

NZ Police Workplace Survey 2013

Report of Findings



15.04.2013

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1. Introduction

The NZ Police Workplace Survey 2013 is the fourth 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 range of key organisation and workplace features such as its vision, leadership, communication, teamwork, the job itself, as well as respect and integrity within the organisation.

Apart from providing NZ Police with the opportunity to assess current levels of employee engagement, the survey also allows for internal measurement of the progress made since 2012, as well as an external comparison against other organisations in the State Sector.

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 drive a high performance culture.

1.1 Survey Objectives

The NZ Police Workplace Survey 2013 forms part of a systematic process of change and improvement in individual and organisational performance within 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 an efficient and very effective means through which staff feedback can be gathered, 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 focuses on understanding and improving employee engagement within the 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.

Engaged employees are vital to an organisation's success. Employers need employees who will go the extra mile when required – people who take the initiative, actively look to solve problems, and help both 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. Consequently, 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 53. 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 2013 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'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 2013 Report of Findings and their District reports with additional on-line reporting of results available via Kenexa'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 NZ Police Workplace Survey 2013.

2. Executive Summary

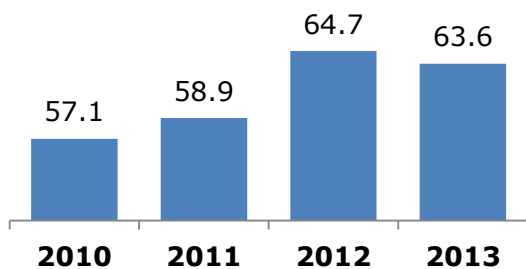
2.1 Results Dashboard

Across all the key metrics shown below, the pattern in the results is the same: NZ Police has made improvements on all the important measures between 2010 and 2012, but there has been some decline this year.

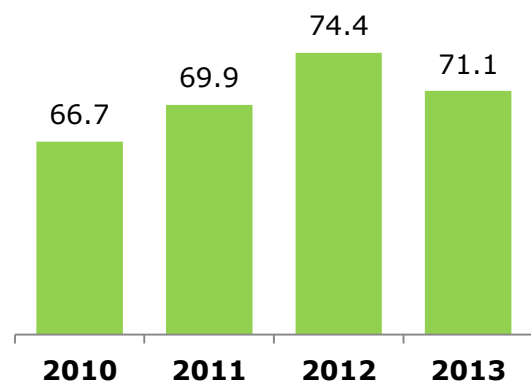
On average, NZ Police's performance on the survey is comparable to last year, as represented by the small decline in the Performance Index of 1.1 points. However, the decrease in employee engagement levels since 2012 is greater (-3.3) and is also reflected in the lower Engagement Ratio this year. Perceptions around survey credibility and post-survey change are also less favourable this year, with a drop of 3.0 points in level of agreement scores.

Despite this general decline, it is worth noting that NZ Police is still performing much better relative to 2011 and 2010. The rest of this summary will be focused on identifying the strengths that NZ Police can leverage to improve perceptions in the areas that are likely to have the greatest impact on employee engagement levels.

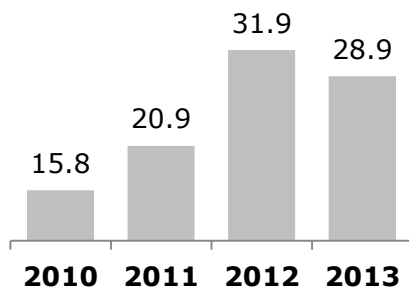
Performance Index



Engagement Index



Change Index



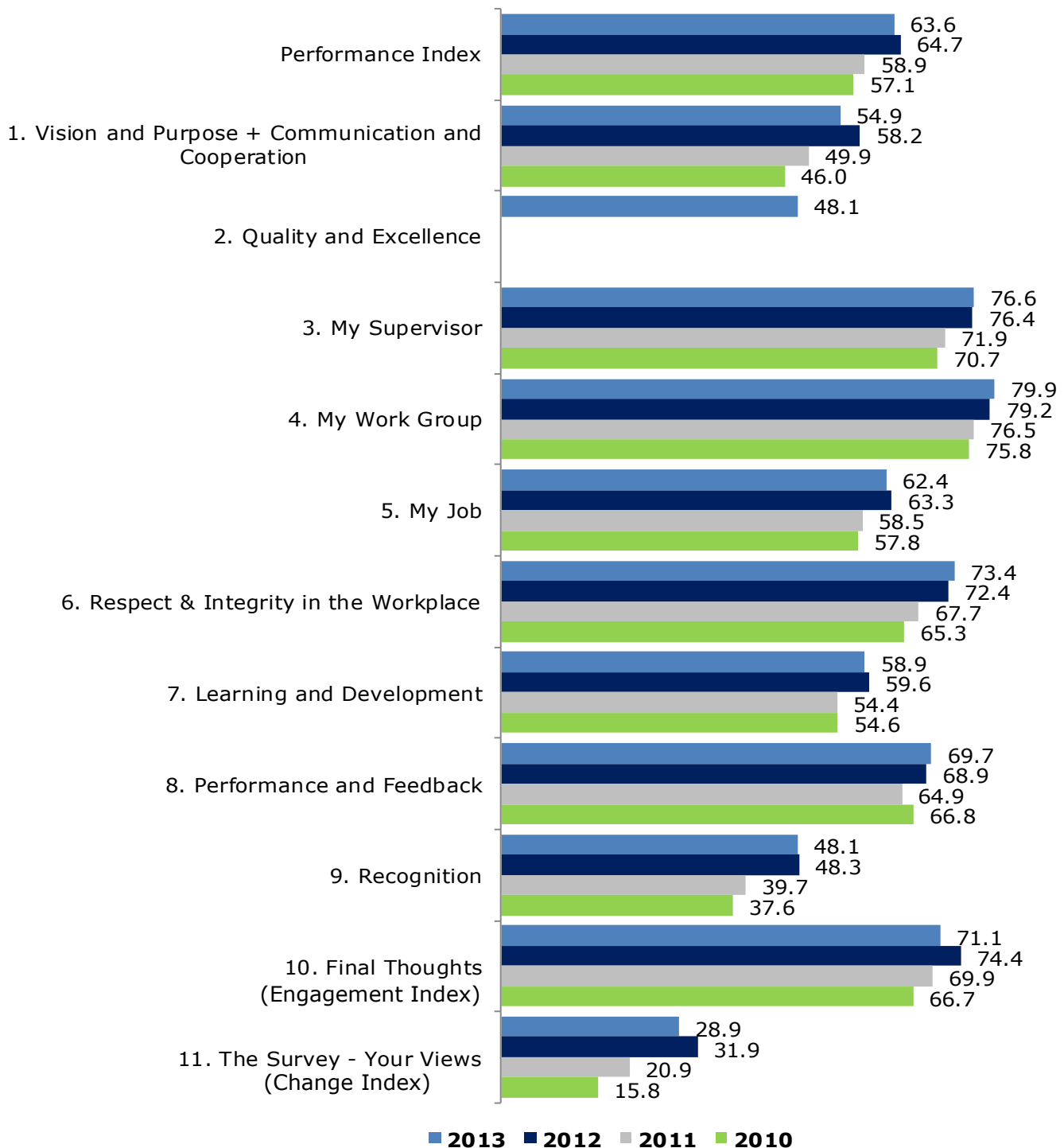
Engagement Ratio

Year	Engaged : Disengaged
2013	1.6 : 1.0
2012	2.2 : 1.0
2011	1.4 : 1.0
2010	1.0 : 1.0

*Please note that the metrics shown above are calculated based on questions common to the surveys across all four years to ensure that comparisons are only being made for the same set of questions.

2.2 Section Summary Results – Trend Comparisons

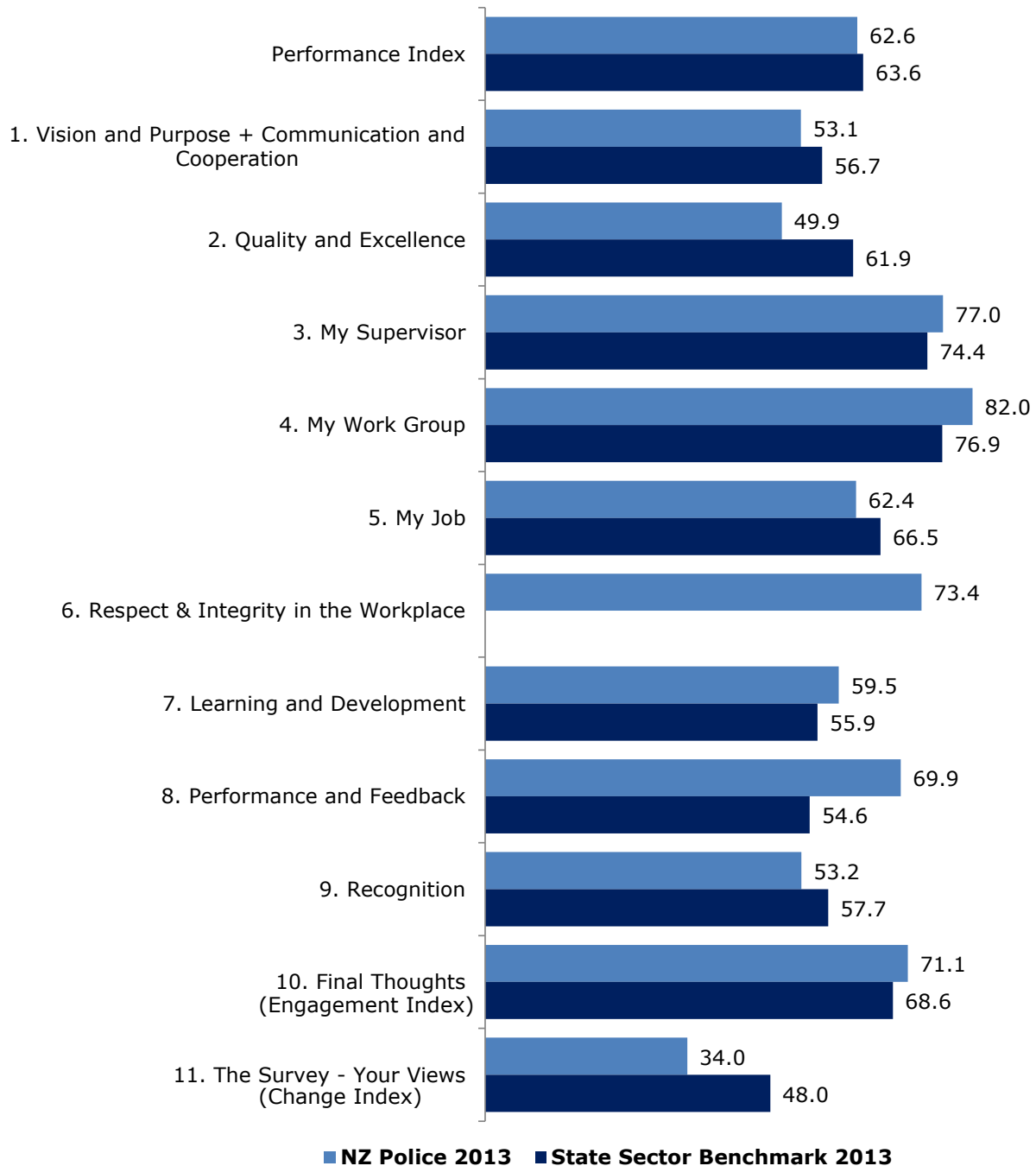
The graph below shows how NZ Police has fared across all sections in the survey, since 2010. As might be expected from the comparison of the key metrics previously, NZ Police has generally seen an increase in its section scores from 2010 to 2012. Relative to 2012, NZ Police has either maintained its scores, or seen a decrease. Significant decreases of at least 2.5 points were only observed for 'Vision and Purpose + Communication and Cooperation' (-3.3), 'Final Thoughts' (Engagement Index, -3.3) and 'The Survey – Your Views' (Change Index, -3.0).



*Please note that the section summary scores shown above are calculated based on questions common to the surveys across all four years to ensure that comparisons are only being made for the same set of questions.

2.3 Section Summary Results – Benchmark Comparisons

The graph below shows how NZ Police has performed relative to the Kenexa 2013 State Sector Benchmark. Although NZ Police's overall performance (i.e., Performance Index score) is similar to the benchmark, there are some large gaps to the benchmark on some survey sections. The biggest positive gap to the benchmark comes from the 'Performance and Feedback' section (+15.3), while biggest negative gaps were obtained on the sections: 'The Survey – Your Views' (Change Index) and 'Quality and Excellence' (-14.0 and -12.0 points, respectively)



2.4 Response Rate

A total of 8,863 employees participated in the 2013 Survey resulting in a response rate of 74.8%.

2.5 Accuracy of Measurement

With a response rate close to 75% in an organisation as large as 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%.

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

- i. Before examining employee engagement within NZ Police, we must first look at employees' perceptions of NZ Police as a place to work. This provides insights into the quality of workplace (and people) management. To determine how NZ Police is faring in this area, we have compared NZ Police's scores against the Kenexa 2013 State Sector benchmark, where possible. The benchmark contains data from 28 organisations (detailed in Appendix 3) and allows for the comparison of 48 out of 66 questions. For questions without a benchmark equivalent, comparisons against the scores of similarly worded items in the benchmark were made instead.
- ii. Applying a criterion of 2.5 points, 16 out of the 48 'benchmark-able' questions were meaningfully higher, 19 were lower, while the remainder were on par with the benchmark. This suggests that NZ Police is generally performing on par with the average State Sector organisation in New Zealand.
- iii. Specific strengths include:

Elements of a strong performance culture. NZ Police has obtained strong scores on a number of performance-related areas, which suggest that there are elements of a strong performance culture within NZ Police. Specifically, NZ Police has scored above the Kenexa 2013 State Sector Benchmark in the areas of performance management (+23.2), high performance expectations (+9.4) and getting regular performance feedback from one's supervisor (+5.8). NZ Police has also obtained higher scores (at least +4.1) on questions about role clarity and clarity of vision. Further, there were high levels of agreement on questions about cooperation within work groups (87.1%) and knowledge of how one contributes towards the effectiveness of NZ Police (81.7%).

These results suggest that NZ Police is well-placed for developing a strong internal performance culture.

The meaningful nature of the work performed within NZ Police. As in 2012, the sense of achievement derived from one's job is clearly an area of strength for NZ Police, scoring significantly above (+5.7) the Kenexa 2013 State Sector Benchmark, and on par with the Best Workplaces Survey 2012 All Organisations Benchmark. This pride was also evident in the responses to the open-ended questions, with 12% of comments making reference to the satisfaction derived from helping deliver safer communities.

Current skill utilisation and career development opportunities. Just over three quarters of respondents have agreed that they are currently making good use of their knowledge and skills in their jobs, which is higher than both the State Sector and Best Workplaces benchmarks (+15.4 and +5.7, respectively). Respondents are also comparatively more positive about the availability of career development opportunities within NZ Police (+16.3 and +3.4 above the State Sector and Best Workplaces benchmarks, respectively). Taken together, this paints a fairly positive picture of employee development in general, since staff are able to apply what they know and have good visibility of future career opportunities within NZ Police.

Strong intention to stay with the organisation. As in 2012, the majority of respondents have indicated that they intend to stay with NZ Police for at least the next 12 months (83.1%). Although this might be due in part to the existence of one police force in New Zealand, it is still a positive sign of employees' commitment to NZ Police.

Value-aligned behaviour. A large majority (at least 81%) have agreed that the people around them – the people in their work group and their supervisors – are behaving in accordance with organisational values. This is a positive sign, as having everyone acting in alignment with organisational values could have a positive impact on the sense of common purpose within NZ Police, which is a key driver of employee engagement this year.

Respectful relationships within work groups, as well as between supervisors and teams. High proportions of respondents have agreed that there is respect for employee diversity within their work groups and supervisors are respectful when interacting with staff as well. Given that people are the most frequently cited reason for NZ Police being a great place to work, it is encouraging to see that NZ Police is performing strongly on both of these areas.

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

- i. Of the 48 items that had a benchmark equivalent, 19 were found to be significantly below benchmark. These fell under the areas of:

Perceived care for staff well-being. Only 40% of staff agree that NZ Police cares about the well-being of staff. Apart from having the biggest negative gap to the Kenexa 2013 State Sector Benchmark (-20.7), this question has decreased the most since 2012 (-6.9). Given that this question has been identified as a key driver of employee engagement this year, there is an urgent need to improve perceptions in this area.

Often, perceived lack of care could be driven by a lack of resources, a question on which NZ Police is also scoring significantly below the State Sector Benchmark (-12.2). Further, resource adequacy remains the second most frequently mentioned theme for the open-ended question about the one thing that needs to change to make NZ Police a great place to work. On a positive note, satisfaction with the physical work environment has increased significantly since 2012, from 60.8% to 63.5% (+2.7).

In spite of the focus on physical resources, it is worth noting that well-being is a multi-faceted construct and any planned initiatives need to be holistic in nature. Thus, there will be a need to focus on physical well-being, as well as mental and emotional well-being. Some indication of mental and emotional well-being can be provided by responses on the work-related stress question, on which NZ Police is currently scoring 3.6 points below the benchmark. This should be investigated further to identify further support required by NZ Police staff.

Two-way communication and involvement. Communication and involvement are coming through the results as important focus areas for 2013 when looking at the key driver results alongside comparisons against the trend and benchmark.

Compared to bottom-up communication, staff are more positive about top-down communication, with smaller gaps between NZ Police and the State Sector Benchmark (less than 4.0 points). However, perceptions of staff involvement and organisational interest in staff views or opinions are much lower compared to the Kenexa 2013 State Sector Benchmark, with gaps of at least 10.0 points.

It is evident through both the quantitative results and comments that people within NZ Police take great pride in their work and have a high level of commitment to NZ Police. Consequently, it is unsurprising that they are eager to contribute towards making improvements within NZ Police. Depending on the nature of their feedback, involving and consulting staff more could positively impact perceptions of care for staff well-being. Other key drivers that might also benefit from greater staff involvement are the ones on the sense of belonging and perceived value placed on individual contributions.

2.8 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 2013 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. This year, about a quarter of respondents have been classified as being 'Engaged', indicating that they have generally responded positively ('agree' and 'strongly agree') to the six engagement questions. This proportion has significantly decreased since 2012 (-3%), but remains significantly higher than the proportions obtained in 2011 and 2010.
- iv. The proportion of disengaged staff has increased significantly (+3%) since 2012. To be placed in to the 'Disengaged' category, staff would have had to have an average response of 'neutral' or worse (i.e. 'disagree' or 'strongly disagree') across the six engagement questions. While the proportion of disengaged staff is statistically similar to 2011, it is still significantly lower than the proportion for 2010.
- v. The proportion of staff classified as 'Ambivalent' has remained stable since 2012. Staff included in this category would typically have provided mixed responses to the engagement questions. Relative to 2011 and 2010, the proportion of ambivalent staff is still significantly lower this year.
- vi. Contrary to the observed positive trend from 2010 to 2012, there has been a significant decline in engagement levels this year (-3.3). However, NZ Police is still scoring significantly above (+2.5) the State Sector Benchmark in terms of employee engagement.
- vii. When looking at the Engagement Index scores by District/Service Centre, there are nine groups scoring above the Best Workplaces Survey 2012 All Organisations Benchmark. This suggests that there are pockets of excellence within NZ Police and consultations should be carried out with these groups to identify useful practices that can be adapted across other groups within NZ Police.

2.9 Key Drivers of Employee Engagement within NZ Police

- i. The survey allows NZ Police to gather employee feedback on a wide range of organisational issues. Post-survey, it is common for organisations to direct efforts towards improving perceptions around the lowest-rated questions within the survey. However, a question score does not provide any indication of the strength of the relationship between the area assessed by the question and engagement. Therefore, working on the lowest-rated questions might not lead to much change in engagement levels.
- ii. Key drivers of engagement within NZ Police are derived from statistical analysis of the organisation's survey data and represent the things measured in the survey that have the strongest relationship to employee engagement. As such, they should be leveraged to lift employee engagement levels within the organisation.
- iii. To further refine the focus areas for an NZ Police, we then compared performance on these key drivers against the Kenexa 2013 State Sector Benchmark. Key drivers that are scoring significantly below the benchmark are most in need of improvement, as they represent potential priority areas that are not only important to engagement levels, but at the same time are relatively low-scoring compared to the benchmark.

- iv. There were six such '**high importance-low performance**' drivers, relating to: the perceived value placed on individual contributions, sense of belonging to one's District or Service Centre, NZ Police's interest in staff view and opinions, organisational care for staff well-being, involvement in job-related decisions, and perceived organisational effectiveness.
- v. Compared to 2012, there has been a decline in scores across all the organisational key drivers, with the average size of the decrease being 3.6 points. Given that these drivers have a strong relationship to employee engagement, it is unsurprising that this mirrors the drop in the Employee Engagement Index relative to 2012. This also reinforces the need to focus post-survey change efforts on the key drivers, as they offer the greatest opportunity to improve levels of employee engagement.

2.10 Open-Ended Comments from Employees

- i. The 2013 Survey included two open-ended questions that asked respondents to state 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, which serve to shed more light on the reasons underlying some of the quantitative findings, but also highlight other issues that were not picked up by the rating scale questions.
- ii. As in 2012, the majority of respondents felt that it was their co-workers and the camaraderie that exists within their teams that makes NZ Police a great place to work. The second most commonly cited theme was the pride they get from helping deliver safer communities.
- iii. Five of the identified themes were found to be related to employee engagement, with:
 - the engaged staff being more likely to mention their co-workers and camaraderie, pride in helping deliver safer communities, job variety, as well as their leaders and managers when stating what makes NZ Police a great place to work
 - the disengaged staff being more likely to have identified pay and benefits as the one thing that makes NZ Police a great place to work
- iv. 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 themes that were mentioned in at least 10% of responses are:
 - Leaders and managers (24%)
 - Resourcing – Tools and Equipment (12%)
 - Communication (10%)
- v. Six of the identified themes for this question were found to be associated with employee engagement, with:
 - the engaged employees being more likely to mention staffing levels, reward and recognition, as well as culture and values when asked to identify the one thing that needs to change to make NZ Police a great place to work
 - the disengaged staff being more likely to comment on managers and senior management, communication, as well as merit-based promotions and HR, in response to the question about the change required to make NZ Police a great place to work

2.11 Post-Survey Action and Change

- i. A survey should be seen as the initial platform for driving improvements within an organisation, which is why it is only as effective as the action and change that follows. Following through with relevant actions post-survey is a common challenge for many

organisations, as not only does action have to be taken, but actions also have to be linked back to the employee feedback captured through the survey.

- ii. Since 2010, NZ Police has included two unique questions related to survey credibility and the perceived impact of post-survey changes. Relative to 2012, there has been a significant decline of approximately 3 points on both of these questions. However, NZ Police is still faring significantly better on both of these questions, compared to 2011.
- iii. For the 2013 survey, a new question about the level of staff involvement in workgroup-level post-survey actions was added, with the aim of driving greater accountability for post-survey action at the workgroup level. This is the only question about post-survey change that has a benchmark-equivalent and it is currently scoring 14 points below the Kenexa 2013 State Sector Benchmark.
- iv. Taken together, these results suggest that NZ Police needs to continue working on improving the perceived effectiveness of post-survey plans and actions, which is aligned with the ultimate aim of making NZ Police a great place to work through staff consultation and involvement.
- v. At the District/Service Centre level, one group that is currently doing well in this area is 'Operations Support' (overall Change Index of 54.4%). Although this is one of the smaller teams (n=30), there might still be some practices that can be adapted for other teams within NZ Police which require additional support on driving post-survey actions.

2.12 Summary

- i. NZ Police's overall results have slipped back a little compared to 2012. Although the organisation as a whole on par with the Kenexa 2013 State Sector Benchmark and is still performing significantly better than in 2011, there has been a significant decline on a key metric: the Employee Engagement Index. Given the critical role of employee engagement in the modern workplace and the impact it can have on important organisational outcomes, there is an urgent need to act on the areas identified as having the strongest relationship to engagement to prevent further decreases.
- ii. NZ Police has some particular strengths that can be leveraged to lift engagement levels. There is a strong sense of camaraderie within NZ Police and people are very proud of the positive impact of their work on the community. Further, they are highly committed to the organisation – evident through their intention to stay – and actively interested in what goes on within NZ Police. All of these factors, combined with clarity on the organisation's vision and high performance expectations, are likely to fuel a desire for continuous improvement within NZ Police and make staff highly critical of any aspect that might hamper their efforts to help build safer communities.
- iii. This year, there is a clear theme of communication and involvement coming through in the key drivers where results have dropped and are showing negative gaps to the benchmark, suggesting that consultation and inclusion are critical to employee engagement within NZ Police. Effective two-way communication is one of the essential elements of building a strong sense of belonging, as keeping staff in the loop sends the message that they are a valued member of the community. Further, being at the coalface, employees often feel that they are in the best position to suggest and advise on initiatives, particularly ones that will affect the way they do their jobs.

It is worth noting that staff consultation does not only have to happen before important organisation-level decisions have to be made. To embed culture change, efforts should be focused on the little things that can be done every day. For example, daily, staff can be encouraged to suggest ways of improving current ways of working within their work groups. This also has the added benefits of creating a culture of continuous improvement and improving organisational effectiveness, which is in alignment with the 'Policing Excellence' initiative.

Notably, whenever staff opinions are sought, it is important to close the loop and provide the rationale for the final outcome. This serves to improve perceptions related

to the openness and transparency of top-down communications and can be a useful opportunity for reinforcing the sense of common purpose at NZ Police.

With regards to top-down communication, some points of consideration to ensure relevance for the intended audience include: volume, length, frequency, timing, accessibility, medium and consistency.

- iv. One other recommended focus area for 2013 is perceived organisational care for staff well-being. Certainly, with police work, the first thing that comes to mind when thinking about well-being is physical safety. However, as previously mentioned, well-being is a multi-faceted construct and any initiatives in this area should consider all aspects of well-being, e.g. mental and emotional. Given the very public nature of police work, it will also be important to consider the level of public support provided to NZ Police employees and the resources that staff have to deal with public scrutiny, when thinking about staff well-being.
- v. This year, NZ Police has also seen a significant decline in the Change Index, which measures employee perceptions of survey credibility and the positive impact of post-survey actions. Given global and local findings that scores in this area are positively related to changes on key metrics such as the Employee Engagement, NZ Police's challenge for 2013 is to ensure that relevant post-survey action is taken, with staff involvement. Further, with the addition of a new question that asks about the extent of staff involvement at the work group level, there can be increased accountability for driving relevant localised post-survey change. It must however, be emphasised that improving the organisation is not responsibility of leaders or managers alone, and that everyone has a role to play. As such, it will be necessary to remove any foreseeable barriers that might hinder proactive efforts for improvement.

3. Detailed Results

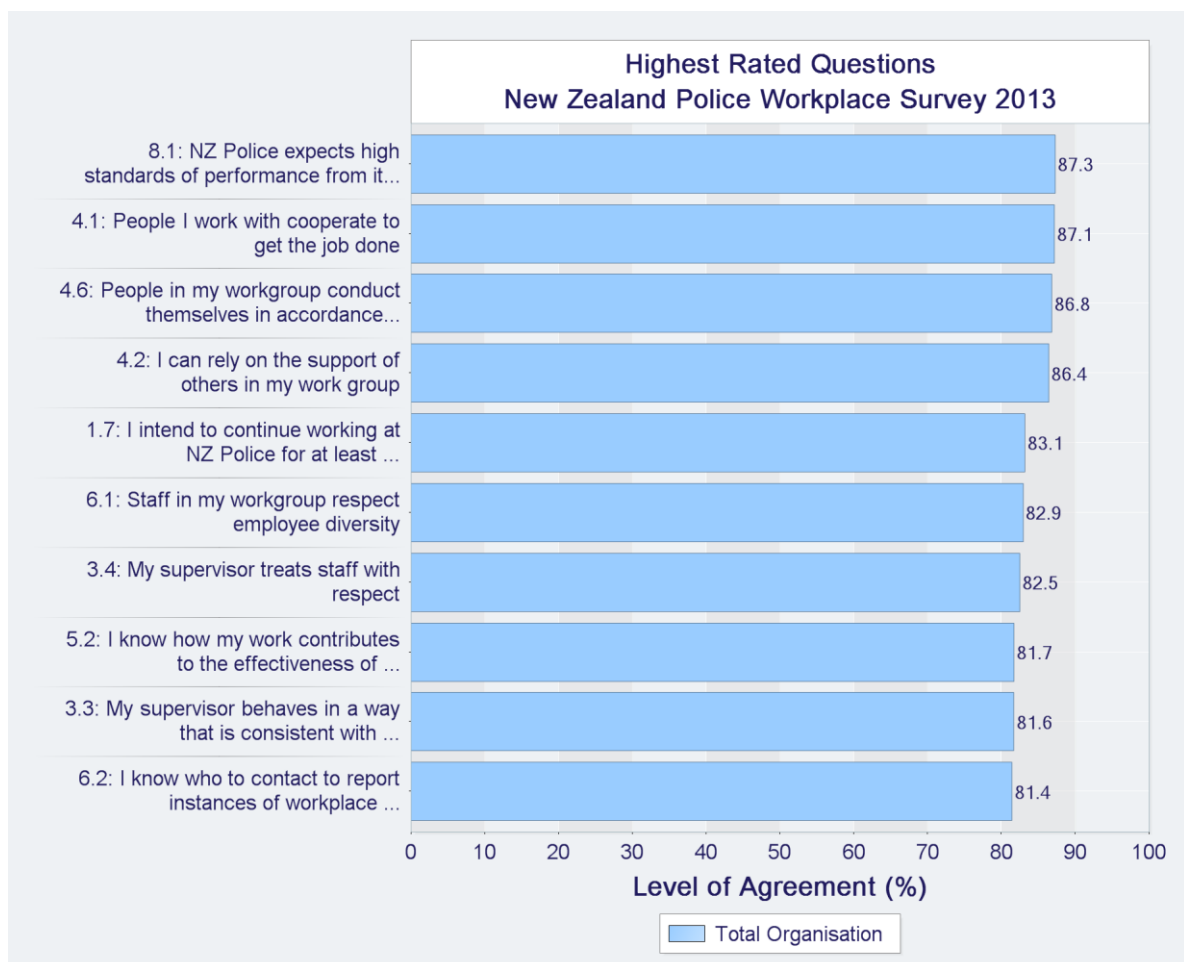
3.1 Sample

All of NZ Police's approximately 11,855 employees were invited to participate in the survey. A total of 8,863 responses were obtained resulting in a response rate of 74.8%. This is considered an excellent response rate for an organisation of this size, though it is lower than the response rates obtained in 2012 (77.1%) and 2011 (79.2%).

3.2 Margin of Error

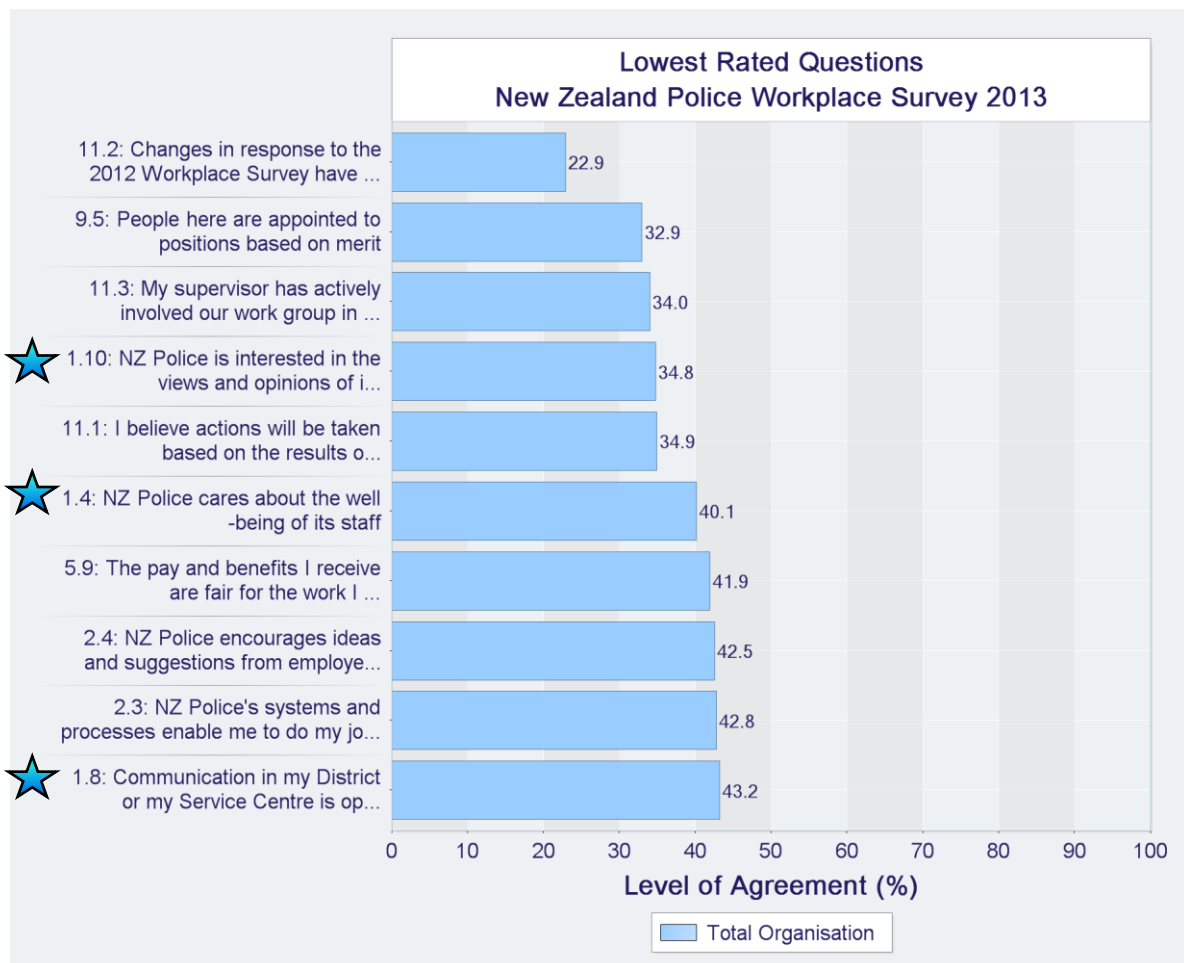
Based on a population size of 11,855 and the response rate attained, the maximum predicted margin of error for the results at the 95% confidence level is approximately +/- 0.5%, indicating a very high degree of precision in measurement at the total organisation level. Note that the actual margin of error 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



A key theme emerging out of the 10 highest rated questions is the strong performance culture within NZ Police. The large majority (at least 80%) of respondents are aware of the high performance expectations, work well with the people in their work group and know how their work contributes to the effectiveness of NZ Police as a whole. Further, the highest rated questions reflect that good, respectful working relationships exist within work groups and between individuals and their immediate supervisors. It is positive to see most respondents generally agreeing that the conduct of the people around them is aligned with organisational values.

3.4 Lowest Rated Questions



★ = a key driver of employee engagement within NZ Police in 2013

The ten lowest rated questions seem to suggest that people are least positive about the extent to which they are involved by the organisation. This comes through in the questions about action taken based on past survey feedback, as well as the questions related to communication – both top down and bottom up.

It is also noteworthy that three of the key drivers of employee engagement within NZ Police among the 10 lowest rated questions, as indicated by the stars on the graph.

3.5 Question Level Results – Benchmark

Employee responses to the NZ Police Workplace Survey 2013 were benchmarked against the Kenexa 2013 State Sector Benchmark. The benchmark database consists of 28 state sector organisations that conducted a workplace survey in the past 2 years (detailed in Appendix 3). A total of 48 questions in the survey were able to be benchmarked. Of these, 16 questions scored significantly higher than the benchmark, 19 scored significantly lower than the benchmark and the remainder were not significantly different.

Differences in performance scores between New Zealand Police and the Kenexa 2013 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 criterion of 2.5 points was used 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 8,500 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 2013 State Sector Benchmark. As indicated by the green font colour, all of questions shown below scored significantly above the benchmark.

Question	Performance Score (Level of Agreement)		
	NZ Police 2013	2013 State Sector Benchmark	Difference
8.3: Poor performance is dealt with effectively in my work group	52.6	29.4	+23.2
7.5: There are career development opportunities for me in NZ Police	53.3	37.0	+16.3
7.2: The work I do makes good use of my knowledge and skills	75.3	59.9	+15.4
1.7: I intend to continue working at NZ Police for at least the next 12 months	83.1	71.5	+11.6
8.1: NZ Police expects high standards of performance from its people	87.3	77.9	+9.4

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 2013 State Sector Benchmark. As indicated by the red font colour, all the questions shown below scored significantly below the benchmark.

Question	Performance Score (Level of Agreement)		
	NZ Police 2013	2013 State Sector Benchmark	Difference
1.4: NZ Police cares about the well-being of its staff*	40.1	60.8	-20.7
1.10: NZ Police is interested in the views and opinions of its staff*	34.8	53.3	-18.5
2.4: NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	42.5	58.0	-15.5
11.3: My supervisor has actively involved our work group in making changes as a result of the last survey	34.0	48.0	-14.0
2.1: NZ Police delivers on the promises it makes to its customers	54.2	67.8	-13.6

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 2013 NZ Police Workplace Survey where there was an equivalent in the Kenexa 2013 State Sector Benchmark. A total of 48 questions in the survey were able to be benchmarked. Of these, 19 questions scored significantly below the benchmark, 16 scored significantly above the benchmark and the remainder were not significantly different to the benchmark.

Section	Question	Performance Score (Level of Agreement)		
		NZ Police 2013	2013 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	65.8%	61.7%	+4.1%
	1.2: I feel I am working for an effective organisation	59.6%	NA	NA
	1.3: NZ Police is an enjoyable place to work	66.8%	NA	NA
	1.4: NZ Police cares about the well-being of its staff	40.1%	60.8%	-20.7%
	1.5: There is a sense of 'common purpose' in NZ Police	53.5%	55.0%	-1.5%
	1.6: I feel a sense of belonging to my District or my Service Centre	57.9%	65.8%	-7.9%
	1.7: I intend to continue working at NZ Police for at least the next 12 months	83.1%	71.5%	+11.6%
	1.8: Communication in my District or my Service Centre is open and honest	43.2%	44.8%	-1.6%
	1.9: I feel informed about NZ Police and its activities	54.2%	58.1%	-3.9%
	1.10: NZ Police is interested in the views and opinions of its staff	34.8%	53.3%	-18.5%
	1.11: Work groups in NZ Police work well together	44.9%	46.6%	-1.7%
Quality and Excellence	2.1: NZ Police delivers on the promises it makes to its customers	54.2%	67.8%	-13.6%
	2.2: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	52.9%	56.6%	-3.7%
	2.3: NZ Police's systems and processes enable me to do my job well	42.8%	NA	NA
	2.4: NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	42.5%	58.0%	-15.5%
My Supervisor	3.1: My supervisor communicates the goals and objectives of our work group effectively	74.3%	NA	NA
	3.2: My supervisor encourages, and is willing to act on suggestions and ideas from my work group	76.4%	76.3%	+0.1%
	3.3: My supervisor behaves in a way that is consistent with the values of NZ Police	81.6%	78.1%	+3.5%
	3.4: My supervisor treats staff with respect	82.5%	80.8%	+1.7%
	3.5: I have confidence in my supervisor	77.6%	NA	NA
	3.6: I get regular feedback on my performance from my supervisor (formal/informal)	67.4%	61.6%	+5.8%

Section	Question	Performance Score (Level of Agreement)		
		NZ Police 2013	2013 State Sector Benchmark	Difference
My Work Group	4.1: People I work with cooperate to get the job done	87.1%	85.0%	+2.1%
	4.2: I can rely on the support of others in my work group	86.4%	81.4%	+5.0%
	4.3: Roles and responsibilities are clearly defined in my work group	76.2%	71.3%	+4.9%
	4.4: I feel part of an effective work group	78.3%	76.3%	+2.0%
	4.5: The way work is allocated in my workgroup is fair	71.6%	NA	NA
	4.6: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	86.8%	NA	NA
My Job	5.1: The responsibilities of my job are clearly defined	76.0%	71.2%	+4.8%
	5.2: I know how my work contributes to the effectiveness of NZ Police	81.7%	84.1%	-2.4%
	5.3: My job gives me a sense of personal achievement	79.7%	74.0%	+5.7%
	5.4: I have the tools and resources I need to do my job	52.6%	64.8%	-12.2%
	5.5: I am sufficiently involved in decisions that affect the way I do my job	52.5%	62.5%	-10.0%
	5.6: I am satisfied with my physical work environment	63.5%	70.5%	-7.0%
	5.7: The level of work-related stress I experience in my job is acceptable	56.0%	59.6%	-3.6%
	5.8: I am able to maintain a balance between my personal and working life	67.8%	70.1%	-2.3%
	5.9: The pay and benefits I receive are fair for the work I do	41.9%	48.9%	-7.0%
	5.10: I understand how my performance is measured	58.5%	62.9%	-4.4%
	5.11: My performance is fairly assessed	55.8%	61.4%	-5.6%
Respect & Integrity in the Workplace	6.1: Staff in my workgroup respect employee diversity	82.9%	NA	NA
	6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	81.4%	NA	NA
	6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	70.2%	NA	NA
	6.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	68.4%	NA	NA
	6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	64.2%	NA	NA

Section	Question	Performance Score (Level of Agreement)		
		NZ Police 2013	2013 State Sector Benchmark	Difference
Learning and Development	7.1: NZ Police provides adequate training for the work I do	49.7%	NA	NA
	7.2: The work I do makes good use of my knowledge and skills	75.3%	59.9%	+15.4%
	7.3: I am encouraged to develop my knowledge, skills and abilities in NZ Police	56.9%	65.2%	-8.3%
	7.4: I am encouraged to try new ways of doing things	53.9%	57.8%	-3.9%
	7.5: There are career development opportunities for me in NZ Police	53.3%	37.0%	+16.3%
	7.6: There are learning and development opportunities for me in NZ Police	58.2%	59.6%	-1.4%
Performance and Feedback	8.1: NZ Police expects high standards of performance from its people	87.3%	77.9%	+9.4%
	8.2: People are held accountable for their performance in my work group	69.2%	NA	NA
	8.3: Poor performance is dealt with effectively in my work group	52.6%	29.4%	+23.2%
Recognition	9.1: I get recognition when I do a good job	60.7%	60.2%	+0.5%
	9.2: We celebrate success in NZ Police	50.8%	54.3%	-3.5%
	9.3: NZ Police has appropriate ways of recognising outstanding achievement	48.1%	NA	NA
	9.4: I feel my contribution is valued in NZ Police	48.0%	58.6%	-10.6%
	9.5: People here are appointed to positions based on merit	32.9%	NA	NA
Final Thoughts	10.1: Overall, I'm satisfied with my job	72.5%	68.7%	+3.8%
	10.2: Overall, I would recommend NZ Police as a great place to work	65.5%	61.5%	+4.0%
	10.3: I take an active interest in what happens in NZ Police	81.1%	81.4%	-0.3%
	10.4: I feel inspired to go the extra mile to help NZ Police succeed	70.0%	71.1%	-1.1%
	10.5: I feel a sense of commitment to NZ Police	79.2%	75.9%	+3.3%
	10.6: NZ Police inspires me to do the best I can in my job every day	58.5%	53.3%	+5.2%
The Survey – Your Views	11.1: I believe actions will be taken based on the results of this survey	34.9%	NA	NA
	11.2: Changes in response to the 2012 Workplace Survey have had a positive impact on my work group	22.9%	NA	NA
	11.3: My supervisor has actively involved our work group in making changes as a result of the last survey	34.0%	48.0%	-14.0%

3.6 Question Level Results – Trend

Employee responses to the NZ Police Workplace Survey 2013 were compared to those of the last survey, conducted in 2012. 58 questions could be trended against the 2012 survey. Of these, one question showed a significant improvement in score, 16 questions declined significantly, while scores for the remaining questions were not significantly different between the two years. Notably, most of the questions that have declined significantly have come from three particular sections: 'Vision and Purpose + Communication and Cooperation', 'Final Thoughts' and 'The Survey – Your Views'. This suggests that while the current organisational climate within NZ Police is generally the same as in 2012, employees' views in these particular areas are less positive now compared to 2012.

Differences in performance scores between the 2013 and 2012 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 2012 equivalent; those in **red font** have significantly declined; while the scores for questions in **black font** have not changed significantly since 2012.

Note that a criterion of 2.5 points was used 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 8,500 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 2013 and 2012 surveys. As indicated by the green font colour, only the question about the physical work environment has significantly increased since 2012, while the other questions can be considered as being statistically on par with the scores obtained in 2012.

Question	Performance Score (Weighted Mean)		
	NZ Police 2013	NZ Police 2012	Difference
5.6: I am satisfied with my physical work environment	63.5	60.8	+2.7
6.1: Staff in my workgroup respect employee diversity	82.9	81.0	+1.9
3.6: I get regular feedback on my performance from my supervisor (formal/informal)	67.4	65.7	+1.7
4.2: I can rely on the support of others in my work group	86.4	84.9	+1.5
4.6: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	86.8	85.3	+1.5

3.6.2 Biggest Negative Differences– Trend Comparison

The table below shows the questions with the biggest negative differences between 2013 and 2012 scores. As indicated by the font colour, all of these questions have seen a significant decline in score since 2012.

Notably, there are four key driver questions in the table below. Given the importance of these questions in relation to employee engagement, there is an urgent need to improve perceptions in these areas and prevent further decline.

Question	Performance Score (Weighted Mean)		
	NZ Police 2013	NZ Police 2012	Difference
1.4: NZ Police cares about the well-being of its staff*	40.1	47.0	-6.9
1.3: NZ Police is an enjoyable place to work*	66.8	73.0	-6.2
10.2: Overall, I would recommend NZ Police as a great place to work	65.5	70.5	-5.0
1.6: I feel a sense of belonging to my District or my Service Centre*	57.9	62.6	-4.7
1.8: Communication in my District or my Service Centre is open and honest*	43.2	47.7	-4.5

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 the questions from the 2013 NZ Police Workplace Survey that have a trend-equivalent in the 2012 survey. 58 out of 66 questions in the survey were able to be trended. Of these, one question has significantly improved, 16 questions have significantly declined, while the scores of the remaining questions have not changed significantly since 2012.

Section	Question	Performance Score (Weighted Mean)		
		NZ Police 2013	NZ Police 2012	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	65.8%	65.2%	+0.6%
	1.2: I feel I am working for an effective organisation	59.6%	63.3%	-3.7%
	1.3: NZ Police is an enjoyable place to work	66.8%	73.0%	-6.2%
	1.4: NZ Police cares about the well-being of its staff	40.1%	47.0%	-6.9%
	1.5: There is a sense of 'common purpose' in NZ Police	53.5%	57.0%	-3.5%
	1.6: I feel a sense of belonging to my District or my Service Centre	57.9%	62.6%	-4.7%
	1.7: I intend to continue working at NZ Police for at least the next 12 months	83.1%	87.0%	-3.9%
	1.8: Communication in my District or my Service Centre is open and honest	43.2%	47.7%	-4.5%
	1.9: I feel informed about NZ Police and its activities	54.2%	56.9%	-2.7%
	1.10: NZ Police is interested in the views and opinions of its staff	34.8%	37.4%	-2.6%
	1.11: Work groups in NZ Police work well together	44.9%	43.5%	+1.4%
Quality & Excellence	2.1: NZ Police delivers on the promises it makes to its customers	54.2%	NA	NA
	2.2: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	52.9%	NA	NA
	2.3: NZ Police's systems and processes enable me to do my job well	42.8%	NA	NA
	2.4: NZ Police encourages ideas and suggestions from employees on how to improve the way things are done	42.5%	NA	NA
My Supervisor	3.1: My supervisor communicates the goals and objectives of our work group effectively	74.3%	73.8%	+0.5%
	3.2: My supervisor encourages, and is willing to act on suggestions and ideas from my work group	76.4%	76.6%	-0.2%
	3.3: My supervisor behaves in a way that is consistent with the values of NZ Police	81.6%	82.2%	-0.6%
	3.4: My supervisor treats staff with respect	82.5%	82.9%	-0.4%
	3.5: I have confidence in my supervisor	77.6%	77.5%	+0.1%
	3.6: I get regular feedback on my performance from my supervisor (formal/informal)	67.4%	65.7%	+1.7%

Section	Question	Performance Score (Weighted Mean)		
		NZ Police 2013	NZ Police 2012	Difference
My Work Group	4.1: People I work with cooperate to get the job done	87.1%	NA	NA
	4.2: I can rely on the support of others in my work group	86.4%	84.9%	+1.5%
	4.3: Roles and responsibilities are clearly defined in my work group	76.2%	75.6%	+0.6%
	4.4: I feel part of an effective work group	78.3%	80.2%	-1.9%
	4.5: The way work is allocated in my workgroup is fair	71.6%	70.3%	+1.3%
	4.6: People in my workgroup conduct themselves in accordance with the values expected by NZ Police	86.8%	85.3%	+1.5%
My Job	5.1: The responsibilities of my job are clearly defined	76.0%	77.1%	-1.1%
	5.2: I know how my work contributes to the effectiveness of NZ Police	81.7%	82.1%	-0.4%
	5.3: My job gives me a sense of personal achievement	79.7%	81.3%	-1.6%
	5.4: I have the tools and resources I need to do my job	52.6%	52.3%	+0.3%
	5.5: I am sufficiently involved in decisions that affect the way I do my job	52.5%	53.6%	-1.1%
	5.6: I am satisfied with my physical work environment	63.5%	60.8%	+2.7%
	5.7: The level of work-related stress I experience in my job is acceptable	56.0%	57.2%	-1.2%
	5.8: I am able to maintain a balance between my personal and working life	67.8%	69.1%	-1.3%
	5.9: The pay and benefits I receive are fair for the work I do	41.9%	44.1%	-2.2%
	5.10: I understand how my performance is measured	58.5%	60.7%	-2.2%
	5.11: My performance is fairly assessed	55.8%	57.8%	-2.0%
Respect & Integrity in the Workplace	6.1: Staff in my workgroup respect employee diversity	82.9%	81.0%	+1.9%
	6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	81.4%	80.9%	+0.5%
	6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	70.2%	69.4%	+0.8%
	6.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	68.4%	67.1%	+1.3%
	6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	64.2%	63.5%	+0.7%

Section	Question	Performance Score (Weighted Mean)		
		NZ Police 2013	NZ Police 2012	Difference
Learning and Development	7.1: NZ Police provides adequate training for the work I do	49.7%	51.7%	-2.0%
	7.2: The work I do makes good use of my knowledge and skills	75.3%	74.9%	+0.4%
	7.3: I am encouraged to develop my knowledge, skills and abilities in NZ Police	56.9%	57.7%	-0.8%
	7.4: I am encouraged to try new ways of doing things	53.9%	54.1%	-0.2%
	7.5: There are career development opportunities for me in NZ Police	53.3%	NA	NA
	7.6: There are learning and development opportunities for me in NZ Police	58.2%	NA	NA
Performance and Feedback	8.1: NZ Police expects high standards of performance from its people	87.3%	86.3%	+1.0%
	8.2: People are held accountable for their performance in my work group	69.2%	68.3%	+0.9%
	8.3: Poor performance is dealt with effectively in my work group	52.6%	52.2%	+0.4%
Recognition	9.1: I get recognition when I do a good job	60.7%	60.8%	-0.1%
	9.2: We celebrate success in NZ Police	50.8%	49.9%	+0.9%
	9.3: NZ Police has appropriate ways of recognising outstanding achievement	48.1%	48.5%	-0.4%
	9.4: I feel my contribution is valued in NZ Police	48.0%	49.1%	-1.1%
	9.5: People here are appointed to positions based on merit	32.9%	33.4%	-0.5%
Final Thoughts	10.1: Overall, I'm satisfied with my job	72.5%	76.3%	-3.8%
	10.2: Overall, I would recommend NZ Police as a great place to work	65.5%	70.5%	-5.0%
	10.3: I take an active interest in what happens in NZ Police	81.1%	82.0%	-0.9%
	10.4: I feel inspired to go the extra mile to help NZ Police succeed	70.0%	73.3%	-3.3%
	10.5: I feel a sense of commitment to NZ Police	79.2%	82.9%	-3.7%
	10.6: NZ Police inspires me to do the best I can in my job every day	58.5%	61.2%	-2.7%
The Survey - Your Views	11.1: I believe actions will be taken based on the results of this survey	34.9%	38.0%	-3.1%
	11.2: Changes in response to the 2012 Workplace Survey have had a positive impact on my work group	22.9%	25.8%	-2.9%
	11.3: My supervisor has actively involved our work group in making changes as a result of the last survey	34.0%	NA	NA

3.7 Demographic Comparisons

To identify what differences exist amongst respondents according to their demographic profile (e.g., District, Tenure, Ethnicity), we've identified the highest and lowest scoring group(s) for each survey section, within each demographic type.

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

	GROUP/S WITH HIGHER SECTION SCORES	GROUP/S WITH LOWER SECTION SCORES
District	<ul style="list-style-type: none"> • Tasman District (Quality and Excellence, Respect & Integrity, Recognition, and The Survey – Your Views) • Auckland City District (Vision and Purpose + Communication and Cooperation, My Supervisor, Learning and Development, Performance and Feedback, and Final Thoughts) • Bay of Plenty District (My Work Group and My Job) 	<ul style="list-style-type: none"> • Canterbury District (Quality and Excellence) • Southern District (Learning and Development and The Survey – Your Views) • Northland District (all survey sections except Quality and Excellence, Learning and Development, Performance and Feedback, and The Survey – Your Views) • Waikato District (Performance and Feedback)
Service Centres	<ul style="list-style-type: none"> • International Services (Vision and Purpose + Communication and Cooperation, My Job, Respect & Integrity, Recognition, and Final Thoughts) • Operations Support (Quality and Excellence and The Survey – Your Views) • Tactical Groups (My Supervisor, My Work Group, and Performance and Feedback) • National Intelligence Centre (Learning and Development) 	<ul style="list-style-type: none"> • Org Financial Crime Agency NZ (Quality and Excellence and The Survey – Your Views) • Police Prosecutions (Final Thoughts) • Finance (Vision and Purpose + Communication and Cooperation, My Supervisor, and My Work Group) • ICT (My Job, Learning and Development, Performance and Feedback, and Recognition) • Road Policing (Respect & Integrity)
Function	<ul style="list-style-type: none"> • District Management (all survey sections except Vision and Purpose + Communication and Cooperation, My Supervisor, My Job, and Final Thoughts) • Overseas (Vision and Purpose + Communication and Cooperation, My Supervisor, My Job, and Final Thoughts) 	<ul style="list-style-type: none"> • Community Policing (Quality and Excellence and The Survey – Your Views) • Finance (Vision and Purpose + Communication and Cooperation and My Work Group) • ICT (My Supervisor, My Job, Learning and Development, and Recognition) • Legal (Respect & Integrity and Performance and Feedback) • Road Policing (Final Thoughts)
Rank/Level	<ul style="list-style-type: none"> • Constabulary (My Supervisor, My Work Group, Respect & Integrity, Learning and Development, and Performance and Feedback) • Employee (Vision and Purpose + Communication and Cooperation, My Job, Recognition, and The Survey – Your Views) • Authorised Officer (Quality and Excellence and Final Thoughts) 	<ul style="list-style-type: none"> • Constabulary (Vision and Purpose + Communication and Cooperation, Quality and Excellence, My Job, Recognition, and Final Thoughts) • Employee (My Supervisor, My Work Group, Respect & Integrity, and Performance and Feedback) • Authorised Officer (Learning and Development and The Survey – Your Views)

Rank/Level – Lower Level Teams	<ul style="list-style-type: none"> Commissioned Officers (all survey sections) 	<ul style="list-style-type: none"> Constable (Vision and Purpose + Communication and Cooperation, Quality and Excellence, My Job, Recognition, Final Thoughts, and The Survey – Your Views) Band A – F (My Work Group and Respect and Integrity) Band G – J (My Supervisor and Performance and Feedback) Authorised Officer (Learning and Development)
Span of Control	<ul style="list-style-type: none"> Over 50 reports (all survey sections except My Work Group) Between 10 and 50 reports (My Work Group) 	<ul style="list-style-type: none"> No reports (all survey sections except My Supervisor) Under 10 reports (My Supervisor)
Gender	<ul style="list-style-type: none"> Male (Vision and Purpose + Communication and Cooperation, My Supervisor, My Work Group, Respect & Integrity, Learning and Development, Performance and Feedback, and The Survey – Your Views) Female (Quality and Excellence, My Job, Recognition, and Final Thoughts) 	<ul style="list-style-type: none"> Female (Vision and Purpose + Communication and Cooperation, My Supervisor, My Work Group, Respect & Integrity, Learning and Development, Performance and Feedback, and The Survey – Your Views) Male (Quality and Excellence, My Job, Recognition, and Final Thoughts)
Time in Band	<ul style="list-style-type: none"> Under 1 year (all survey sections) 	<ul style="list-style-type: none"> 5-10 years (My Work Group, Respect & Integrity, Performance and Feedback, and Recognition) 3-5 years (My Job) Over 10 years (Vision and Purpose + Communication and Cooperation, Quality and Excellence, My Supervisor, Learning and Development, Final Thoughts, and The Survey – Your Views)
Tenure	<ul style="list-style-type: none"> Under 2 (all survey sections except My Work Group, My Job, Respect & Integrity, Performance and Feedback, and The Survey – Your Views) Over 35 (My Work Group, My Job, Respect & Integrity, and Performance and Feedback) 30-35 (The Survey – Your Views) 	<ul style="list-style-type: none"> 5-10 (all survey sections except Quality and Excellence and My Supervisor) 10-15 (Quality and Excellence) 30-35 (My Supervisor)
Age	<ul style="list-style-type: none"> Under 25 (Vision and Purpose + Communication and Cooperation, Quality and Excellence, Respect & Integrity, Learning and Development, Performance and Feedback, and Final Thoughts) 25-30 (My Supervisor and My Work Group) 60-65 (The Survey – Your Views) Over 65 (My Job and Recognition) 	<ul style="list-style-type: none"> 35-40 (Vision and Purpose + Communication and Cooperation, Quality and Excellence, My Job, Recognition, Final Thoughts, and The Survey – Your Views) 40-45 (Respect & Integrity) 55-60 (My Supervisor) Over 65 (My Work Group, Learning and Development, and Performance and Feedback)

Time in District	<ul style="list-style-type: none"> • Under 2 (all survey sections) 	<ul style="list-style-type: none"> • 5-10 (all survey sections except Vision and Purpose + Communication and Cooperation, Quality and Excellence, and My Supervisor) • Over 10 (Vision and Purpose + Communication and Cooperation, Quality and Excellence, and My Supervisor)
Same Manager Last 12 Months	<ul style="list-style-type: none"> • 0-6 months (Vision and Purpose + Communication and Cooperation and Learning and Development) • 6-12 months (Quality and Excellence and Recognition) • 1-2 yrs (My Supervisor, My Work Group, Performance and Feedback, and Final Thoughts) • 2-3 yrs (The Survey – Your Views) • 4-5 yrs (Respect & Integrity) • >5 yrs (My Job) 	<ul style="list-style-type: none"> • 2-3 yrs (My Work Group, and Respect & Integrity) • 3-4 yrs (Quality and Excellence) • 4-5 yrs (Learning and Development, Performance and Feedback, and The Survey – Your Views) • Unknown (Vision and Purpose + Communication and Cooperation, My Supervisor, My Job, Recognition, and Final Thoughts)
Work Hours	<ul style="list-style-type: none"> • Full Time (all significant survey sections except My Job) • Part Time (My Job) 	<ul style="list-style-type: none"> • Part Time (all significant survey sections except My Job) • Full Time (My Job)
PE Type	<ul style="list-style-type: none"> • International (Vision and Purpose + Communication and Cooperation, Quality and Excellence, My Job, Learning and Development, and Recognition) • Unassigned (Final Thoughts and The Survey - Your Views) • Investigations (My Supervisor and My Work Group) • Response (Respect & Integrity and Performance and Feedback) 	<ul style="list-style-type: none"> • Unassigned (Learning and Development) • International (My Supervisor, My Work Group, and Performance and Feedback) • Investigations (Quality and Excellence) • Prevention (Vision and Purpose + Communication and Cooperation, Respect & Integrity, Recognition, Final Thoughts, and The Survey – Your Views) • Response (My Job)
Ethnicity	<ul style="list-style-type: none"> • Pacific Peoples (My Supervisor, Respect & Integrity, and Learning and Development) • Asian Peoples (Quality and Excellence, Performance and Feedback, Final Thoughts, and The Survey - Your Views) • Other Ethnic Groups (Vision and Purpose + Communication and Cooperation, My Job, and Recognition) • Maori (My Work Group) 	<ul style="list-style-type: none"> • Pakeha (Quality and Excellence, My Job, Performance and Feedback, Recognition, and The Survey - Your Views) • Europeans (Vision and Purpose + Communication and Cooperation, Learning and Development, and Final Thoughts) • Other Ethnic Groups (My Supervisor and Respect & Integrity) • Asian Peoples (My Work Group)

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 2013 NZ Police Survey using Kenexa'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 has two methods of presenting employee engagement levels following a survey – the **Engagement Index** and the **Engagement Profile**.

3.8.1 Employee Engagement Index

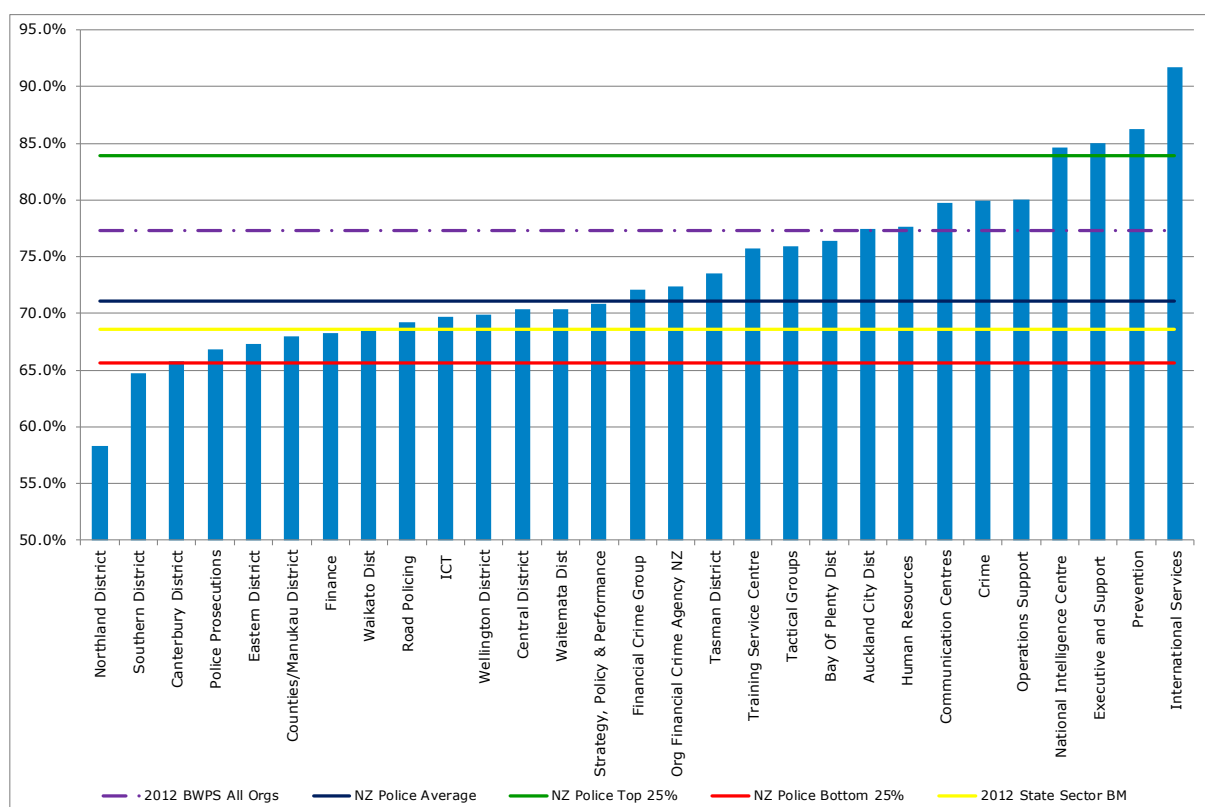
The Engagement Index is the average level of agreement for the six survey questions used to assess engagement.

- NZ Police has an Employee Engagement index of 71.1%
- The Engagement Index has shown statistically significant decline since 2012 (-3.3)
- Compared to the 2012 Kenexa State Sector benchmark (68.6%), the NZ Police Engagement Index is significantly higher (+2.5)

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, despite the significant decline since 2012, the average Engagement Index for NZ Police (71.1%) is significantly above the Kenexa 2012 State Sector Benchmark (68.6%)
- NZ Police's average Engagement Index is also significantly below that of the 2012 Best Workplaces Survey All Organisations Benchmark (-6.2, average of all organisations who participated in the 2012 Best Workplaces Survey Competition)
- However, it is worth noting that the average Engagement Index for the top quartile of Districts and Service Centres in NZ Police (83.9%) is significantly above both the 2012 JRA State Sector Benchmark average (68.6%), as well as the 2012 Best Workplaces All Organisations Benchmark average (77.3%). This suggests that there are pockets of excellence within NZ Police. Consequently, efforts should be directed towards finding out what these groups are doing and adapting effective practices across NZ Police.
- There are nine groups that have comparable or higher Engagement Index scores than the 2012 Best Workplaces All Organisations Benchmark. While most of these groups are Service Centres, Auckland City District is the first District that has achieved a score that is slightly higher than the 2012 Best Workplaces All Organisations Benchmark. This is a notable achievement, particularly since it is one of the largest Districts in NZ Police.
- The Districts and Service Centres in the bottom 25% based on the Engagement Index score are all scoring below the 2013 State Sector Benchmark average, which suggests that these are the areas where greater attention is required. In particular, Northland District has seen a steady rise in its Engagement Index over the last three years, but its Engagement Index has now dropped to a level that is lower than what was seen in 2010. New entrants into the bottom quartile are the Canterbury and Counties/Manukau Districts, which had at least mid-range scores in the last two years.

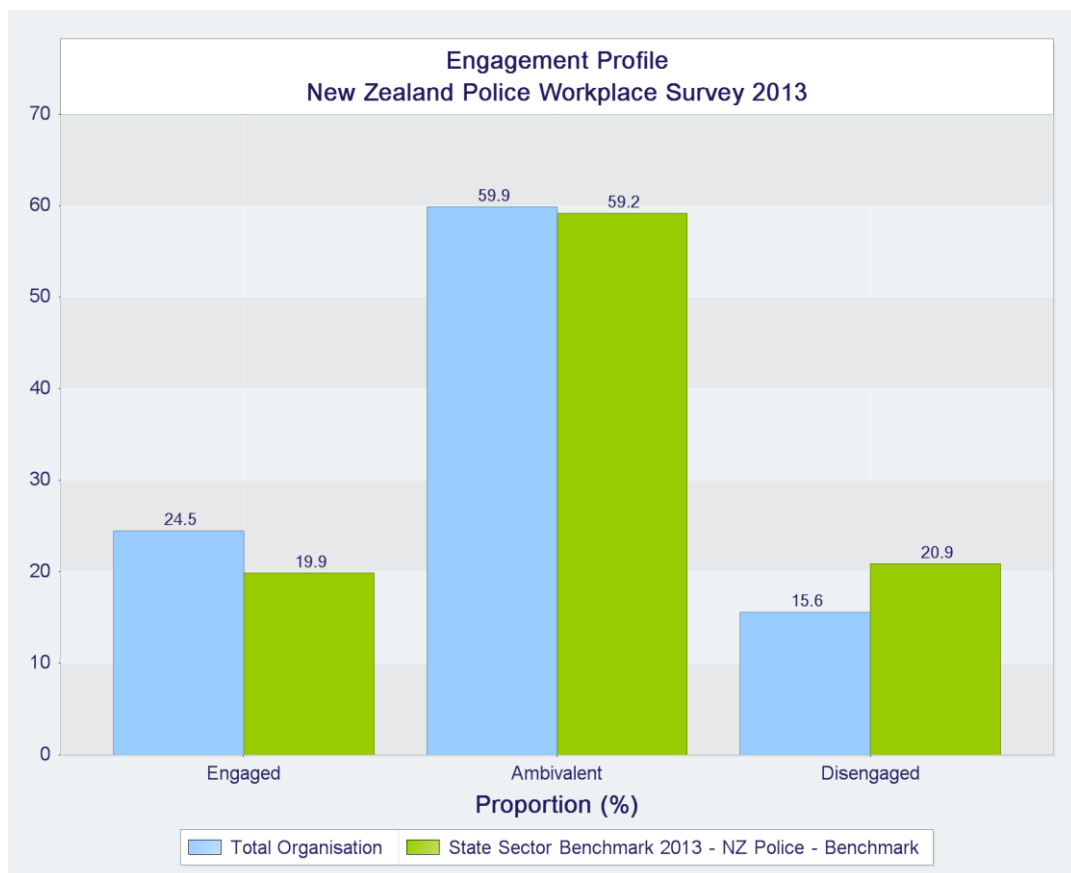
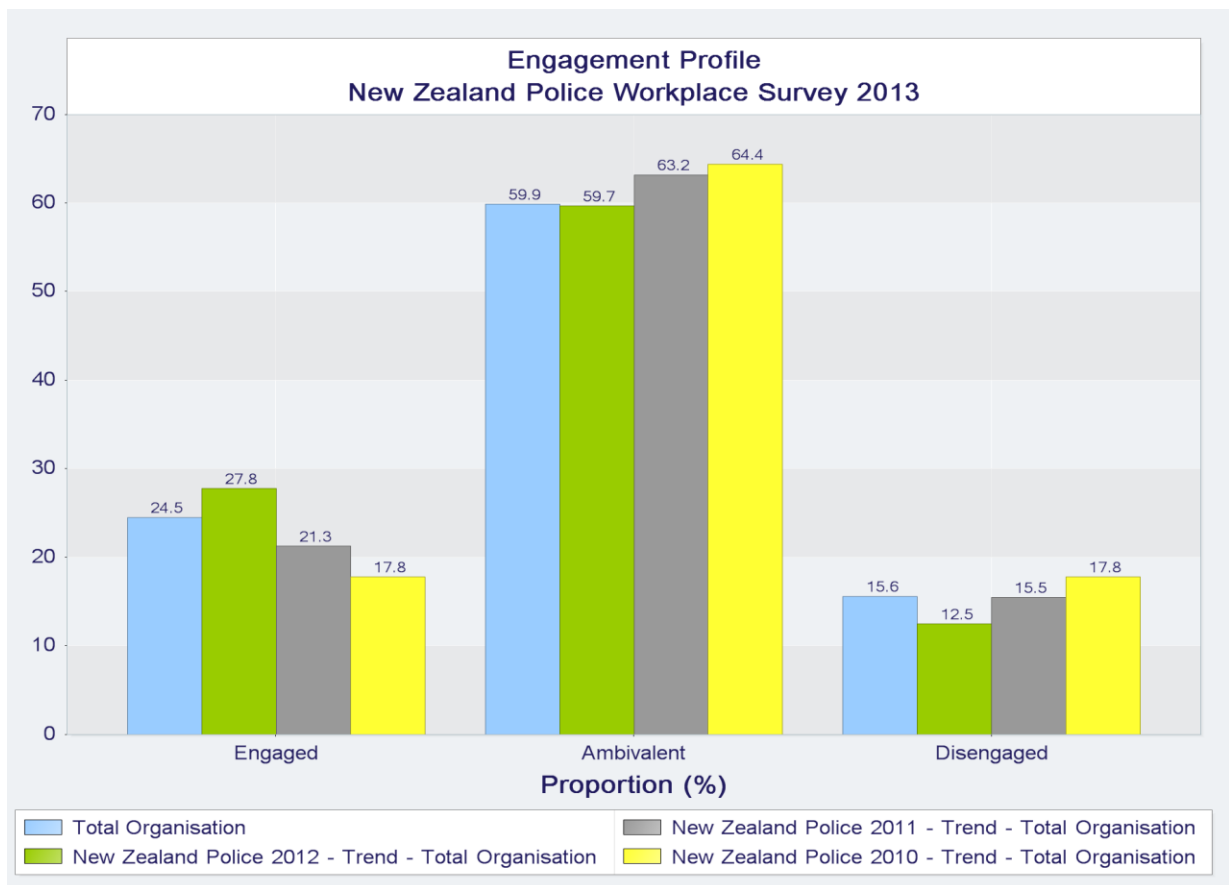


Note: The x-axis contains all Districts/Service Centres. The y-axis is the Engagement Index, expressed using level of agreement.

3.8.2 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.

- NZ Police's engagement profile is still looking positive relative to the 2013 State Sector Benchmark, but is less so when comparing back to 2012. Comparisons back to 2011 and 2010 suggest that NZ Police is still in a fairly favourable position, relative to where it started in 2010.
- **Engaged Category:** While the proportion of engaged staff in NZ Police remains significantly higher than the State Sector Benchmark (+4.6%), there has been a significant drop in the proportion of engaged staff since 2012 (-3.3%). Despite this decrease, it is worth noting that the proportion of engaged employees in 2013 is still significantly higher than the proportions in 2011 (+3.2%) and 2010 (+6.7%).
- **Disengaged Category:** The proportion of disengaged staff is still significantly lower than the Kenexa 2013 State Sector Benchmark (-5.3%), despite increasing significantly since 2012 (+3.1%). The current proportion of disengaged staff was similar in 2011 (+0.1%), but significantly lower than in 2010 (-2.2%).
- **Ambivalent Category:** This year, the proportion of ambivalent staff is similar to that for 2012, but is significantly lower than the proportions in 2011 (-3.3%) and 2010 (-4.5%). Relative to the Kenexa State Sector Benchmark, NZ Police has a similar proportion of ambivalent employees. It is worth noting that this is the category that the majority of employees fall under and thus is also the group that represents the greatest source of potential performance improvement. The aim should be to shift as many of these employees as possible from 'Ambivalent' to 'Engaged' category, by focusing on the lower-scoring key drivers (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 level of agreement across the six engagement questions) across the various demographic markers assessed in the 2013 NZ Police Workplace Survey. The demographic markers are District, Service Centres, Function, Rank/Level, Employee, Constabulary, Gender, Span of Control, Tenure, Time in Band, Time in District, Same Manager last 12 months, PE Type 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, the Auckland City District is the most engaged, with the highest Engagement Index and one of the largest proportions of engaged staff. The Bay of Plenty District has the next highest Engagement Index score and the largest proportion of engaged staff, but also a slightly higher proportion of disengaged staff.

Compared to 2012, the Engagement Index scores of the Districts have generally declined. Only three Districts did not see decrease in their Engagement Index scores: Auckland City (+2.1), Waitemata (+1.2) and Eastern (+0.3). Canterbury District having had the largest decrease (-11.9), followed by Northland (-11.7) and Counties/Manukau (-9.4).

Northland District is also the District with the lowest Engagement Index and the highest proportion of disengaged staff, with more than a quarter of staff falling under the 'Disengaged' category.

District	Engaged	Ambivalent	Disengaged	Engagement Index
Auckland City Dist	28.9%	61.2%	9.9%	77.5%
Bay Of Plenty Dist	29.0%	60.5%	10.5%	76.4%
Canterbury District	19.0%	61.1%	19.9%	65.8%
Central District	22.5%	62.1%	15.4%	70.4%
Counties/Manukau District	21.3%	61.2%	17.5%	68.0%
Eastern District	23.2%	56.2%	20.6%	67.3%
Northland District	15.9%	55.2%	28.9%	58.3%
Southern District	14.1%	65.5%	20.4%	64.7%
Tasman District	25.8%	61.8%	12.4%	73.5%
Waikato Dist	21.0%	64.0%	15.0%	68.5%
Waitemata Dist	23.3%	59.4%	17.3%	70.4%
Wellington District	24.7%	57.5%	17.8%	69.9%
Total Organisation	24.5%	59.9%	15.6%	71.1%

3.9.2 Engagement Profiles by Service Centres

When examining the engagement profiles by Service Centres, International Services are the most engaged, with the highest Engagement Index score, and the largest proportion of engaged staff.

Based on the Engagement Index, the least engaged is Police Prosecutions, which has the lowest proportion of engaged staff. Notably, both Finance and Road Policing have the highest proportions of disengaged staff and also have comparatively low Engagement Index scores.

Relative to 2012, ICT has had the biggest increase in its Engagement Index (+7.2), while both Strategy, Policy & Performance and Police Prosecutions have seen decreases of a similar magnitude (7.2 and 7.0 respectively).

Service Centres	Engaged	Ambivalent	Disengaged	Engagement Index
Communication Centres	34.8%	55.6%	9.6%	79.8%
Crime	30.7%	59.7%	9.6%	79.9%
Executive and Support	48.3%	43.1%	8.6%	85.0%
Finance	28.3%	52.1%	19.6%	68.3%
Financial Crime Group	24.5%	67.3%	8.2%	72.1%
Human Resources	32.9%	57.3%	9.8%	77.6%
ICT	20.6%	62.2%	17.2%	69.7%
International Services	57.7%	38.5%	3.8%	91.7%
National Intelligence Centre	32.7%	61.5%	5.8%	84.6%
Operations Support	40.0%	53.3%	6.7%	80.0%
Org Financial Crime Agency NZ	26.3%	59.9%	13.8%	72.4%
Police Prosecutions	16.8%	66.4%	16.8%	66.8%
Prevention	47.4%	47.3%	5.3%	86.3%
Road Policing	26.0%	54.5%	19.5%	69.2%
Strategy, Policy & Performance	37.7%	45.9%	16.4%	70.8%
Tactical Groups	44.4%	41.3%	14.3%	75.9%
Training Service Centre	27.7%	60.6%	11.7%	75.7%
Total Organisation	24.5%	59.9%	15.6%	71.1%

3.9.3 Engagement Profile Comparisons by Function

Despite being a small group (n=17), it is worth acknowledging that apart from being the most engaged Function this year, the Overseas group has once again got no disengaged staff. Road Policing and Community Policing are the least engaged, with similarly low Engagement Index scores and the highest proportions of disengaged staff.

It is also worth highlighting that:

- Finance and Community Policing have had the biggest decreases in their Engagement Index scores since 2012 (12.5 and 10.7, respectively)
- The Overseas, Vetting and Airport functions have had the biggest increases in their Engagement Index scores since 2012 (+9.8, +7.9 and +7.7, respectively)
- Liaison continues to make steady improvements, with a continued increase in the proportion of engaged staff (from 31.8% to 40.5%) and the continued decline in the proportion of disengaged staff (from 6.8% to 2.7%)

Function	Engaged	Ambivalent	Disengaged	Engagement Index
Airport	16.2%	73.0%	10.8%	75.2%
Communications	34.7%	55.6%	9.7%	80.0%
Community Policing	19.1%	59.5%	21.4%	65.3%
Corporate Support	29.7%	56.7%	13.6%	74.6%
District Management	51.2%	43.3%	5.5%	85.0%
Finance	18.6%	60.5%	20.9%	65.7%
Frontline support	22.2%	58.5%	19.3%	67.3%
General Duties	24.1%	60.7%	15.2%	71.8%
HR/ Training	28.8%	58.8%	12.4%	74.0%
ICT	19.8%	62.9%	17.3%	70.1%
Intelligence	20.3%	62.4%	17.3%	70.0%
Investigations	21.1%	64.3%	14.6%	70.4%
Legal	33.3%	55.6%	11.1%	75.9%
Liaison	40.5%	56.8%	2.7%	80.2%
Other	33.7%	49.5%	16.8%	70.6%
Overseas	58.8%	41.2%	0.0%	93.1%
Policy	33.0%	52.2%	14.8%	75.8%
Prosecutions	17.0%	65.3%	17.7%	66.4%
Road Policing	19.1%	59.7%	21.2%	64.9%
Specialist teams	27.6%	56.4%	16.0%	70.7%
Vetting	33.3%	51.9%	14.8%	71.0%
Watchhouse	25.2%	56.8%	18.0%	68.3%
Youth	18.7%	63.8%	17.5%	68.4%
Total Organisation	24.5%	59.9%	15.6%	71.1%

3.9.4 Engagement Profile Comparisons by Rank/Level

As in 2012, comparing employee engagement profiles by Rank/Level shows that the Authorised Officers are the most engaged, with close to a third being classified as 'engaged'. The Constabulary are the least engaged and it is worth noting that this group as a whole has seen the biggest decline in its Engagement Index score (-3.7).

Within the Employee group, 'Band 1 & above' is still the most engaged and continues to have a much higher proportion of engaged staff. In contrast, 'Band A-F' is the least engaged, with the lowest Engagement Index.

As for the Constabulary group, the Commissioned Officers have maintained a fairly similar engagement profile to 2012, and remain the most engaged. The Constables and Sergeants have had the biggest decreases on their Engagement Index (-4.0 and -4.5) respectively, with the Constables continuing to be the least engaged group in 2013.

Rank/Level	Engaged	Ambivalent	Disengaged	Engagement Index
Constabulary	23.4%	60.7%	15.9%	70.5%
Employee	27.4%	57.7%	14.9%	72.9%
Authorised Officer	32.6%	51.6%	15.8%	74.1%
Total Organisation	24.5%	59.9%	15.6%	71.1%

3.9.4.1 Engagement Profiles by Employee

Employee	Engaged	Ambivalent	Disengaged	Engagement Index
Band 1 & above	42.9%	47.6%	9.5%	81.1%
Band A – F	26.0%	58.1%	15.9%	71.7%
Band G – J	28.1%	59.1%	12.8%	75.0%
Employee	27.4%	57.7%	14.9%	72.9%
Total Organisation	24.5%	59.9%	15.6%	71.1%

3.9.4.2 Engagement Profiles by Constabulary

Constabulary	Engaged	Ambivalent	Disengaged	Engagement Index
Senior Sergeant	44.3	49.6	6.1	83.8
Sergeant	25.6	62.4	12.0	74.9
Commissioned Officers	66.3	30.3	3.4	92.8
Constable	18.7	63.0	18.3	67.1
Constabulary	23.4	60.7	15.9	70.5
Total Organisation	24.5	59.9	15.6	71.1

3.9.5 Engagement Profiles by Gender

As in 2012, the Engagement Index scores and engagement profiles for both genders are very similar. Compared to 2012, both genders have had a decrease in the proportion of engaged staff and an increase in the proportion of disengaged staff.

Gender	Engaged	Ambivalent	Disengaged	Engagement Index
Female	24.5%	59.7%	15.8%	71.2%
Male	24.5%	60.0%	15.5%	71.1%
Total Organisation	24.5%	59.9%	15.6%	71.1%

3.9.6 Engagement Profiles by Span of Control

The consistent pattern emerging over the last three years is that engagement levels increase as the number of reports increase, a common observation in other organisations as well.

Compared to 2012, all groups have seen a decrease in their Engagement Index scores, with the 'no reports' group having the biggest decrease (-3.6). This is particularly concerning given that this is the largest group, with responses from this group making up around 80% of the total number of responses received.

Span of Control	Engaged	Ambivalent	Disengaged	Engagement Index
No Reports	21.4%	61.4%	17.2%	68.8%
Under 10 reports	29.3%	59.1%	11.6%	76.6%
Between 10 and 50 reports	43.2%	50.7%	6.1%	85.1%
Over 50 reports	67.3%	29.6%	3.1%	90.9%
Total Organisation	24.5%	59.9%	15.6%	71.1%

3.9.7 Engagement Profiles by Tenure

Similar to 2012, employees who have been with NZ Police for less than two years are the most engaged, while those who have a tenure of between five and ten years are the least engaged. As seen over the last few years, there is a U-shaped relationship between engagement levels and tenure, with engagement levels dipping for the middle tenure groups.

It is also worth noting that the Engagement Index scores have declined across all tenure groups, with the biggest decreases coming from the '25-30' (-5.7), '5-10' (-4.7) and '30-35' (-4.6) tenure groups. Given that the '5-10' group has the most respondents (n=2338), as it has the lowest Engagement Index score and is one of the groups that has had the biggest declines, attention should be focused on lifting the engagement levels of this group.

Tenure	Engaged	Ambivalent	Disengaged	Engagement Index
Under 2	38.4%	55.3%	6.3%	83.9%
2 - 5	23.9%	61.1%	15.0%	71.7%
5 - 10	19.4%	61.4%	19.2%	66.5%
10 - 15	19.0%	63.3%	17.7%	67.6%
15 - 20	24.3%	61.0%	14.7%	71.1%
20 - 25	26.9%	56.9%	16.2%	72.0%
25 - 30	28.1%	57.8%	14.1%	72.2%
30 - 35	30.5%	56.0%	13.5%	75.0%
Over 35	36.7%	50.4%	12.9%	77.4%
Total Organisation	24.5%	59.9%	15.6%	71.1%

3.9.8 Engagement Profiles by Time in Band

When comparing engagement profiles by Time in Band, the same pattern is seen each year: engagement levels decrease with increased time in band.

Interestingly, compared to 2012, the groups that have had the greatest declines in their engagement levels are the ones at either extreme - those who have spent less than one year (-5.3) or over ten years (-5.8) in band.

Time in Band	Engaged	Ambivalent	Disengaged	Engagement Index
Under 1 year	32.7%	56.4%	10.9%	77.1%
1-3 years	27.8%	60.5%	11.7%	75.3%
3-5 years	21.5%	62.1%	16.4%	70.2%
5 - 10 years	22.8%	58.5%	18.7%	68.1%
Over 10 years	18.9%	62.1%	19.0%	66.2%
Total Organisation	24.5%	59.9%	15.6%	71.1%

3.9.9 Engagement Profiles by Time in District

Examining the engagement profiles by Time in District shows that similar to 2012, those who have spent less than two years in their District have the highest engagement levels, with close to a third of staff sitting under the 'Engaged' category. The engagement profiles of the other three groups remain fairly similar and it is worth noting that the decrease in the Engagement Index score since 2012 increases as time in District increases (under 2: -2.7, 2-5: -3.1, 5-10: -4.0, over 10: -5.0).

Time in District	Engaged	Ambivalent	Disengaged	Engagement Index
Under 2	32.9%	57.5%	9.6%	78.9%
2 - 5	22.9%	62.0%	15.1%	70.7%
5 - 10	21.9%	59.1%	19.0%	67.3%
Over 10	21.2%	60.9%	17.9%	68.5%
Total Organisation	24.5%	59.9%	15.6%	71.1%

3.9.10 Engagement Profiles by Same Manager Last 12 Months

As in 2011 and 2012, staff who have had a change in managers in the last 12 months are more engaged than staff who have had the same manager for at least one year. It is worth noting that those in the 'unknown' group have the lowest levels of engagement, which underscores the critical role of immediate managers.

There is little difference in the engagement levels and profiles of employees that have had a change in managers within the last six or twelve months.

Amongst the groups that have had the same manager for at least a year however, there is greater variation, with the most engaged being the '1-2 years' group. There appears to be a slight U-shaped relationship between engagement levels and the amount of time spent with one's manager after the one year period, similar to what is observed between engagement and tenure. The least engaged is the '3-4 years' group, which has the lowest Engagement Index and the highest proportion of disengaged staff.

Same Manager Last 12 Months	Engaged	Ambivalent	Disengaged	Engagement Index
Yes	23.0%	60.9%	16.1%	70.6%
No	25.6%	59.7%	14.7%	72.0%
Unknown	23.3%	55.5%	21.2%	66.0%
Total Organisation	24.5%	59.9%	15.6%	71.1%

3.9.10.1 Engagement Profiles by Same Manager Last 12 Months

Same Manager Last 12 Months	Engaged	Ambivalent	Disengaged	Engagement Index
0-6 months	26.3%	58.4%	15.3%	71.8%
6-12 months	24.4%	62.1%	13.5%	72.5%
No	25.6%	59.7%	14.7%	72.0%
Total Organisation	24.5%	59.9%	15.6%	71.1%

3.9.10.2 Engagement Profiles by Same Manager Last 12 Months

Same Manager Last 12 Months	Engaged	Ambivalent	Disengaged	Engagement Index
1-2 yrs	24.4%	61.1%	14.5%	72.6%
2-3 yrs	23.5%	61.4%	15.1%	70.3%
3-4 yrs	20.3%	57.6%	22.1%	66.3%
4-5 yrs	18.8%	66.2%	15.0%	68.3%
>5 yrs	22.2%	59.1%	18.7%	68.8%
Yes	23.0%	60.9%	16.1%	70.6%
Total Organisation	24.5%	59.9%	15.6%	71.1%

3.9.11 Engagement Profiles by PE Type

When viewing the engagement profiles by PE Type, we see that the 'Unassigned' and 'International' groups have the highest engagement levels, though the 'International' group also has the highest proportion of disengaged staff. It is worth noting at this point that caution should be exercised when making comparisons between groups, as the 'International' group (n=8) is much smaller than all of the other groups (ranging from n=362 to n=3278).

'Prevention' is the group that is the least engaged, with the lowest Engagement Index and the smallest proportion of engaged staff.

PE Type	Engaged	Ambivalent	Disengaged	Engagement Index
Unassigned	28.6%	57.6%	13.8%	73.9%
Intelligence	20.2%	64.9%	14.9%	72.3%
International	50.0%	25.0%	25.0%	72.9%
Investigations	21.0%	64.3%	14.7%	70.3%
Prevention	19.6%	61.1%	19.3%	66.8%
Response	25.7%	58.6%	15.7%	71.3%
Total Organisation	24.5%	59.9%	15.6%	71.1%

3.9.12 Engagement Profiles by Ethnicity – Overall Comparison

Comparing the engagement profiles of the different ethnic groups shows that Asians and Pacific Peoples remain the most engaged. While there is much fewer people in 'Other Ethnic Groups' (n=48), this is the only group that has seen an increase in engagement levels since 2012 (+1.3). While this is not a large increase, due to the decreases in the Engagement Index scores for all the other ethnicity groups, 'Other Ethnic Groups' is now one of the most engaged.

As in 2012, the Europeans are the least engaged, with the lowest Engagement Index and the highest proportion of disengaged staff.

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	23.4%	61.0%	15.6%	70.7%
Maori	27.3%	57.6%	15.1%	72.5%
Europeans	24.3%	56.9%	18.8%	68.3%
Pacific Peoples	29.7%	59.5%	10.8%	75.6%
Asian Peoples	28.8%	59.3%	11.9%	75.9%
Other Ethnic Groups	33.3%	54.2%	12.5%	75.7%
Total Organisation	24.5%	59.9%	15.6%	71.1%

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 2013 Kenexa 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 the 2013 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 2013	New Zealand Police 2012	State Sector Benchmark 2013
	1.3: NZ Police is an enjoyable place to work**	66.8	73.0 (-6.2)	NA
	9.4: I feel my contribution is valued in NZ Police	48.0	49.1 (-1.1)	58.6 (-10.6)
	1.6: I feel a sense of belonging to my District or my Service Centre**	57.9	62.6 (-4.7)	65.8 (-7.9)
	5.3: My job gives me a sense of personal achievement**	79.7	81.3 (-1.6)	74.0 (+5.7)
	1.2: I feel I am working for an effective organisation**	59.6	63.3 (-3.7)	NA
	1.10: NZ Police is interested in the views and opinions of its staff	34.8	37.4 (-2.6)	53.3 (-18.5)
	1.4: NZ Police cares about the well-being of its staff	40.1	47.0 (-6.9)	60.8 (-20.7)
	1.5: There is a sense of 'common purpose' in NZ Police	53.5	57.0 (-3.5)	55.0 (-1.5)
	1.8: Communication in my District or my Service Centre is open and honest	43.2	47.7 (-4.5)	44.8 (-1.6)
	5.5: I am sufficiently involved in decisions that affect the way I do my job**	52.5	53.6 (-1.1)	62.5 (-10.0)

Level of Agreement (%)

Note: The questions with **next to them were also key drivers of employee engagement within NZ Police in 2012.

There is a fair degree of overlap between the 2012 and 2013 key driver results, with half of the items coming up as key drivers for both years.

The five new key driver items are shown below and it is worth noting that four out of the five all relate to organisational demonstrations that an individual is valued member of NZ Police, with the exception being the question about common purpose.

- I feel my contribution is valued in NZ Police
- NZ Police is interested in the views and opinions of its staff
- NZ Police cares about the well-being of its staff
- There is a sense of 'common purpose' in NZ Police
- Communication in my District or my Service Centre is open and honest

NZ Police has a number of unique questions, for which there is no benchmark data available. Consequently, no coloured boxes are presented next to these questions in the table above. However, there are similarly worded questions within the Kenexa State Sector benchmark, which can be used to gauge the relative performance levels of these key drivers.

- Most similar to the key driver question '**This organisation is an enjoyable place to work**' is the benchmark question 'This organisation is a fun place to work'. While the words 'fun' and 'enjoyable' are not exact substitutes, NZ Police's score of 66.8% is much higher than the benchmark score of 55.1%. This suggests that NZ Police would have been scoring above the benchmark had there been an identical question, which makes this key driver a '**green**' one (high importance-high performance).
- The key driver question '**I feel I am working for an effective organisation**' **do**' is most closely aligned with the benchmark question 'I feel I am working for a successful organisation'. Despite the terms 'effective' and 'successful' having somewhat different meanings, NZ Police's score of 59.6% is substantially lower than the benchmark score of 69.0%. This suggests that it is likely to have been a '**red**' key driver (high importance-low performance), if the question had been part of the benchmark.

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

3.10.1 Conclusions from Key Driver Analysis

NZ Police is performing above the benchmark on one of the key drivers of engagement. This is an area of **strength** that should be leveraged, as it has been identified as one of the items that has a strong relationship to engagement. Comparing one of the unique key driver questions against a similarly worded benchmark equivalent also suggests that NZ Police has achieved a high score, suggesting that this unique question would also have been a high-performance driver. In sum, this means that NZ Police effectively has two **high importance-high performance drivers**.

- My job gives me a sense of personal achievement
- This organisation is an enjoyable place to work

There are two key drivers where NZ Police is scoring on par with the benchmark and these can be considered **high importance-medium performance** drivers. Given that these items are currently scoring close to the benchmark, these are likely to be more easily converted into strengths for NZ Police.

- There is a sense of 'common purpose' in NZ Police
- Communication in my District or my Service Centre is open and honest

Relative to the 2013 Kenexa State Sector Benchmark, NZ Police had significantly lower scores on five out of ten key drivers. By comparing against a similarly worded question in the benchmark, it was determined that NZ Police has also obtained a lower score on one of its unique questions. Taking both of these into consideration, NZ Police has six **high importance-low performance drivers**. These items should be important focus areas post-survey, as they have a strong link to engagement levels within NZ Police *and* they are currently scoring below the norm.

- I feel my contribution is valued in NZ Police
- I feel a sense of belonging to my District or my Service Centre
- NZ Police is interested in the views and opinions of its staff
- NZ Police cares about the well-being of its staff
- I am sufficiently involved in decisions that affect the way I do my job
- I feel I am working for an effective organisation

Compared to 2012, NZ Police has maintained its scores on three key drivers, and declined significantly on the remainder. Notably, four of the key drivers are amongst the top five questions that have had the biggest decreases since 2012. Given the importance of these items in relation to engagement, urgent attention is required in these areas to prevent further decline.

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 present data to help identify pockets of excellence throughout NZ Police, as well as groups that 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, Same Manager Last 12 Months, PE Type, and Ethnicity.

Please note that a smaller 'Report of Findings' is provided to each of the Districts or Service Centres, which contains a Key Driver Analysis specific to them. 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

When looking at how the Districts compare across the organisational key drivers, Auckland City and Bay of Plenty – the two Districts with the highest Employee Engagement Index scores, stand out as having the most positive ratings. In contrast, Northland District has the lowest levels of agreement on the majority of the key drivers, with particularly low scores on the questions about care for well-being, interest in staff members' views and communication.

Compared to 2012, the only Districts that have on average, raised their key driver scores are the Auckland City and Eastern Districts. Canterbury, Northland Counties/Manukau and Southern Districts have seen the largest declines across the key driver questions below since 2012. These findings mirror the patterns seen when looking at the change in the Employee Engagement Index for each District since 2012.

Read **across** the rows to see which demographic/s score/s 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	72.3	73.6	61.2	66.2	64.2	64.7	51.7	58.3	65.7	62.3	65.7	64.0	66.8
9.4: I feel my contribution is valued in NZ Police	56.6	53.0	40.9	43.8	40.7	46.4	38.4	41.3	53.3	39.3	44.4	48.1	48.0
1.6: I feel a sense of belonging to my District or my Service Centre	60.9	64.5	50.1	51.8	60.6	55.3	45.7	49.1	62.7	50.7	57.1	57.9	57.9
5.3: My job gives me a sense of personal achievement	81.5	85.3	78.3	81.9	76.4	80.9	72.0	75.6	79.4	77.5	78.7	79.2	79.7
1.2: I feel I am working for an effective organisation	67.5	62.9	44.8	56.4	57.0	58.9	42.4	44.1	62.8	53.7	58.0	57.3	59.6
1.10: NZ Police is interested in the views and opinions of its staff	42.3	35.3	25.3	32.5	34.5	30.0	21.9	20.0	42.6	30.4	32.1	32.6	34.8
1.4: NZ Police cares about the well-being of its staff	45.6	43.8	34.5	39.4	33.1	38.5	25.5	29.5	41.5	39.7	31.6	36.6	40.1
1.5: There is a sense of 'common purpose' in NZ Police	60.3	59.3	44.9	51.3	49.2	49.0	36.1	40.5	55.9	47.6	50.4	52.7	53.5
1.8: Communication in my District or my Service Centre is open and honest	49.4	50.2	38.3	38.0	42.0	32.5	28.0	34.2	57.0	43.1	38.8	41.4	43.2
5.5: I am sufficiently involved in decisions that affect the way I do my job	59.6	56.0	45.6	52.8	49.4	47.7	42.1	47.0	59.2	46.5	53.7	52.2	52.5

3.10.2.2 Key Drivers by Service Centres

The tables presented over the next two pages shows how each of the Service Centres have scored on the total organisation's key drivers. As in 2012, International Services has the most favourable ratings on the majority of the key driver questions. Although International Services is one of the smallest Service Centres (n=26), this year-on-year consistency should be celebrated. It is worth highlighting that International Services' scores on the questions related to care and communication are comparatively much lower, suggesting that these should be areas of focus going forward. Relative to 2012, Service Centres that have made notable improvements across the key drivers listed below include: Tactical Groups, ICT and the Financial Crime Group.

Once again, mirroring the pattern observed when comparing the Engagement Index scores, Police Prosecutions and Finance generally have the least favourable key driver scores. Furthermore, across the Service Centres, Police Prosecutions has generally had the greatest decline in scores across the key driver items since 2012, with the largest decrease coming from the question relating to organisational care for staff well-being. Consequently, it is recommended that urgent action is taken to prevent further decreases for this group.

Read **across** the rows to see which demographic/s score/s 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	Communication Centres	Crime	Executive and Support	Finance	Financial Crime Group	Human Resources	ICT	International Services	National Intelligence Centre	Total Org
1.3: NZ Police is an enjoyable place to work	73.9	84.9	81.0	64.4	77.6	70.5	63.9	96.2	84.3	66.8
9.4: I feel my contribution is valued in NZ Police	54.7	65.3	72.4	54.3	63.3	60.7	48.5	84.6	69.2	48.0
1.6: I feel a sense of belonging to my District or my Service Centre	67.1	61.0	69.0	47.8	75.5	58.4	58.1	88.5	76.9	57.9
5.3: My job gives me a sense of personal achievement	86.3	86.1	87.9	69.6	77.6	80.3	74.0	92.3	75.0	79.7
1.2: I feel I am working for an effective organisation	79.0	73.2	79.3	56.5	67.3	66.9	67.0	96.2	80.8	59.6
1.10: NZ Police is interested in the views and opinions of its staff	44.8	50.2	57.9	34.8	47.9	52.0	32.5	53.8	47.1	34.8
1.4: NZ Police cares about the well-being of its staff	47.5	57.4	70.2	50.0	63.3	64.0	39.6	69.2	61.5	40.1
1.5: There is a sense of 'common purpose' in NZ Police	66.6	68.9	77.6	43.5	69.4	69.8	61.6	80.8	73.1	53.5
1.8: Communication in my District or my Service Centre is open and honest	46.1	56.4	59.6	45.7	61.2	44.2	36.5	57.7	57.7	43.2
5.5: I am sufficiently involved in decisions that affect the way I do my job	43.8	69.7	75.9	60.9	66.7	63.0	48.0	76.9	67.3	52.5

3.10.2.2 Key Drivers by Service Centres (Continued)

Key Driver Questions	Operations Support	Org Financial Crime Agency NZ	Police Prosecutions	Prevention	Road Policing	Strategy, Policy & Performance	Tactical Groups	Training Service Centre	Total Org
1.3: NZ Police is an enjoyable place to work	73.3	72.5	63.5	89.5	62.5	78.7	82.5	69.0	66.8
9.4: I feel my contribution is valued in NZ Police	66.7	47.5	43.0	57.9	52.1	60.7	52.4	49.5	48.0
1.6: I feel a sense of belonging to my District or my Service Centre	76.7	63.3	59.6	68.4	59.5	58.3	60.3	59.1	57.9
5.3: My job gives me a sense of personal achievement	86.7	73.8	78.8	89.5	76.9	73.8	93.7	82.9	79.7
1.2: I feel I am working for an effective organisation	73.3	60.0	56.6	68.4	64.9	67.2	68.3	71.1	59.6
1.10: NZ Police is interested in the views and opinions of its staff	55.2	32.5	25.5	50.0	38.7	52.5	55.6	41.9	34.8
1.4: NZ Police cares about the well-being of its staff	63.3	47.5	31.1	52.6	48.8	59.0	65.1	46.5	40.1
1.5: There is a sense of 'common purpose' in NZ Police	66.7	51.3	55.1	63.2	51.8	70.5	64.5	53.0	53.5
1.8: Communication in my District or my Service Centre is open and honest	56.7	46.8	41.2	36.8	47.6	50.8	69.8	50.8	43.2
5.5: I am sufficiently involved in decisions that affect the way I do my job	70.0	50.0	52.2	68.4	58.0	60.7	68.3	56.1	52.5

3.10.2.3 Key Drivers by Function

Key driver scores for each function are presented across the next three pages. Similar to the last two years, the Overseas group has obtained the most favourable scores on the majority of the key driver questions.

The lowest scores for each key driver were spread across a number of groups, with Community Policing and Finance having the greatest number (four and three, respectively). It is worth noting that both of these groups, together with Prosecutions, have seen the greatest declines across the key driver questions since 2012. A large degree of variation in score exists across the different Functions, with the greatest variation in scores coming from the questions about sense of belonging (a difference of 55.8 points between the maximum and minimum scores) and perceived care for staff well-being (a difference of 48.8 points between the maximum and minimum scores). It will be worth investigating why there is such a large difference in scores across the Functions for these questions in particular.

Read **across** the rows to see which demographic/s score/s 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 Org
1.3: NZ Police is an enjoyable place to work	64.9	74.1	57.0	70.0	78.6	62.8	59.7	68.7	66.8
9.4: I feel my contribution is valued in NZ Police	45.9	55.0	45.1	58.7	75.1	48.8	41.9	44.6	48.0
1.6: I feel a sense of belonging to my District or my Service Centre	56.8	67.2	49.6	60.9	74.4	44.2	46.6	58.8	57.9
5.3: My job gives me a sense of personal achievement	81.1	86.5	76.3	79.0	86.6	65.1	78.7	79.6	79.7
1.2: I feel I am working for an effective organisation	51.4	79.3	50.8	66.6	73.1	53.5	57.7	57.6	59.6
1.10: NZ Police is interested in the views and opinions of its staff	29.7	44.9	28.0	42.6	59.2	34.9	32.4	32.0	34.8
1.4: NZ Police cares about the well-being of its staff	29.7	47.7	27.7	52.3	66.2	39.5	34.7	36.1	40.1
1.5: There is a sense of 'common purpose' in NZ Police	40.5	66.7	43.4	60.6	69.7	37.2	52.0	52.7	53.5
1.8: Communication in my District or my Service Centre is open and honest	43.2	46.1	37.9	49.3	64.7	44.2	37.7	41.9	43.2
5.5: I am sufficiently involved in decisions that affect the way I do my job	48.6	44.2	52.9	60.4	73.5	53.5	51.3	45.9	52.5

3.10.2.3 Key Drivers by Function (Continued)

Key Driver Questions	HR/ Training	ICT	Intelligence	Investigations	Legal	Liaison	Other	Total Org
1.3: NZ Police is an enjoyable place to work	68.1	64.1	63.7	69.2	72.2	75.7	69.6	66.8
9.4: I feel my contribution is valued in NZ Police	49.5	48.7	48.0	46.9	61.1	59.5	51.6	48.0
1.6: I feel a sense of belonging to my District or my Service Centre	57.7	58.2	57.9	59.3	52.9	67.6	54.3	57.9
5.3: My job gives me a sense of personal achievement	80.9	74.6	68.8	83.0	77.8	91.9	81.1	79.7
1.2: I feel I am working for an effective organisation	65.0	65.8	54.8	56.5	83.3	62.2	64.5	59.6
1.10: NZ Police is interested in the views and opinions of its staff	42.4	31.6	34.6	32.0	33.3	43.2	29.3	34.8
1.4: NZ Police cares about the well-being of its staff	50.2	40.5	41.4	38.4	44.4	54.1	44.7	40.1
1.5: There is a sense of 'common purpose' in NZ Police	56.8	60.7	52.1	51.2	72.2	54.1	55.3	53.5
1.8: Communication in my District or my Service Centre is open and honest	47.5	37.8	40.8	41.3	44.4	40.5	43.6	43.2
5.5: I am sufficiently involved in decisions that affect the way I do my job	60.2	47.2	51.6	57.9	61.1	70.3	60.6	52.5

3.10.2.3 Key Drivers by Function (Continued)

Key Driver Questions	Overseas	Policy	Prosecutions	Road Policing	Specialist teams	Vetting	Watchhouse	Youth	Total Org
1.3: NZ Police is an enjoyable place to work	94.1	69.3	63.0	58.3	67.4	63.0	61.4	62.5	66.8
9.4: I feel my contribution is valued in NZ Police	82.4	61.4	42.9	43.4	48.9	55.6	45.6	39.2	48.0
1.6: I feel a sense of belonging to my District or my Service Centre	100.0	61.4	59.6	52.4	55.6	63.0	47.6	54.7	57.9
5.3: My job gives me a sense of personal achievement	94.1	77.3	79.2	74.4	82.3	81.5	72.5	86.0	79.7
1.2: I feel I am working for an effective organisation	94.1	65.5	55.6	52.0	58.9	59.3	58.5	58.5	59.6
1.10: NZ Police is interested in the views and opinions of its staff	52.9	51.2	26.1	31.7	36.5	46.2	32.4	30.8	34.8
1.4: NZ Police cares about the well-being of its staff	76.5	55.7	30.7	37.0	40.4	51.9	35.0	36.2	40.1
1.5: There is a sense of 'common purpose' in NZ Police	76.5	61.4	54.6	46.7	51.7	63.0	49.0	49.3	53.5
1.8: Communication in my District or my Service Centre is open and honest	64.7	52.3	41.9	40.8	47.6	66.7	44.0	37.1	43.2
5.5: I am sufficiently involved in decisions that affect the way I do my job	70.6	60.9	52.8	49.1	56.5	51.9	46.9	52.2	52.5

3.10.2.4 Key Drivers by Rank/Level

Examining the organisational key driver results by Rank/Level reveals that Employees are generally the most positive. All three groups have obtained fairly similar scores on the questions relating to the workplace/organisational enjoyment and sense of belonging, but have considerably diverse responses on the questions about organisational effectiveness, sense of 'common purpose' and one's sense of personal achievement.

Key driver scores across the demographic breakdown within 'Constabulary' and 'Employee' are shown over the next two pages, with the same pattern emerging in both groups: scores increase the further up the organisational hierarchy you move. As observed over the last three years, Commissioned Officers and employees that are 'Band 1 & Above' have responded most favourably. The least positive are the Constables, as well as employees in 'Band G-J'.

Read **across** the rows to see which demographic/s score/s 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	66.7	67.0	67.0	66.8
9.4: I feel my contribution is valued in NZ Police	46.6	51.7	48.4	48.0
1.6: I feel a sense of belonging to my District or my Service Centre	57.8	58.0	58.9	57.9
5.3: My job gives me a sense of personal achievement	80.5	77.7	72.6	79.7
1.2: I feel I am working for an effective organisation	57.5	65.2	55.8	59.6
1.10: NZ Police is interested in the views and opinions of its staff	33.4	38.2	38.9	34.8
1.4: NZ Police cares about the well-being of its staff	38.0	46.0	41.1	40.1
1.5: There is a sense of 'common purpose' in NZ Police	51.6	58.5	60.0	53.5
1.8: Communication in my District or my Service Centre is open and honest	42.8	44.3	41.1	43.2
5.5: I am sufficiently involved in decisions that affect the way I do my job	52.7	52.1	49.5	52.5

3.10.2.4.1 Key Drivers by Constabulary

Key Driver Questions	Constable	Sergeant	Senior Sergeant	Commissioned Officers	Constabulary	Total Org
1.3: NZ Police is an enjoyable place to work	64.0	68.9	76.7	90.2	66.7	66.8
9.4: I feel my contribution is valued in NZ Police	41.5	53.6	63.4	82.0	46.6	48.0
1.6: I feel a sense of belonging to my District or my Service Centre	54.5	60.1	72.6	86.1	57.8	57.9
5.3: My job gives me a sense of personal achievement	78.9	82.6	85.0	94.8	80.5	79.7
1.2: I feel I am working for an effective organisation	53.3	61.0	78.3	89.1	57.5	59.6
1.10: NZ Police is interested in the views and opinions of its staff	28.3	37.1	56.7	75.9	33.4	34.8
1.4: NZ Police cares about the well-being of its staff	33.0	41.7	59.3	79.0	38.0	40.1
1.5: There is a sense of 'common purpose' in NZ Police	47.7	54.8	67.6	84.6	51.6	53.5
1.8: Communication in my District or my Service Centre is open and honest	39.3	44.3	58.1	77.2	42.8	43.2
5.5: I am sufficiently involved in decisions that affect the way I do my job	47.2	61.0	77.0	81.6	52.7	52.5

3.10.2.4.2 Key Drivers by Employee

Key Driver Questions	Band A – F	Band G – J	Band 1 & above	Employee	Total Org
1.3: NZ Police is an enjoyable place to work	65.4	70.5	74.6	67.0	66.8
9.4: I feel my contribution is valued in NZ Police	48.6	58.3	65.9	51.7	48.0
1.6: I feel a sense of belonging to my District or my Service Centre	57.3	58.1	67.2	58.0	57.9
5.3: My job gives me a sense of personal achievement	76.0	81.7	83.3	77.7	79.7
1.2: I feel I am working for an effective organisation	64.3	65.3	77.0	65.2	59.6
1.10: NZ Police is interested in the views and opinions of its staff	35.7	42.5	54.8	38.2	34.8
1.4: NZ Police cares about the well-being of its staff	43.7	49.4	61.9	46.0	40.1
1.5: There is a sense of 'common purpose' in NZ Police	56.5	59.5	81.7	58.5	53.5
1.8: Communication in my District or my Service Centre is open and honest	42.8	46.8	54.0	44.3	43.2
5.5: I am sufficiently involved in decisions that affect the way I do my job	48.6	60.9	64.0	52.1	52.5

3.10.2.5 Key Drivers by Gender

As in 2012, there is little difference in the way males and females have responded across the key driver questions. The gender groups differ the most when it comes to the sense of personal achievement derived from their jobs, with females scoring 3.4 points below males.

Read **across** the rows to see which demographic/s score/s 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	65.8	67.2	66.8
9.4: I feel my contribution is valued in NZ Police	47.3	48.2	48.0
1.6: I feel a sense of belonging to my District or my Service Centre	57.3	58.1	57.9
5.3: My job gives me a sense of personal achievement	77.3	80.7	79.7
1.2: I feel I am working for an effective organisation	59.4	59.6	59.6
1.10: NZ Police is interested in the views and opinions of its staff	35.0	34.7	34.8
1.4: NZ Police cares about the well-being of its staff	41.0	39.7	40.1
1.5: There is a sense of 'common purpose' in NZ Police	54.0	53.4	53.5
1.8: Communication in my District or my Service Centre is open and honest	41.5	43.9	43.2
5.5: I am sufficiently involved in decisions that affect the way I do my job	51.4	53.1	52.5

3.10.2.6 Key Drivers by Span of Control

Consistent with the results over the last three years and similar to the pattern observed in other organisations, favourability of ratings increase with the number of reporting staff. The questions with the greatest variability in responses across the four groups relate to care for organisational well-being, interest in staff opinions, and communication, suggesting that efforts should be directed towards closing these particular gaps.

Read **across** the rows to see which demographic/s score/s 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	65.1	68.6	79.9	83.6	66.8
9.4: I feel my contribution is valued in NZ Police	44.6	56.7	66.1	79.2	48.0
1.6: I feel a sense of belonging to my District or my Service Centre	55.6	61.0	73.5	84.3	57.9
5.3: My job gives me a sense of personal achievement	78.2	82.2	90.3	92.5	79.7
1.2: I feel I am working for an effective organisation	57.2	63.2	75.4	87.4	59.6
1.10: NZ Police is interested in the views and opinions of its staff	31.4	40.7	57.0	71.1	34.8
1.4: NZ Police cares about the well-being of its staff	37.1	45.3	57.7	79.2	40.1
1.5: There is a sense of 'common purpose' in NZ Police	51.2	58.5	66.2	82.4	53.5
1.8: Communication in my District or my Service Centre is open and honest	40.7	46.6	59.3	75.9	43.2
5.5: I am sufficiently involved in decisions that affect the way I do my job	48.8	63.0	73.5	81.0	52.5

3.10.2.7 Key Drivers by Tenure

When comparing key driver scores by tenure, the results are similar to the pattern seen when comparing the Engagement Index scores and engagement profiles by tenure. Staff who have been with NZ Police for less than two years have the highest engagement levels and have provided the most favourable responses the majority of the driver questions, while staff in the '5-10' year bracket have the lowest engagement levels and are the least positive. Notably, staff who have been with NZ Police for between 10 to 15 years also have low level of agreement scores on a number of key driver questions. On a positive note, the sense of personal achievement from one's job is high across all tenure groups.

Read **across** the rows to see which demographic/s score/s 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	84.1	70.2	61.9	63.4	65.9	66.3	62.9	69.2	63.8	66.8
9.4: I feel my contribution is valued in NZ Police	62.2	47.2	41.0	43.4	49.8	50.3	53.4	55.3	57.8	48.0
1.6: I feel a sense of belonging to my District or my Service Centre	73.0	61.6	53.8	52.2	57.6	55.6	56.5	59.9	63.7	57.9
5.3: My job gives me a sense of personal achievement	86.0	77.0	75.5	78.1	81.9	82.0	84.6	82.8	88.1	79.7
1.2: I feel I am working for an effective organisation	75.8	59.9	56.2	53.6	59.7	57.2	59.4	66.4	64.8	59.6
1.10: NZ Police is interested in the views and opinions of its staff	48.8	35.5	29.9	29.3	34.0	34.6	40.4	44.3	40.2	34.8
1.4: NZ Police cares about the well-being of its staff	58.7	39.3	32.3	35.7	41.5	43.8	42.4	47.1	48.1	40.1
1.5: There is a sense of 'common purpose' in NZ Police	71.4	53.8	49.1	49.7	53.0	52.0	54.3	55.9	56.5	53.5
1.8: Communication in my District or my Service Centre is open and honest	60.5	42.5	36.3	40.3	40.9	44.1	49.7	51.5	51.4	43.2
5.5: I am sufficiently involved in decisions that affect the way I do my job	55.4	48.7	46.4	50.4	56.6	58.8	60.6	59.1	69.6	52.5

3.10.2.8 Key Drivers by Time in Band

As in 2012, staff whose time in band is less than one year have provided the most positive responses across the organisational key drivers. The least positive are those who have been in a particular band for more than 10 years. Apart from the question relating to staff the sense of personal achievement, the scores for the key drivers decrease as time in band increases. It will be worth looking into the reasons underlying this pattern of results, especially around the areas of sense of belonging and common purpose, as one might expect that these should strengthen with increased time in band.

Read **across** the rows to see which demographic/s score/s 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	75.0	71.5	67.4	63.5	57.7	66.8
9.4: I feel my contribution is valued in NZ Police	54.9	52.2	46.3	44.9	42.9	48.0
1.6: I feel a sense of belonging to my District or my Service Centre	66.2	62.4	58.2	54.1	50.0	57.9
5.3: My job gives me a sense of personal achievement	81.9	81.3	77.5	78.2	80.3	79.7
1.2: I feel I am working for an effective organisation	68.8	63.6	58.7	56.0	52.5	59.6
1.10: NZ Police is interested in the views and opinions of its staff	45.0	38.4	32.6	32.1	27.4	34.8
1.4: NZ Police cares about the well-being of its staff	50.4	43.6	38.8	36.6	33.4	40.1
1.5: There is a sense of 'common purpose' in NZ Police	64.0	58.3	50.7	50.2	46.3	53.5
1.8: Communication in my District or my Service Centre is open and honest	53.1	46.8	40.5	39.2	38.9	43.2
5.5: I am sufficiently involved in decisions that affect the way I do my job	56.7	54.1	52.0	50.7	50.3	52.5

3.10.2.9 Key Drivers by Time in District

Looking at key driver scores by Time in District shows that staff who have spent less than two years in a particular District or Service Centre are the most positive, with the highest proportion of staff agreeing across to all 10 statements. Both the '5-10' and 'over 10' groups have low scores on five key drivers each, which suggest that these groups should be the areas of focus going forward.

Read **across** the rows to see which demographic/s score/s 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	78.2	67.6	62.3	60.6	66.8
9.4: I feel my contribution is valued in NZ Police	56.6	46.5	42.9	46.6	48.0
1.6: I feel a sense of belonging to my District or my Service Centre	66.3	58.9	54.0	53.3	57.9
5.3: My job gives me a sense of personal achievement	83.8	76.4	77.6	80.9	79.7
1.2: I feel I am working for an effective organisation	68.9	59.4	57.0	54.0	59.6
1.10: NZ Police is interested in the views and opinions of its staff	42.7	35.7	32.3	29.5	34.8
1.4: NZ Police cares about the well-being of its staff	50.8	39.1	34.2	37.5	40.1
1.5: There is a sense of 'common purpose' in NZ Police	63.8	53.2	50.3	48.1	53.5
1.8: Communication in my District or my Service Centre is open and honest	54.8	42.0	37.4	39.8	43.2
5.5: I am sufficiently involved in decisions that affect the way I do my job	56.8	50.9	49.3	53.3	52.5

3.10.2.10 Key Drivers by Same Manager Last 12 Months

Examining the key driver results by previous management shows that the 'unknown' group has the least positive responses, while those that have changed managers in the last twelve months are generally the most positive.

Tables presented over the next two pages show the key driver scores broken down by the length of time with one's manager. Generally, staff that have been with their manager for at least four years tend to be the most negative, while those who have been with their manager for less than a year are generally more positive.

Read **across** the rows to see which demographic/s score/s 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	Yes	Unknown	Total Org
1.3: NZ Police is an enjoyable place to work	67.6	66.7	58.8	66.8
9.4: I feel my contribution is valued in NZ Police	48.7	47.7	41.7	48.0
1.6: I feel a sense of belonging to my District or my Service Centre	59.0	56.8	53.7	57.9
5.3: My job gives me a sense of personal achievement	79.6	80.4	75.4	79.7
1.2: I feel I am working for an effective organisation	61.4	57.8	53.1	59.6
1.10: NZ Police is interested in the views and opinions of its staff	35.6	33.7	33.1	34.8
1.4: NZ Police cares about the well-being of its staff	40.3	40.3	37.2	40.1
1.5: There is a sense of 'common purpose' in NZ Police	55.0	51.7	50.9	53.5
1.8: Communication in my District or my Service Centre is open and honest	44.3	42.4	37.7	43.2
5.5: I am sufficiently involved in decisions that affect the way I do my job	52.2	53.3	50.4	52.5

3.10.2.10.1 Key Drivers by Same Manager Last 12 Months

Key Driver Questions	0-6 mnths	6-12 mnths	No	Total Organisation
1.3: NZ Police is an enjoyable place to work	67.1	68.6	67.6	66.8
9.4: I feel my contribution is valued in NZ Police	48.2	49.8	48.7	48.0
1.6: I feel a sense of belonging to my District or my Service Centre	58.8	59.3	59.0	57.9
5.3: My job gives me a sense of personal achievement	79.8	79.3	79.6	79.7
1.2: I feel I am working for an effective organisation	61.1	61.8	61.4	59.6
1.10: NZ Police is interested in the views and opinions of its staff	36.1	34.8	35.6	34.8
1.4: NZ Police cares about the well-being of its staff	40.1	40.6	40.3	40.1
1.5: There is a sense of 'common purpose' in NZ Police	55.4	54.4	55.0	53.5
1.8: Communication in my District or my Service Centre is open and honest	44.7	43.5	44.3	43.2
5.5: I am sufficiently involved in decisions that affect the way I do my job	52.1	52.6	52.2	52.5

3.10.2.10.2 Key Drivers by Same Manager Last 12 Months

Key Driver Questions	1-2 yrs	2-3 yrs	3-4 yrs	4-5 yrs	>5 yrs	Yes	Total Org
1.3: NZ Police is an enjoyable place to work	68.1	69.1	62.4	68.4	60.9	66.7	66.8
9.4: I feel my contribution is valued in NZ Police	47.8	47.7	47.0	44.9	49.1	47.7	48.0
1.6: I feel a sense of belonging to my District or my Service Centre	58.6	58.5	52.1	52.1	54.4	56.8	57.9
5.3: My job gives me a sense of personal achievement	80.5	78.0	78.4	82.9	83.6	80.4	79.7
1.2: I feel I am working for an effective organisation	59.0	57.7	57.6	60.5	52.5	57.8	59.6
1.10: NZ Police is interested in the views and opinions of its staff	34.6	33.3	32.9	34.6	31.4	33.7	34.8
1.4: NZ Police cares about the well-being of its staff	40.3	40.1	41.0	42.7	39.1	40.3	40.1
1.5: There is a sense of 'common purpose' in NZ Police	52.4	51.6	52.2	47.6	51.3	51.7	53.5
1.8: Communication in my District or my Service Centre is open and honest	43.2	42.7	40.3	39.7	42.1	42.4	43.2
5.5: I am sufficiently involved in decisions that affect the way I do my job	53.6	54.0	53.0	48.3	53.8	53.3	52.5

3.10.2.11 Key Drivers by PE Type

When comparing key driver scores by PE Type, 'International' has the most positive scores, while 'Prevention' has the least positive ratings. Notably, the 'International' group has much lower levels of agreement for the questions relating to organisational care for staff well-being and communication, relative to the scores for all the other key drivers.

Read **across** the rows to see which demographic/s score/s 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	Unassigned	Intelligence	International	Investigations	Prevention	Response	Total Org
1.3: NZ Police is an enjoyable place to work	68.6	68.1	75.0	69.0	59.8	67.2	66.8
9.4: I feel my contribution is valued in NZ Police	52.9	51.4	75.0	47.2	42.5	46.7	48.0
1.6: I feel a sense of belonging to my District or my Service Centre	60.7	60.6	62.5	58.5	52.6	57.5	57.9
5.3: My job gives me a sense of personal achievement	79.9	70.4	75.0	83.2	78.2	79.6	79.7
1.2: I feel I am working for an effective organisation	67.2	59.0	75.0	56.8	53.8	57.9	59.6
1.10: NZ Police is interested in the views and opinions of its staff	39.0	37.3	50.0	32.1	31.3	34.1	34.8
1.4: NZ Police cares about the well-being of its staff	45.5	45.3	37.5	39.0	36.7	37.8	40.1
1.5: There is a sense of 'common purpose' in NZ Police	60.3	53.0	75.0	51.3	47.5	52.4	53.5
1.8: Communication in my District or my Service Centre is open and honest	45.3	45.2	25.0	41.7	40.9	43.2	43.2
5.5: I am sufficiently involved in decisions that affect the way I do my job	54.2	54.4	75.0	58.1	50.5	49.5	52.5

3.10.2.12 Key Drivers by Ethnicity – Overall Ethnicity Comparisons

Examining the key driver scores by ethnicity shows that 'Asian Peoples' and 'Other Ethnic Groups' are the most positive, while 'Pakeha' are the least positive. Across the ethnic groups, the greatest variation in scores is observed for the question about openness of communication within one's District/Service Centre, while the scores for the question relating to the adequacy of involvement in decisions are the most similar.

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/s score/s 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	66.4	69.5	63.8	73.2	76.3	77.1	66.8
9.4: I feel my contribution is valued in NZ Police	46.7	48.1	48.2	56.9	52.5	60.4	48.0
1.6: I feel a sense of belonging to my District or my Service Centre	57.0	59.5	57.7	63.4	66.5	62.5	57.9
5.3: My job gives me a sense of personal achievement	80.0	82.6	77.7	82.3	80.6	87.5	79.7
1.2: I feel I am working for an effective organisation	57.7	59.2	59.2	69.9	65.0	69.6	59.6
1.10: NZ Police is interested in the views and opinions of its staff	33.0	37.0	35.7	38.9	40.6	50.0	34.8
1.4: NZ Police cares about the well-being of its staff	37.9	40.8	39.5	43.1	52.2	50.0	40.1
1.5: There is a sense of 'common purpose' in NZ Police	52.0	53.0	51.2	61.0	63.8	56.3	53.5
1.8: Communication in my District or my Service Centre is open and honest	42.8	43.6	42.0	47.7	56.9	56.3	43.2
5.5: I am sufficiently involved in decisions that affect the way I do my job	51.3	58.0	53.6	59.2	55.3	54.2	52.5

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/Service Centre

District/Service Centre	Number of Responses	Response Rate
Total Organisation	8863	74.8%
Executive and Support	58	78.4%
Investigations/International	425	85.3%
Crime	251	87.5%
Financial Crime Group	49	98.0%
International Services	26	51.0%
Org Financial Crime Agency NZ	80	88.9%
Prevention	19	95.0%
Lower North & South	3075	71.2%
Canterbury District	689	66.6%
Central District	540	67.6%
Eastern District	389	76.9%
Southern District	432	65.6%
Tasman District	307	79.3%
Wellington District	718	77.2%
National Intelligence Centre	52	92.9%
Operations	846	81.9%
Communication Centres	478	83.1%
Operations Support	30	83.3%
Police Prosecutions	275	80.9%
Tactical Groups	63	76.8%
Resource Management	673	82.6%
Finance	46	71.9%
Human Resources	173	90.6%
ICT	204	78.5%
Strategy, Policy & Performance	61	96.8%
Training Service Centre	189	79.7%
Road Policing	171	77.4%
Upper North	3563	73.6%
Auckland City Dist	711	75.0%
Bay Of Plenty Dist	547	70.9%
Counties/Manukau District	958	80.3%
Northland District	271	71.9%
Waikato Dist	501	72.1%
Waitemata Dist	575	67.0%

Function

Function	Number of Responses
Total Organisation	8863
Airport	37
Communications	476
Community Policing	257
Corporate Support	688
District Management	203
Finance	43
Frontline support	352
General Duties	2113
HR/ Training	300
ICT	197
Intelligence	375
Investigations	1438
Legal	18
Liaison	37
Other	95
Overseas	17
Policy	89
Prosecutions	285
Road Policing	828
Specialist teams	438
Vetting	27
Watchhouse	207
Youth	343

Span of Control

Span of Control	Number of Responses
Total Organisation	8863
No Reports	7109
Under 10 reports	1058
Between 10 and 50 reports	537
Over 50 reports	159

Rank/Level

Rank/Level	Number of Responses
Total Organisation	8863
Constabulary	6411
Constable	4649
Sergeant	1133
Senior Sergeant	362
Commissioned Officers	267
Employee	2357
Band A – F	1715
Band G – J	516
Band 1 & above	126
Authorised Officer	95

Tenure

Tenure	Number of Responses
Total Organisation	8863
Under 5	2151
Under 2	879
2 - 5	1272
5 - 10	2338
10 - 15	1469
15 - 20	1110
20 - 25	697
25 - 30	526
30 - 35	275
Over 35	297

Time in Band

Time in Band	Number of Responses
Total Organisation	8863
Under 1 year	1349
1 - 3 years	1981
3 - 5 years	1617
5 - 10 years	2395
Over 10 years	1521

Time in District

Time in District	Number of Responses
Total Organisation	8863
Under 2	2102
2 – 5	1963
5 – 10	2356
Over 10	2442

Gender

Gender	Number of Responses
Total Organisation	8863
Female	2705
Male	6158

Same Manager Last 12 Months

Same Manager for the Last 12 months	Number of Responses
Total Organisation	8863
No	4993
0-6 mnths	3309
6-12 mnths	1684
Yes	3396
1-2 yrs	1608
2-3 yrs	686
3-4 yrs	389
4-5 yrs	235
>5 yrs	478
Unknown	474

PE Type

PE Type	Number of Responses
Total Organisation	8863
Unassigned	2323
Intelligence	362
International	8
Investigations	1483
Prevention	1409
Response	3278

Ethnicity

Ethnicity	Number of Responses
Total Organisation	8863
Pakeha	5081
Maori	777
Europeans	1106
Pacific Peoples	306
Asian Peoples	160
Other Ethnic Groups	48

Overseas Staff

Overseas Staff	Number of Responses
Total Organisation	8863
Yes	11
No	8852

Hours of Work

Hours of Work	Number of Responses
Total Organisation	8863
Full Time	8403
Part Time	460

Appendix 2: Questionnaire

The NZ Police Workplace Survey 2013 is made up of 66 rating scale questions grouped into 11 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. Quality and Excellence

- 2.1: NZ Police delivers on the promises it makes to its customers
- 2.2: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police
- 2.3: NZ Police's systems and processes enable me to do my job well
- 2.4: NZ Police encourages ideas and suggestions from employees on how to improve the way things are done

3. 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: I have confidence in my supervisor
- 3.6: I get regular feedback on my performance from my supervisor (formal/informal)

4. My Work Group

- 4.1: People I work with cooperate to get the job done
- 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 feel part of an effective work group
- 4.5: The way work is allocated in my workgroup is fair
- 4.6: People in my workgroup conduct themselves in accordance with the values expected by NZ Police

5. My Job

- 5.1: The responsibilities of my job are clearly defined
- 5.2: I know how my work contributes to the effectiveness of NZ Police
- 5.3: My job gives me a sense of personal achievement
- 5.4: I have the tools and resources I need to do my job
- 5.5: I am sufficiently involved in decisions that affect the way I do my job
- 5.6: I am satisfied with my physical work environment
- 5.7: The level of work-related stress I experience in my job is acceptable
- 5.8: I am able to maintain a balance between my personal and working life
- 5.9: The pay and benefits I receive are fair for the work I do
- 5.10: I understand how my performance is measured
- 5.11: My performance is fairly assessed

6. Respect & Integrity in the Workplace

- 6.1: Staff in my workgroup respect employee diversity
- 6.2: I know who to contact to report instances of workplace harassment, bullying or discrimination
- 6.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal
- 6.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)
- 6.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately
- 6.6: 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: Not Applicable, Yes, No)

7. Learning and Development

- 7.1: NZ Police provides adequate training for the work I do
- 7.2: The work I do makes good use of my knowledge and skills
- 7.3: I am encouraged to develop my knowledge, skills and abilities in NZ Police
- 7.4: I am encouraged to try new ways of doing things
- 7.5: There are career development opportunities for me in NZ Police
- 7.6: There are learning and development opportunities for me in NZ Police

8. Performance and Feedback

- 8.1: NZ Police expects high standards of performance from its people
- 8.2: People are held accountable for their performance in my work group
- 8.3: Poor performance is dealt with effectively in my work group

9. Recognition

- 9.1: I get recognition when I do a good job
- 9.2: We celebrate success in NZ Police
- 9.3: NZ Police has appropriate ways of recognising outstanding achievement
- 9.4: I feel my contribution is valued in NZ Police
- 9.5: People here are appointed to positions based on merit

10. Final Thoughts

- 10.1: Overall, I'm satisfied with my job
- 10.2: Overall, I would recommend NZ Police as a great place to work
- 10.3: I take an active interest in what happens in NZ Police
- 10.4: I feel inspired to go the extra mile to help NZ Police succeed
- 10.5: I feel a sense of commitment to NZ Police
- 10.6: NZ Police inspires me to do the best I can in my job every day

11. The Survey – Your Views

- 11.1: I believe actions will be taken based on the results of this survey
- 11.2: Changes in response to the 2012 Workplace Survey have had a positive impact on my work group
- 11.3: My supervisor has actively involved our work group in making changes as a result of the last survey

12. Open Ended Questions

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

Appendix 3: Kenexa State Sector Benchmark

The following 28 New Zealand State Sector organisations made up the 2013 Kenexa State Sector Benchmark. These organisations have conducted their workplace/employee survey with Kenexa within the last 2 years.

Airways New Zealand
Careers New Zealand
Civil Aviation Authority / Aviation Security Service
Commerce Commission
Creative New Zealand
Department of Corrections
Department of Internal Affairs
Electricity Authority
Environmental Protection Authority
Kiwibank Limited
Maritime New Zealand
Ministry for Culture and Heritage
Ministry for Primary Industries
Ministry of Defence
Ministry of Foreign Affairs & Trade
Ministry of Justice
New Zealand Customs
New Zealand Historic Places Trust
New Zealand Post Group
New Zealand Qualifications Authority
New Zealand Trade & Enterprise
Parliamentary Counsel Office
Serious Fraud Office
Standards New Zealand
Statistics New Zealand
Te Puni Kokiri
The Quit Group
Tourism New Zealand

Glossary

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

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

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

Engagement Ratio: the proportion of engaged to disengaged employees

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

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

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

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

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

'Statistical Significance' versus 'Significance of the Result': A 'statistically significant' result indicates that there is a difference in scores between two groups of respondents. So if a District's level of agreement score was 72% on a particular question and the NZ Police average was 80%, then this is likely to be a large enough difference to reflect a true divergence in employee opinion across the two groups (not just 'random variation in scores'). One group sees things more positively than the other group, so much so that the difference would be identified as 'statistically significant' via statistical analysis. But it is important to recognise that statistical analysis is impacted by the size of the survey sample. Very large survey samples means there is sufficient 'statistical power' to detect even very small differences in scores. As such, when viewing results online and thinking of 'what's important here', think of those things that represent substantive differences. For a result to be considered 'statistically significant' in this report we used a criterion of 2.5%.

The Questionnaire: The 2013 New Zealand Police Workplace Survey contained 66 statements designed to measure a workplace on a range of issues in the organisation. Respondents were asked to indicate how much they agreed or disagreed with each statement using a five point rating system. This rating system ranged from Strongly Disagree to Strongly Agree. Questions were separated into 11 sections according to statements that naturally cluster together and measure similar issues.

Level of Agreement Score (Percent Favourable): The survey scores reported herein are known as 'level of agreement scores'. They range between 0% and 100% and refer to the percentage of valid responses that 'agree' to some extent with the statement. Level of agreement scoring involves a fairly simple calculation. 'Valid' responses are all responses to the question, EXCLUDING those who did not answer the question and therefore their answer by default was recorded as 'Do not know.'

For a standard 5 point 'Strongly Agree' to 'Strongly Disagree' rating scale, the level of agreement score is calculated using the following steps:

1. Add up the number of 'Agree' and 'Strongly Agree' responses
2. Divide this number by the number of valid responses.

