2%	56.5%	66.5%	62.3%	65.6%
6.2: The work I do makes good use of my knowledge and skills	69.5%	74.4%	64.9%	75.4%	75.7%	73.1%	64.5%	76.8%	68.8%	71.0%
6.4: I am encouraged to try new ways of doing things	67.1%	60.3%	57.5%	65.7%	75.7%	70.0%	50.0%	61.6%	59.2%	61.9%
4.7: The level of work-related stress I experience in my job is acceptable	68.9%	62.1%	59.3%	68.3%	73.5%	72.8%	54.3%	62.1%	60.5%	61.6%
6.5: There are career and personal development opportunities for me in NZ Police	62.8%	53.3%	53.2%	62.3%	54.4%	59.1%	39.8%	52.2%	51.1%	62.2%
4.5: I am sufficiently involved in decisions that affect the way I do my job	72.0%	64.8%	58.6%	66.0%	72.8%	74.0%	51.1%	65.6%	58.2%	60.3%
6.1: NZ Police provides adequate training for the work I do	65.2%	62.1%	60.8%	54.1%	63.2%	67.1%	41.5%	58.5%	57.0%	58.9%

3.10.2.3 Key Drivers by Function

The scores for the total organisation key drivers for each of the Functions is presented over the next three pages. As per 2011, the Overseas staff have provided the high scores on most of the key driver questions. It is worth noting that District Management, which has the highest Engagement Index among the various Functions, has also obtained the highest scores on half the key driver questions. Conversely, ICT has generally provided the most negative ratings, with the scores of seven key driver questions sitting at 50% (i.e. 'Neutral') or below. It is worth noting that it is just as important to pay attention to the low scores have not been highlighted using red font (e.g. Legal's score of 43.1% on question 6.5).

Read **across** the rows to see which demographic scores the highest and lowest on each key driver. **Red font** highlights the lowest score/s for a particular survey question. **Green font** highlights the highest score/s for a particular survey question.

Key Driver Questions	Airport	Communications	Community Policing	Corporate Support	District Management	Finance	Frontline support	General Duties	Total Organisation
1.3: NZ Police is an enjoyable place to work	69.7%	69.6%	71.0%	73.2%	78.6%	70.8%	67.8%	72.9%	71.1%
4.3: My job gives me a sense of personal achievement	69.7%	81.4%	77.2%	78.8%	88.0%	69.3%	78.3%	77.6%	78.0%
1.6: I feel a sense of belonging to my District or my Service Centre	61.2%	67.4%	65.1%	68.2%	76.9%	66.7%	62.4%	66.6%	65.5%
1.2: I feel I am working for an effective organisation	62.5%	70.4%	64.5%	70.7%	77.4%	67.8%	62.6%	65.1%	65.6%
6.2: The work I do makes good use of my knowledge and skills	63.2%	73.6%	73.0%	72.3%	81.9%	68.9%	69.8%	68.9%	71.0%
6.4: I am encouraged to try new ways of doing things	52.0%	58.1%	64.1%	66.6%	74.4%	65.2%	60.1%	59.7%	61.9%
4.7: The level of work-related stress I experience in my job is acceptable	70.4%	58.4%	64.1%	66.4%	67.7%	63.3%	61.2%	58.7%	61.6%
6.5: There are career and personal development opportunities for me in NZ Police	63.2%	58.3%	66.6%	53.0%	71.0%	47.7%	52.5%	69.7%	62.2%
4.5: I am sufficiently involved in decisions that affect the way I do my job	55.3%	51.6%	62.9%	67.8%	75.2%	64.0%	60.3%	55.8%	60.3%
6.1: NZ Police provides adequate training for the work I do	57.2%	66.0%	57.3%	62.3%	71.2%	58.3%	59.0%	55.2%	58.9%

3.10.2.3 Key Drivers by Function Cont'd

Key Driver Questions	HR/ Training	ICT	Intelligence	Investigations	Legal	Liaison	Overseas	Policy	Total Organisation
1.3: NZ Police is an enjoyable place to work	71.0%	62.1%	70.9%	71.6%	69.4%	72.2%	80.8%	70.8%	71.1%
4.3: My job gives me a sense of personal achievement	77.8%	70.1%	72.1%	78.4%	83.3%	82.4%	87.2%	80.5%	78.0%
1.6: I feel a sense of belonging to my District or my Service Centre	64.4%	55.8%	66.5%	65.7%	65.3%	71.0%	75.0%	68.4%	65.5%
1.2: I feel I am working for an effective organisation	66.6%	56.7%	65.0%	64.1%	69.4%	65.3%	78.9%	65.0%	65.6%
6.2: The work I do makes good use of my knowledge and skills	69.1%	65.4%	66.7%	71.6%	83.3%	80.7%	82.7%	73.2%	71.0%
6.4: I am encouraged to try new ways of doing things	62.3%	50.4%	67.5%	63.0%	63.9%	67.0%	73.7%	63.4%	61.9%
4.7: The level of work-related stress I experience in my job is acceptable	64.9%	55.1%	65.2%	60.0%	58.3%	68.2%	78.8%	67.4%	61.6%
6.5: There are career and personal development opportunities for me in NZ Police	53.7%	40.9%	63.2%	68.7%	43.1%	61.4%	63.5%	55.0%	62.2%
4.5: I am sufficiently involved in decisions that affect the way I do my job	64.3%	51.6%	60.6%	61.8%	58.3%	61.9%	80.1%	69.5%	60.3%
6.1: NZ Police provides adequate training for the work I do	58.4%	42.3%	59.7%	60.3%	55.6%	59.7%	67.9%	56.6%	58.9%

3.10.2.3 Key Drivers by Function Cont'd

Key Driver Questions	Prosecutions	Road Policing	Specialist teams	Vetting	Watchhouse	Youth	Other	Total Organisation
1.3: NZ Police is an enjoyable place to work	70.9%	67.1%	70.9%	72.3%	71.4%	68.4%	72.9%	71.1%
4.3: My job gives me a sense of personal achievement	77.9%	75.6%	80.0%	65.2%	77.4%	81.9%	79.6%	78.0%
1.6: I feel a sense of belonging to my District or my Service Centre	67.8%	63.0%	62.9%	59.8%	63.1%	60.6%	66.9%	65.5%
1.2: I feel I am working for an effective organisation	69.6%	63.5%	63.0%	71.4%	64.7%	62.8%	72.9%	65.6%
6.2: The work I do makes good use of my knowledge and skills	74.3%	69.1%	73.1%	60.7%	71.0%	77.5%	71.3%	71.0%
6.4: I am encouraged to try new ways of doing things	59.9%	60.3%	64.0%	59.8%	59.6%	62.4%	65.8%	61.9%
4.7: The level of work-related stress I experience in my job is acceptable	61.6%	63.3%	62.8%	65.2%	58.1%	62.5%	68.3%	61.6%
6.5: There are career and personal development opportunities for me in NZ Police	53.0%	59.4%	66.5%	59.8%	46.7%	61.2%	64.4%	62.2%
4.5: I am sufficiently involved in decisions that affect the way I do my job	64.5%	58.8%	62.6%	58.0%	58.0%	60.3%	67.1%	60.3%
6.1: NZ Police provides adequate training for the work I do	60.7%	60.2%	61.0%	57.1%	53.5%	59.3%	59.2%	58.9%

3.10.2.4 Key Drivers by Rank/Level

Looking at the key driver results by Rank/Level, the scores of the Constabulary, Employees and Authorised Officers are very similar for three of the key driver questions. On questions where there are greater variance in scores, the Constabulary tend to provide more positive ratings, while Employees are generally more negative. For the Authorised Officers, there is a mix of both positive and negative scores. As in 2011, employees have a much more negative view of development opportunities, compared to the Constabulary. Notably, the Authorised Officers' perceptions of development opportunities are similar to the Employees.

Tables on the next two pages provide further insights into the key driver ratings across roles within the 'Constabulary' and 'Employee' categories. Similar to 2011 and 2010 - commissioned officers and employees that are Band 1 & Above have provided the most positive ratings across the majority of key drivers. Conversely, Constables and employees within Band G-J generally have the least positive views on the key driver questions. It is worth highlighting that the Employees' low average score of 49.8% for question 6.5 reflects the low scores across all three band groupings: Band 1 & Above (52.7%), Band A-F (50.8%), Bands G-J (47.1%), suggesting that this is a commonly held perception across all levels.

Read **across** the rows to see which demographic scores the highest and lowest on each key driver. **Red font** highlights the lowest score/s for a particular survey question. **Green font** highlights the highest score/s for a particular survey question.

Key Driver Questions	Constabulary	Employee	Authorised Officer	Total Org
1.3: NZ Police is an enjoyable place to work	71.3%	70.5%	69.8%	71.1%
4.3: My job gives me a sense of personal achievement	78.4%	76.9%	73.7%	78.0%
1.6: I feel a sense of belonging to my District or my Service Centre	65.6%	65.3%	67.2%	65.5%
1.2: I feel I am working for an effective organisation	64.9%	67.5%	62.2%	65.6%
6.2: The work I do makes good use of my knowledge and skills	71.5%	70.0%	65.9%	71.0%
6.4: I am encouraged to try new ways of doing things	62.3%	60.9%	62.3%	61.9%
4.7: The level of work-related stress I experience in my job is acceptable	61.4%	62.0%	62.7%	61.6%
6.5: There are career and personal development opportunities for me in NZ Police	67.1%	49.8%	52.5%	62.2%
4.5: I am sufficiently involved in decisions that affect the way I do my job	60.3%	60.2%	60.1%	60.3%
6.1: NZ Police provides adequate training for the work I do	58.7%	59.2%	64.1%	58.9%

3.10.2.4.1 Key Drivers by Constabulary

Key Driver Questions	Senior Sergeant	Sergeant	Commissioned Officers	Constable	Constabulary	Total Org
1.3: NZ Police is an enjoyable place to work	75.9%	72.5%	80.4%	70.2%	71.3%	71.1%
4.3: My job gives me a sense of personal achievement	83.3%	79.8%	87.8%	77.2%	78.4%	78.0%
1.6: I feel a sense of belonging to my District or my Service Centre	73.9%	66.1%	80.7%	64.0%	65.6%	65.5%
1.2: I feel I am working for an effective organisation	73.7%	67.8%	79.3%	62.7%	64.9%	65.6%
6.2: The work I do makes good use of my knowledge and skills	79.2%	74.8%	81.0%	69.6%	71.5%	71.0%
6.4: I am encouraged to try new ways of doing things	72.1%	64.7%	74.5%	60.3%	62.3%	61.9%
4.7: The level of work-related stress I experience in my job is acceptable	66.0%	62.3%	71.0%	60.3%	61.4%	61.6%
6.5: There are career and personal development opportunities for me in NZ Police	71.0%	66.2%	68.4%	66.9%	67.1%	62.2%
4.5: I am sufficiently involved in decisions that affect the way I do my job	73.8%	64.1%	77.5%	57.4%	60.3%	60.3%
6.1: NZ Police provides adequate training for the work I do	68.3%	61.6%	70.5%	56.6%	58.7%	58.9%

3.10.2.4.2 Key Drivers by Employee

Key Driver Questions	Band 1 & above	Band A - F	Band G - J	Employee	Total Org
1.3: NZ Police is an enjoyable place to work	71.4%	71.5%	68.1%	70.5%	71.1%
4.3: My job gives me a sense of personal achievement	82.8%	76.0%	77.9%	76.9%	78.0%
1.6: I feel a sense of belonging to my District or my Service Centre	71.5%	65.5%	63.7%	65.3%	65.5%
1.2: I feel I am working for an effective organisation	70.3%	68.7%	64.6%	67.5%	65.6%
6.2: The work I do makes good use of my knowledge and skills	80.7%	68.6%	71.2%	70.0%	71.0%
6.4: I am encouraged to try new ways of doing things	70.6%	61.4%	58.1%	60.9%	61.9%
4.7: The level of work-related stress I experience in my job is acceptable	65.5%	63.1%	59.1%	62.0%	61.6%
6.5: There are career and personal development opportunities for me in NZ Police	52.7%	50.8%	47.1%	49.8%	62.2%
4.5: I am sufficiently involved in decisions that affect the way I do my job	71.4%	60.8%	56.7%	60.2%	60.3%
6.1: NZ Police provides adequate training for the work I do	62.4%	60.4%	56.0%	59.2%	58.9%

3.10.2.5 Key Drivers by Gender

Comparing key driver scores by gender reveals that there is generally little difference between male and female staff. As in 2011, the greatest difference (5.7%) in scores comes from the question about development opportunities within NZ Police, where females have provided a lower score.

Read **across** the rows to see which demographic scores the highest and lowest on each key driver. **Red font** highlights the lowest score/s for a particular survey question. **Green font** highlights the highest score/s for a particular survey question.

Key Driver Questions	Female	Male	Total Org
1.3: NZ Police is an enjoyable place to work	71.2%	71.0%	71.1%
4.3: My job gives me a sense of personal achievement	77.2%	78.3%	78.0%
1.6: I feel a sense of belonging to my District or my Service Centre	65.3%	65.6%	65.5%
1.2: I feel I am working for an effective organisation	66.1%	65.3%	65.6%
6.2: The work I do makes good use of my knowledge and skills	70.4%	71.3%	71.0%
6.4: I am encouraged to try new ways of doing things	62.0%	61.9%	61.9%
4.7: The level of work-related stress I experience in my job is acceptable	62.1%	61.3%	61.6%
6.5: There are career and personal development opportunities for me in NZ Police	58.3%	64.0%	62.2%
4.5: I am sufficiently involved in decisions that affect the way I do my job	59.7%	60.5%	60.3%
6.1: NZ Police provides adequate training for the work I do	59.9%	58.4%	58.9%

3.10.2.6 Key Drivers by Span of Control

Similar to the findings from the last two years, staff with over 50 reports have provided the highest scores on all ten key drivers, while those without reporting staff are the least positive in their ratings. These findings correspond with the comparisons of the Engagement Indices, where staff with more than 50 reports were the most engaged and staff with no reports the least engaged.

Read **across** the rows to see which demographic scores the highest and lowest on each key driver. **Red font** highlights the lowest score/s for a particular survey question. **Green font** highlights the highest score/s for a particular survey question.

Key Driver Questions	No Reports	Under 10 reports	Between 10 and 50 reports	Over 50 reports	Total Org
1.3: NZ Police is an enjoyable place to work	70.4%	71.9%	75.7%	81.7%	71.1%
4.3: My job gives me a sense of personal achievement	77.1%	79.5%	83.8%	91.0%	78.0%
1.6: I feel a sense of belonging to my District or my Service Centre	64.4%	67.6%	72.0%	84.9%	65.5%
1.2: I feel I am working for an effective organisation	64.6%	67.4%	72.5%	80.0%	65.6%
6.2: The work I do makes good use of my knowledge and skills	69.8%	74.2%	78.3%	83.4%	71.0%
6.4: I am encouraged to try new ways of doing things	60.4%	66.1%	70.1%	77.8%	61.9%
4.7: The level of work-related stress I experience in my job is acceptable	61.2%	62.2%	63.9%	68.6%	61.6%
6.5: There are career and personal development opportunities for me in NZ Police	61.5%	62.8%	68.4%	72.9%	62.2%
4.5: I am sufficiently involved in decisions that affect the way I do my job	58.5%	65.3%	69.5%	79.5%	60.3%
6.1: NZ Police provides adequate training for the work I do	57.8%	60.9%	66.7%	71.8%	58.9%

3.10.2.7 Key Drivers by Tenure

As might be expected from the patterns observed when comparing the Engagement Index scores and engagement profiles by tenure, staff with a tenure at either extreme (i.e. 'under 2' or 'over 35' years) have typically provided the most positive responses to the key driver questions, while those who have been with NZ Police for between two to 15 years are the least positive and stand out as being areas of concern. Although the '5-10', '30-35' and 'over 35' tenure groups have provided the most negative ratings on the question about career and development opportunities, it is worth noting that apart from the 'under 2' group, every other group has provided similar low scores for this question. This suggests the area of career and development opportunities is one that needs to be addressed for most staff.

Read **across** the rows to see which demographic scores the highest and lowest on each key driver. **Red font** highlights the lowest score/s for a particular survey question. **Green font** highlights the highest score/s for a particular survey question.

Key Driver Questions	Under 2	2 - 5	5 - 10	10 - 15	15 - 20	20 - 25	25 - 30	30 - 35	Over 35	Total Org
1.3: NZ Police is an enjoyable place to work	80.4%	71.4%	68.9%	69.0%	70.1%	70.7%	71.4%	71.0%	72.8%	71.1%
4.3: My job gives me a sense of personal achievement	80.5%	75.9%	75.7%	77.7%	78.6%	79.6%	82.6%	82.4%	84.2%	78.0%
1.6: I feel a sense of belonging to my District or my Service Centre	74.6%	65.3%	63.6%	62.0%	64.6%	65.9%	66.8%	68.1%	70.5%	65.5%
1.2: I feel I am working for an effective organisation	74.7%	64.4%	62.8%	62.7%	66.0%	66.8%	68.8%	68.3%	70.5%	65.6%
6.2: The work I do makes good use of my knowledge and skills	70.9%	66.5%	69.4%	70.6%	73.9%	74.8%	76.3%	77.9%	79.5%	71.0%
6.4: I am encouraged to try new ways of doing things	66.5%	58.2%	59.4%	60.3%	63.3%	66.2%	67.4%	68.4%	67.4%	61.9%
4.7: The level of work-related stress I experience in my job is acceptable	66.6%	61.0%	59.9%	59.9%	61.9%	60.8%	64.8%	64.9%	63.9%	61.6%
6.5: There are career and personal development opportunities for me in NZ Police	73.4%	61.1%	60.2%	61.1%	62.0%	60.9%	63.8%	59.4%	60.3%	62.2%
4.5: I am sufficiently involved in decisions that affect the way I do my job	64.5%	55.8%	56.9%	58.1%	64.1%	65.0%	65.7%	67.7%	70.9%	60.3%
6.1: NZ Police provides adequate training for the work I do	61.2%	57.0%	56.7%	56.4%	61.0%	60.8%	64.5%	64.4%	66.6%	58.9%

3.10.2.8 Key Drivers by Time in Band

When comparing key driver scores by Time in Band, it is clear that staff who have spent less than one year in their current band are the most positive. Both the '3-5 years' and '5-10 years' groups have provided most of the lowest scores, with staff who have spent 5-10 years in their current band providing low ratings on all key driver questions. The 'over 10 years' group has also given low scores on five key driver questions and there tends to only be small differences (less than 2%) in the scores of '3-5 years', '5-10 years' and 'over 10 years' groups on most key driver questions.

Read **across** the rows to see which demographic scores the highest and lowest on each key driver. **Red font** highlights the lowest score/s for a particular survey question. **Green font** highlights the highest score/s for a particular survey question.

Key Driver Questions	Under 1 year	1-3 years	3-5 years	5-10 years	Over 10 years	Total Org
1.3: NZ Police is an enjoyable place to work	76.7%	73.6%	70.5%	69.3%	69.5%	71.1%
4.3: My job gives me a sense of personal achievement	80.8%	78.1%	77.0%	76.8%	79.0%	78.0%
1.6: I feel a sense of belonging to my District or my Service Centre	71.6%	69.4%	64.5%	63.8%	63.2%	65.5%
1.2: I feel I am working for an effective organisation	71.5%	67.9%	64.2%	63.9%	64.7%	65.6%
6.2: The work I do makes good use of my knowledge and skills	72.7%	70.3%	69.7%	70.6%	72.6%	71.0%
6.4: I am encouraged to try new ways of doing things	65.1%	63.2%	60.0%	60.8%	62.7%	61.9%
4.7: The level of work-related stress I experience in my job is acceptable	64.1%	63.6%	60.6%	60.2%	61.5%	61.6%
6.5: There are career and personal development opportunities for me in NZ Police	70.3%	65.0%	61.4%	59.9%	60.3%	62.2%
4.5: I am sufficiently involved in decisions that affect the way I do my job	64.1%	61.7%	57.8%	58.8%	61.5%	60.3%
6.1: NZ Police provides adequate training for the work I do	61.2%	61.1%	57.7%	58.0%	58.4%	58.9%

3.10.2.9 Key Drivers by Time in District

Examining the key driver scores by Time in District reveals that the 'under 2' and 'over 10' groups have generally provided the most positive ratings. However, it is worth noting that staff who have been in their Districts for more than 10 years have also provided low scores on two key driver questions ('NZ Police is an enjoyable place to work' and 'There are career and personal development opportunities for me in NZ Police'), which suggests that these areas should be investigated. While the '5-10' group has the lowest scores on most of the key driver questions, the '2-5' group has similarly low scores on half the key driver questions.

Read **across** the rows to see which demographic scores the highest and lowest on each key driver. **Red font** highlights the lowest score/s for a particular survey question. **Green font** highlights the highest score/s for a particular survey question.

Key Driver Questions	Under 2	2 - 5	5 - 10	Over 10	Total Org
1.3: NZ Police is an enjoyable place to work	77.2%	71.2%	69.0%	69.4%	71.1%
4.3: My job gives me a sense of personal achievement	79.4%	77.1%	76.2%	79.5%	78.0%
1.6: I feel a sense of belonging to my District or my Service Centre	71.7%	65.3%	63.0%	64.6%	65.5%
1.2: I feel I am working for an effective organisation	71.0%	64.9%	63.1%	65.4%	65.6%
6.2: The work I do makes good use of my knowledge and skills	70.4%	68.9%	70.0%	74.2%	71.0%
6.4: I am encouraged to try new ways of doing things	64.1%	60.1%	59.7%	64.2%	61.9%
4.7: The level of work-related stress I experience in my job is acceptable	65.1%	61.7%	59.9%	61.0%	61.6%
6.5: There are career and personal development opportunities for me in NZ Police	70.5%	61.2%	60.0%	60.4%	62.2%
4.5: I am sufficiently involved in decisions that affect the way I do my job	63.1%	57.7%	58.1%	62.7%	60.3%
6.1: NZ Police provides adequate training for the work I do	60.3%	57.8%	57.4%	60.3%	58.9%

3.10.2.10 Key Drivers by Previous Management

Examining the key driver results by previous management shows that there is generally little difference between staff that have changed managers and staff that have not changed managers in the last 12 months. As with comparisons of the Engagement Index scores and Engagement Profiles, on questions where there is a greater difference between the two groups, those who have been working with the same manager are less positive. The greatest difference (6.6%) between the two groups comes from question 6.5, which relates to career and personal development opportunities.

Read **across** the rows to see which demographic scores the highest and lowest on each key driver. **Red font** highlights the lowest score/s for a particular survey question. **Green font** highlights the highest score/s for a particular survey question.

Key Driver Questions	Yes	No	Total Org
1.3: NZ Police is an enjoyable place to work	70.1%	71.9%	71.1%
4.3: My job gives me a sense of personal achievement	77.8%	78.2%	78.0%
1.6: I feel a sense of belonging to my District or my Service Centre	64.2%	66.7%	65.5%
1.2: I feel I am working for an effective organisation	64.9%	66.2%	65.6%
6.2: The work I do makes good use of my knowledge and skills	71.4%	70.7%	71.0%
6.4: I am encouraged to try new ways of doing things	61.5%	62.2%	61.9%
4.7: The level of work-related stress I experience in my job is acceptable	61.6%	61.6%	61.6%
6.5: There are career and personal development opportunities for me in NZ Police	58.6%	65.2%	62.2%
4.5: I am sufficiently involved in decisions that affect the way I do my job	60.6%	60.0%	60.3%
6.1: NZ Police provides adequate training for the work I do	59.1%	58.7%	58.9%

3.10.2.11 Key Drivers by Ethnicity – Overall Ethnicity Comparisons

As in 2011, when comparing the key driver scores across the different ethnic groups, the Pacific Peoples have provided the most positive ratings across the majority of the key drivers, while the Europeans are the least positive. Notably, all ethnic groups have fairly similar scores on the questions about the sense of personal achievement and work-related stress.

Please note that the ethnicity categories are not mutually exclusive – that is, someone who identified themselves as 'Pakeha' may have also identified themselves as 'Maori'.

Read **across** the rows to see which demographic scores the highest and lowest on each key driver. **Red font** highlights the lowest score/s for a particular survey question. **Green font** highlights the highest score/s for a particular survey question.

Key Driver Questions	Pakeha	Maori	Europeans	Pacific Peoples	Asian Peoples	Other Ethnic Groups	Total Org
1.3: NZ Police is an enjoyable place to work	71.2%	72.0%	69.6%	73.4%	72.2%	68.0%	71.1%
4.3: My job gives me a sense of personal achievement	78.4%	79.9%	77.7%	80.2%	79.5%	79.7%	78.0%
1.6: I feel a sense of belonging to my District or my Service Centre	65.5%	66.6%	65.5%	68.6%	68.0%	62.2%	65.5%
1.2: I feel I am working for an effective organisation	65.2%	65.4%	64.5%	71.3%	66.7%	70.2%	65.6%
6.2: The work I do makes good use of my knowledge and skills	71.8%	72.7%	69.1%	73.5%	72.8%	73.3%	71.0%
6.4: I am encouraged to try new ways of doing things	62.2%	64.1%	60.6%	67.8%	62.7%	64.0%	61.9%
4.7: The level of work-related stress I experience in my job is acceptable	61.0%	63.4%	62.2%	63.6%	62.0%	62.8%	61.6%
6.5: There are career and personal development opportunities for me in NZ Police	64.0%	67.9%	61.9%	69.7%	65.6%	61.3%	62.2%
4.5: I am sufficiently involved in decisions that affect the way I do my job	59.6%	62.7%	60.5%	67.4%	65.6%	66.3%	60.3%
6.1: NZ Police provides adequate training for the work I do	58.7%	59.2%	58.4%	62.9%	62.4%	64.5%	58.9%

3.11 'Anatomy of a Great Workplace' Model

To further aid the diagnostic process, Kenexa|JRA has conducted numerous years of research to determine what characterises a 'Great Workplace' in New Zealand. Undoubtedly workplaces come in different shapes and sizes. Managers use many a different and varied approach in their attempts to motivate employees and achieve effective organisational functioning. However, our research, involving data from the annual 'Best Workplaces' survey and interviews with CEOs from New Zealand's leading organisations, suggests Great Workplaces tend to share four common characteristics. These characteristics are illustrated in the Anatomy of a Great Workplace Model below.

Table 3.11.1 Anatomy of a Great Workplace™

Key Characteristics of Leading Organisations	
Align Staff to the Organisation's Vision and Values	<ul style="list-style-type: none"> • Provide clear direction and unifying vision • Align employees to strategic goals • Communicate regularly about things that matter • Inspire people • Show leadership
Develop a Sense of Community within the Organisation	<ul style="list-style-type: none"> • Develop people's sense of belonging • Maintain a fun and enjoyable workplace • Encourage cooperation
Commitment to Developing People to Realise their Full Potential	<ul style="list-style-type: none"> • Invest in training and development • Provide challenging and rewarding jobs • Provide a career path for people • Plan for future leaders
Pursue a Culture of Performance	<ul style="list-style-type: none"> • Develop a culture of performance • Incorporate health and wellness into the culture • Measure and celebrate success continuously • Reward and recognise to elicit high performance and desired behaviours

When the Kenexa|JRA 'Anatomy of a Great Workplace'™ is used to categorise the NZ Police Key Drivers of Employee Engagement, it becomes possible to gauge the broad areas where NZ Police can derive performance gains using a 'best practice' approach. With half of the key driver questions falling under the Development column, it remains a key priority area. Further, since four of these 'Development' key driver questions are scoring on par with or significantly above the 2012 State Sector Benchmark (as indicated by the orange and green colour coding), these are strengths that NZ Police should keep building on.

Going forward, NZ Police should direct most efforts toward addressing the low-performing (or red) key drivers, which relate to staff input into decisions relevant to their jobs, sense of belonging and work-related stress levels. Although some of the key driver questions are unique to NZ Police, comparisons against similarly worded questions in the 2012 State Sector Benchmark suggest that two of these questions (adequacy of training and perceptions of organisational effectiveness) are likely to be performing significantly below the benchmark. Therefore, both these items should be included as part of NZ Police's improvement efforts too.

Vision and Values	Community	Development	Performance Culture
4.5: I am sufficiently involved in decisions that affect the way I do my job	1.3: NZ Police is an enjoyable place to work 1.6: I feel a sense of belonging to my District/Service Centre	6.4: I am encouraged to try new ways of doing things 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 6.5: There are career and personal development opportunities for me in NZ Police 6.1: NZ Police provides adequate training for the work I do	1.2: I feel I am working for an effective organisation 4.7: The level of work-related stress I experience in my job is acceptable

Appendix 1: Profile of Respondents

Note: To protect the confidentiality of survey respondents, survey scores will not be reported for any demographic with less than 5 responses (highlighted in blue).

District/Area

District/Area	Number of Responses
Total Organisation	9393
Executive and Support	62
Crime	199
Financial Crime & Assets Recovery	46
International Services	51
Org Financial Crime Agency Nz	87
Prevention	14
Bay Of Plenty Dist	595
Central District	610
Eastern District	374
Waikato Dist	584
Wellington District	687
National Intelligence Centre	56
Communication Centres	481
Operations Support	41
Police Prosecutions	267
Road Policing	159
Tactical Groups	67
Finance	34
Human Resources	104
Ict Service Centre	210
Strategy, Policy & Performance	56
Training Service Centre	207
Canterbury District	759
Southern District	471
Tasman District	339
Auckland City Dist	749
Counties/Manukau District	1115
Northland District	291
Waitemata Dist	678

Function

Function	Number of Responses
Total Organisation	9393
Airport	38
Communications	479
Community Policing	262
Corporate Support	768
District Management	209
Finance	66
Frontline support	419
General Duties	2222
HR/ Training	336
ICT	204
Intelligence	349
Investigations	1510
Legal	18
Liaison	44
Overseas	39
Policy	95
Prosecutions	280
Road Policing	898
Specialist teams	433
Vetting	28
Watchhouse	281
Youth	355
Other	60

Span of Control

Span of Control	Number of Responses
Total Organisation	9393
No Reports	7604
Under 10 reports	1080
Between 10 and 50 reports	575
Over 50 reports	134

Rank/Level

Rank/Level	Number of Responses
Total Organisation	9393
Constabulary	6726
Senior Sergeant	378
Sergeant	1146
Commissioned Officers	273
Constable	4929
Recruit	0
Employee	2587
Band 1 & above	137
Band A - F	1682
Band G - J	768
Authorised Officer	80

Tenure

Tenure	Number of Responses
Total Organisation	9393
Under 5	2668
Under 2	909
2 - 5	1759
5 - 10	2334
10 - 15	1565
15 - 20	1002
20 - 25	745
25 - 30	478
30 - 35	329
Over 35	272

Time in Band

Time in Band	Number of Responses
Total Organisation	9393
Under 1 year	943
1-3 years	1612
3-5 years	1980
5-10 years	2609
Over 10 years	2249

Time in District

Time in District	Number of Responses
Total Organisation	9393
Under 2	1587
2 - 5	2456
5 - 10	2491
Over 10	2859

Gender

Gender	Number of Responses
Total Organisation	9393
Female	2965
Male	6428

Same Manager Last 12 Months

Same Manager Last 12 Months	Number of Responses
Total Organisation	9393
Yes	4295
No	5098

Ethnicity - Pakeha

Pakeha	Number of Responses
Total Organisation	9393
Pakeha	5377
No	4016

Ethnicity – Maori

Maori	Number of Responses
Total Organisation	9393
Maori	760
No	8633

Ethnicity – Europeans

Europeans	Number of Responses
Total Organisation	9393
Europeans	1197
No	8196

Ethnicity – Pacific Peoples

Pacific Peoples	Number of Responses
Total Organisation	9393
Pacific Peoples	358
No	9035

Ethnicity – Asian Peoples

Asian Peoples	Number of Responses
Total Organisation	9393
Asian Peoples	173
No	9220

Ethnicity – Other Ethnic Groups

Other Ethnic Groups	Number of Responses
Total Organisation	9393
Other Ethnic Groups	43
No	9350

Appendix 2: Questionnaire

The NZ Police Workplace Survey 2012 is made up of 63 rating scale questions grouped into ten sections, one drop-down box (yes/no) question, as well as 3 open-ended questions at the end of survey. The questions are presented below. Please note that the questionnaire is a copyrighted instrument.

1. Vision and Purpose + Communication and Cooperation

- 1.1 NZ Police has a clear vision of where it's going and how it's going to get there
- 1.2 I feel I am working for an effective organisation
- 1.3 NZ Police is an enjoyable place to work
- 1.4 NZ Police cares about the well-being of its staff
- 1.5 There is a sense of 'common purpose' in NZ Police
- 1.6 I feel a sense of belonging to my District or my Service Centre
- 1.7 I intend to continue working at NZ Police for at least the next 12 months
- 1.8 Communication in my District or my Service Centre is open and honest
- 1.9 I feel informed about NZ Police and its activities
- 1.10 NZ Police is interested in the views and opinions of its staff
- 1.11 Work groups in NZ Police work well together

2. My Supervisor

- 3.1 My supervisor communicates the goals and objectives of our work group effectively
- 3.2 My supervisor encourages, and is willing to act on suggestions and ideas from my work group
- 3.3 My supervisor behaves in a way that is consistent with the values of NZ Police
- 3.4 My supervisor treats staff with respect
- 3.5 My supervisor supports and encourages me in my job
- 3.6 I have confidence in my supervisor
- 3.7 I get regular feedback on my performance from my supervisor (formal/informal)

3. My Work Group

- 4.1 Staff in my work group work well together
- 4.2 I can rely on the support of others in my work group
- 4.3 Roles and responsibilities are clearly defined in my work group
- 4.4 I have confidence in the ability of others in my work group
- 4.5 I feel part of an effective work group
- 4.6 The way work is allocated in my workgroup is fair
- 4.7 People in my workgroup conduct themselves in accordance with the values expected by NZ Police

4. My Job

- 4.1 The responsibilities of my job are clearly defined
- 4.2 I know how my work contributes to the effectiveness of NZ Police
- 4.3 My job gives me a sense of personal achievement
- 4.4 I have the tools and resources I need to do my job
- 4.5 I am sufficiently involved in decisions that affect the way I do my job
- 4.6 I am satisfied with my physical work environment
- 4.7 The level of work-related stress I experience in my job is acceptable
- 4.8 I am able to maintain a balance between my personal and working life
- 4.9 The pay and benefits I receive are fair for the work I do
- 4.10 I understand how my performance is measured
- 4.11 My performance is fairly assessed

5. Respect & Integrity in the Workplace

- 5.1 Staff in my workgroup respect employee diversity
- 5.2 I know who to contact to report instances of workplace harassment, bullying or discrimination
- 5.3 I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal
- 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)
- 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
- 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? (Drop Down Box - Yes/No/Not Applicable)

6. Learning and Development

- 6.1 NZ Police provides adequate training for the work I do
- 6.2 The work I do makes good use of my knowledge and skills
- 6.3 I am encouraged to develop my knowledge, skills and abilities in NZ Police
- 6.4 I am encouraged to try new ways of doing things
- 6.5 There are career and personal development opportunities for me in NZ Police
- 6.6 I am satisfied with my learning and development opportunities in NZ Police

7. Performance and Feedback

- 7.1 NZ Police expects high standards of performance from its people
- 7.2 People are held accountable for their performance in my work group
- 7.3 Poor performance is dealt with effectively in my work group

8. Recognition

- 8.1 I get recognition when I do a good job
- 8.2 We celebrate success in NZ Police
- 8.3 NZ Police has appropriate ways of recognising outstanding achievement
- 8.4 I feel my contribution is valued in NZ Police
- 8.5 People here are appointed to positions based on merit

9. Final Thoughts (Engagement)

- 9.1 Overall, I'm satisfied with my job
- 9.2 Overall, I would recommend NZ Police as a great place to work
- 9.3 I take an active interest in what happens in NZ Police
- 9.4 I feel inspired to go the extra mile to help NZ Police succeed
- 9.5 I feel a sense of commitment to NZ Police
- 9.6 NZ Police inspires me to do the best I can in my job every day

10. The Survey – Your Views

- 10.1 I believe actions will be taken based on the results of this survey
- 10.2 Changes in response to the 2011 Workplace Survey have had a positive impact on my workgroup

11. Open Ended Questions

- 11.1 The one thing, MORE THAN ANYTHING ELSE, that makes NZ Police a great place to work is:
- 11.2 The one thing, MORE THAN ANYTHING ELSE, that needs to change within NZ Police to make it a great place to work is:
- 11.3 Please use the space below to add any further comments you wish to make:

Appendix 3: Kenexa|JRA State Sector Benchmark

The following 29 New Zealand State Sector organisations made up the 2012 Kenexa|JRA State Sector Benchmark. These organisations have conducted their workplace/employee survey with Kenexa|JRA within the last 2 years.

Airways New Zealand
Careers New Zealand
Charities Commission
Civil Aviation Authority / Aviation Security Service
Commerce Commission
Creative New Zealand
Department of Building and Housing
Department of Corrections
Department of Internal Affairs
Earthquake Commission
Electricity Authority
Energy Efficiency and Conservation Authority - EECA
Kiwibank Limited
Maritime New Zealand
Ministry for Culture and Heritage
Ministry of Defence
Ministry of Foreign Affairs & Trade
Ministry of Justice
New Zealand Customs
New Zealand Post Group
New Zealand Qualifications Authority
New Zealand Trade & Enterprise
Pharmac
Serious Fraud Office
Standards New Zealand
Statistics New Zealand
Te Puni Kokiri
The Quit Group
Tourism New Zealand

Glossary

Anatomy of a Great Workplace: Research carried out by Kenexa|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 Kenexa|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'. 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, and 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 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 50% or below. These employees are not sufficiently motivated by the organisation to respond positive to any of the engagement questions.

Key Driver Analysis: 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: A statistically significant result indicates that we can be confident that 95 times out of a hundred the result would not have occurred by chance. In other words, there is certainly 'something going on' in the data and is something worth paying attention to (e.g., people see things 'significantly' more positively than the rest of the organisation). Whenever something is statistically significant, consider also whether it is meaningfully significant. A difference of 3% may be 'statistically significant', but a difference of 10% means something really quite influential is going on and perhaps worth more of your attention.

The Questionnaire: The 2012 New Zealand Workplace Survey contained 63 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 10 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 benchmark norms (the typical score) should be made.